

iMPACT

Insights & inspiration for social innovation

- 12** 'Humanitarian Action is for the People, Always'
- 18** Conflict Sensitivity: Lessons Learned from Myanmar
- 32** CSR in Peacebuilding
- 46** Young Social Entrepreneurs for Peace
- 60** Funding Sustainable Peace



Peace is Development



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Thi Hanh spends hours on computers.

They have become part of her life ever since she was granted a full scholarship to study IT at Passerelles numériques. Training completed, Thi Hanh found a job as a Web developer, and now supports herself, her family, and the development of her country.

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Photo: Magdalena Roeseler

INTERVIEWS



12
**'HUMANITARIAN
ACTION IS FOR
THE PEOPLE,
ALWAYS'**



28
**TRANSPARENCY
IS SOCIAL
RESPONSIBILITY**



**40 PURPOSE &
PROFIT THROUGH
VOLUNTEERISM**

TABLE OF CONTENTS

- 4 Note from the Editor
- 5 Punchline
- 8 News
- 10 Events
- 12 'Humanitarian Action is for the People, Always'
- 15 Striking Extreme Poverty by 2030:
How Can the New Deal Help?
- 17 Perspectives
- 18 Conflict Sensitivity: Lessons Learned
from Myanmar
- 21 Coaching for Change: Influencing People
to Make Change Happen
- 23 Content is Key to Building Donor
Relationships of Trust
- 24 Fundraising Trends in 2017
- 26 5 Ways the 4th Industrial Revolution
will Transform NGOs
- 28 Transparency is Social Responsibility
- 32 CSR in Peacebuilding: Why & How in Post-Conflict
- 34 All You Need to Know About ESG Reporting
- 36 What's Next for Business?



Photo: Adidas

- 38 Adidas & the Transformative Power of Play
- 40 Purpose & Profit Through Volunteerism
- 42 How a Corporate Volunteering Program Benefits Everyone
- 45 2016 Social Impact Conference: SDGs & Asian Values
- 46 Young Social Entrepreneurs for Peace
- 49 Top 5 Traits of Successful Social Enterprises
- 50 Scaling Impact: Partnerships with Social Enterprises
- 52 Social Enterprise Ideas that Get the Best Results
- 54 Approaching a Theory of Change
- 56 Lighting Up the Himalayas, One Village at a Time
- 58 Philanthropy Brings More than Money to Solve the World's Greatest Development Challenges
- 60 Funding Sustainable Peace
- 63 8 Tips for Funders Working in Conflict & Post-Conflict Settings
- 64 Trust is Essential to Changemaking, Funders Must Take the First Step
- 66 Philanthropy Trends to Watch
- 68 Making Strategic Gifts
- 72 In Numbers
- 74 Reviews

INTERVIEWS



46 YOUNG SOCIAL ENTREPRENEURS FOR PEACE



56 LIGHTING UP THE HIMALAYAS, ONE VILLAGE AT A TIME



60 FUNDING SUSTAINABLE PEACE



Photo: DBS-NUS Social Venture Challenge Asia 2015



Peace Is Development

"There is no peace without development, no development without peace," the curtain fell on the 2005 United Nations Summit with this declaration. It remains true today.

Conflict and violence continue to trigger extreme poverty globally. 2 billion people reside in countries embedded in conflict and violence¹ and 3.4 billion lives, half of the world population, have been troubled by crises over the past 15 years.² Prolonged struggles such as those in Afghanistan, Somalia and Syria have left 65 million homeless. Unsafe settlements, economic instability, unemployment, impaired education, health issues and environmental degradation are just some of the drivers of extreme poverty that the absence of peace causes.

But 1 billion people could break free from extreme poverty by 2030 if countries can stop conflict and build inclusive, accountable and effective public institutions (See Page 15). Governments must lead the way in this effort, having shouldered a large share of the yearly cost of war—70 percent of US\$13.6 trillion³—an astounding amount that would be better funneled towards improving the welfare of citizens.

In this endeavor, the social sector is doing its part, whether through providing vital and neutral humanitarian assistance, promoting conflict sensitivity, doing business with transparency, funding sustainable peace or leading social enterprises that resolve social challenges in conflict settings, among other noteworthy initiatives featured in this edition.

I deeply admire what organizations, companies and individuals are doing to enable positive change amid the scourge of war. While my stay with Impact has come to a close, I am immensely proud of contributing to this movement by helming the first and only magazine in Asia that equips social change agents with the knowledge and the tools they need to achieve their mission and make a difference in the world.

I wish you, our valued readers, and Impact continued success in the coming years!

Sreenivas Narayanan
Publisher

Johanna Morden
Editor-in-Chief

¹ World Bank, Fragility, Conflict and Violence Overview.

² OECD, States of Fragility 2016: Understanding Violence.

³ Institute for Economics & Peace, 2016 Global Peace Index.

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Nicole de Leon

Multimedia Artists
Joseph Lontoc
Polcarpio Velasco
Ramon Camposano
Venus Reverente

Web Administrator
Chris Daria

For Subscriptions:
subscribe@asianngo.org

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contribute@asianngo.org

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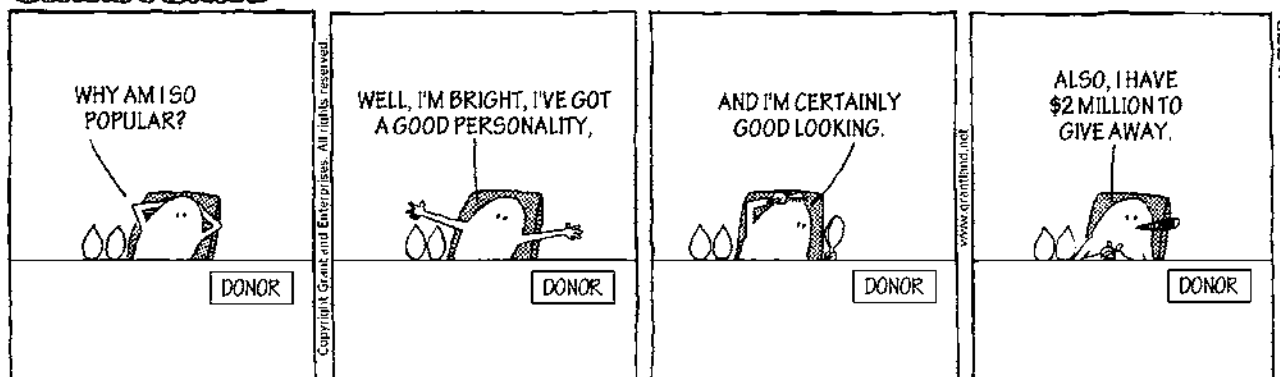
For General Inquiry:
info@asianngo.org

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GRANTLAND®



The circus show is in town and it includes a big guy, the circus strongman. As part of his act, he proceeds to squeeze every drop out of a lemon. The circus master then says, "If anyone here can get one more drop out of this lemon, just a single drop, I will give you US\$100."

A huge bodybuilder steps up and tries, but he can't get another drop out of the lemon. A second guy, even bigger, also tries and fails. Then a little guy steps up, and the whole audience laughs. Who is he to even try? He squeezes the lemon and out gushes a lot of juice. Everyone gasps and the circus master says, "Who are you?" and he replies, "I'm a fundraiser."

A funder and a nonprofit Executive Director walk into a bar and order coffee. The funder says she is interested in programs that make a real impact. The Executive Director tells her about a new initiative that in three years will transform a problem, serve hundreds of people and provide a model for systems to adopt around the region. It will cost just US\$100,000.

The funder was delighted. The funder then asks the Executive Director whether he can achieve these outcomes in one year with US\$10,000 and not spend any of that money on existing staff.

Source: www.nonprofitwithballs.com;
www.energizeinc.com

Top 10 Reasons to Volunteer

1. When you stay home you get too many telemarketing calls.
2. Your family could use a break from you.
3. You might need help yourself some day.
4. It's hard to win a game of solitaire.
5. Soap operas all sound alike.
6. If you don't go out each day, you get old.
7. Why let your boss have all the fun in life?
8. The car needs a workout.
9. Your mom would be proud of you.
10. Who cares about money?

IF THEY HAD WORKED IN DEVELOPMENT...



"To every action there is an equal and opposite reporting requirement."

Isaac Newton

"If today were the last day of your life, would you want to spend all this time trying to understand social impact bonds?"



Steve Jobs



"Lots of people want to ride with you in the limo, but what you want is someone who will take the bus with you when the limo breaks down. What's a limo?"

Oprah Winfrey

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55 Esteban Abada St., Brgy. Loyola Hts.
Quezon City, Metro Manila, Philippines




+632 927 3119 / +63 915 848 0230



secretariat@teachpeacebuildpeace.com



www.teachpeacebuildpeace.com



TANIYA lives in a slum area of Dhaka, home to millions of people living without access to clean drinking water, toilets, medical care and schooling.

Throughout Asia, Plan International is supporting children and young people like Taniya to improve their living conditions, ensure they are attending school and are free from harm and danger. We are working to make these areas safer for children.





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14th Floor, 253 Asoke Building
Sukhumvit 21 (Asoke) Road
Klongtoey Nua, Wattana
Bangkok 10110
THAILAND

Trust in institutions falls worldwide



Trust. Photo: Terry Johnston

Public trust in institutions has hit an all-time low worldwide, a new survey has found.

The 2017 Edelman Trust Barometer has recorded a fall in public trust across the institutions of business, government, media and nongovernmental organizations, a first since the survey began in 2001. The survey has found that the general public does not trust the four institutions to “do what is right” in 21 out of the 28 countries surveyed.

Among the 33,000 respondents surveyed, NGOs are distrusted by 47 percent, business by 48 percent, media by 57 percent and government by 59 percent.

NGOs are distrusted in 8 countries and saw a decline in credibility in 21 countries. In 11 countries, NGOs are less trusted than business. Business is distrusted in 13 countries with its credibility falling in 18 countries. Media, which performed the worst, is distrusted in 82 percent of countries and has reached its lowest

credibility margins in 17 countries. Government is distrusted in 75 percent of countries with its credibility declining in 14 countries.

According to the study, business is seen as the only institution that “can make a difference.” 75 percent of survey respondents agreed that a company could both raise its profits and improve socioeconomic conditions in the areas where it operates.

“Business is the last retaining wall for trust,” said Kathryn Beiser, global chair of corporate practice at Edelman Intelligence. “Its leaders must step up on the issues that matter for society.”

The 2017 Edelman Trust Barometer is the 17th annual trust and credibility survey conducted by research firm Edelman Intelligence.

Asia's most sustainable companies revealed



Who are Asia's most socially-responsible businesses?

Leading sustainability advisory firm InnoCSR Group and its think tank, Inno Global Institute (IGI), have named the best performing companies in China, Japan, South Korea and the ASEAN region in terms of corporate social responsibility (CSR) under its annual Asia CSR Ranking for 2016.

A total of 120 firms were assessed along the dimensions of environment, social and

governance (ESG), counting 10 firms from ASEAN, 30 from China, 30 from Japan and 50 from South Korea. The firms were the largest in their home country by market value as of December 2015 and have at least one foreign subsidiary in Asia.

The top five companies in ASEAN are Siam Cement, PTT, Singapore Telecommunications, Malayan Banking and Axiata, respectively. In China, they are China Mobile Communications, China National Petroleum, Sinopec Group, China National Offshore Oil and State Grid Corporation. In Japan, Toyota Motor, Takeda Pharmaceutical, Hitachi, Honda Motor and Denso. In South Korea, Kia Motors, LG Electronics, POSCO, Samsung Electronics and Samsung SDI.

By country, Japan had the best performing companies, followed by South Korea and China. Japanese companies, in sum, lead

in all the ESG dimensions compared to firms in other countries.

IGI has noted that countries, on average, scored low in a specific area. For ASEAN firms, it is in the area of CSR communication; for Chinese firms, in environmental management; for Japanese firms, supply chain management; and for South Korean firms, CSR communication.

An Asia Ranking Committee, composed of academicians and media companies from ASEAN, China, Japan and South Korea, evaluated the firms' CSR ranking using 139 indicators derived from the ISO 26000 guidelines. On July, the committee is expected to hold the 2017 Asia CSR Ranking Conference.

On first day, new UN chief calls for peace

The new chief of the United Nations has made a plea for peace on his first day in office.

António Guterres began his term as the 9th United Nations secretary-general on Jan. 1 with a call for the international community to strive for peace amid "millions of people caught up in conflict suffering massively in wars." Guterres will remain as the intergovernmental organization's administrative chief until Dec. 31, 2021.

"Let us resolve to put peace first. Let us make 2017 a year in which we all—citizens, governments, leaders—strive to overcome our differences," Guterres said, marking the start of the new year.



Photo: United Nations/Manuel Elias

"All that we strive for as a human family: dignity and hope, progress and prosperity depends on peace. But peace depends on us," he added.

Guterres, 67, has been an outspoken advocate for peace as the U.N. high commissioner for refugees from 2005 to 2015. A former prime minister of Portugal, Guterres replaced former U.N. Secretary-General Ban Ki-moon, who stepped down on Dec. 31 after leading the organization for 10 years. While the post is not term-limited, it is customary for secretaries-general to retire after two five-year terms.

Sustainable businesses can unlock US\$12T—report



Paul Polman, Chief Executive Officer of Unilever.
Photo: World Economic Forum/Sikarin Thanachaiary

Trillions in economic opportunities await sustainable businesses in the next decade, a new report by a leading business coalition said.

The Business & Sustainable Development Commission's new report, "Better Business, Better World," has revealed that sustainable business models can add 380 million jobs by 2030 and provide economic opportunities amounting to US\$12 trillion, or more than 10 percent of the world's gross domestic product

(GDP). The report has listed 60 sustainable and inclusive market 'hotspots' in four key economic areas. These areas include energy at US\$4.3 trillion; cities at US\$3.7 trillion; food and agriculture at US\$2.3 trillion; and health and wellbeing at US\$1.8 trillion.

The report said the hotspots have the potential to grow two to three times faster than the average GDP in the next 10 to 15 years. It has estimated that an additional US\$8 trillion will be created if companies embed the Sustainable Development Goals (SDGs) in their business strategies.

"But every day that passes is another lost opportunity for action," Paul Polman, CEO of Unilever and a member of the commission, said in a statement. "We must react quickly, decisively and collectively to ensure a fairer and more prosperous world for all."

The Business & Sustainable Development Commission is a coalition of more than 35 CEOs and civil society leaders promoting the achievement of the SDGs.



2 Billion

people live in countries where development outcomes are affected by fragility, conflict and violence.

Source: World Bank

US\$13.6T

economic cost of conflicts per year

Source: The Economic Value of Peace 2016, Institute of Economics & Peace

In 2016

81 countries became **MORE PEACEFUL** ↑

79 countries became **LESS PEACEFUL** ↓

Source: Global Peace Index, Institute of Economics & Peace

69% of 176 countries today are perceived by their citizens to be corrupt



Source: Corruption Perceptions Index 2016, Transparency International

TOP 5 GLOBAL RISKS OF 2017

1. Extreme weather events
2. Large-scale involuntary migration
3. Major natural disasters
4. Terrorist attacks
5. Data fraud/theft

Source: The Global Risks Report 2017, World Economic Forum

EVENTS

1. Cape Town, South Africa | January 15-18

The first United Nations World Data Forum served as a platform to intensify cooperation on data for sustainable development among data experts, statisticians and other figures from the global development community.

2. New Delhi, India | January 19-20

India's National Convention on Corporate Social Responsibility facilitated interactions between representatives from the national government, academia, civil society and private sector toward corporate social initiatives.

3. Canberra, Australia | February 15-16

The Australasian Aid Conference gathered researchers from across Australia, Pacific and Asia who are working on aid and international development policy, sharing insights and collaborating to develop the aid research community.

4. Colombo, Sri Lanka | February 16-17

The 1st International Conference on Climate Change convened advocates, academics and researchers for dialogues on climate change mitigation, vulnerability and adaptation.

5. Mumbai, India | February 17-18

The World CSR Congress was attended by CEOs, sustainability experts and CSR professionals to discuss the business value of sustainability and socially-responsible practices globally.

6. Bali, Indonesia | February 22-24

The World Ocean Summit highlighted the importance of transitioning from a conventional ocean economy to a 'blue' or sustainable economy, and how this transition is to be financed.

7. Bangkok, Thailand | March 1-3

The Women's Leadership and Empowerment Conference 2017 focused on discussions, presentations and papers about women's leadership and the empowerment of disadvantaged groups.

8. Singapore, Singapore | March 6-7

The Regional Business Integrity Conference: Culture of Business Integrity—Pathway to Sustainability and Success was designed to provide a platform for ASEAN businesses, key partners and stakeholders to participate in high-level dialogues and a practical sharing of best practices and experiences related to business integrity and sustainable growth.

9. Dubai, UAE | March 6-8

On its 7th year, the Health and Environment Conference discussed the importance of adopting more environmentally-friendly behaviors and taking more responsible action towards its theme, "Changing Minds, Protecting the Environment."

10. London, UK | March 22-24

The Commonwealth Cybersecurity Forum showcased expertise, knowledge and new technologies to map out future cooperation among Commonwealth countries in the area of cybersecurity.



Upcoming Events



11. New York, USA | March 27-28

Attended by over 250 delegates, the 5th Responsible Business Summit N.Y. brought together the most innovative North American brands in sustainability under three themes: data innovation, culture change and accelerating progress through technology.

12. Bangkok, Thailand | March 28

The 4th Disaster Preparedness Forum, with the theme "Build Better Now," addressed the need for disaster resilient settlements as well as policy and regulatory frameworks, finance and investment incentives and building design and construction throughout Asia.

13. Langkawi, Malaysia | March 30-31

The Global CSR Summit & Awards and the Global Good Governance Awards 2017 presented successful development models being employed by corporations, communities and governments that have created beneficial outcomes for their communities and the environment.

Dubai, UAE | April 10-12
Commonwealth ICT Investment Forum
for Emerging Markets

Shanghai, China | April 20-21
China Green Vehicle Forum

Kuala Lumpur, Malaysia | April 20-22
3rd International Conference on Education

Kuala Lumpur, Malaysia | April 20-22
3rd World Conference on Media
& Mass Communication

London, England | April 24-25
International Conference on Social Enterprise

Burwood, Australia | April 26-28
Asia-Pacific Humanitarian Leadership
Conference

Hiroshima, Japan | April 29-30
4th International Conference on Human
Development in Asia

Colombo, Sri Lanka | May 4-6
3rd World Conference on Women's Studies

New Delhi, India | May 10-12
One Mega Event

Ho Chi Minh, Vietnam | May 20-21
7th International Conference on Language,
Education & Innovation

Cancun, Mexico | May 22-26
Global Platform on Disaster Risk Reduction

Singapore | May 23-25
CommunicAsia 2017

Manila, Philippines | May 24-25
Solar Show Philippines

Chicago, USA | June 6-8
Social Innovation Summit

Brussels, Belgium | June 6-8
World Reconstruction Conference

Kobe, Japan | June 8-11
Asian Conference on Sustainability,
Energy & the Environment

Bangkok, Thailand | June 26-28
International Fundraising Conference



An MSF mobile clinic parked in a camp for internally displaced people in Amriyat al-Fallujah, Iraq. Photo: Mirella Hodeib/MSF

‘Humanitarian Action is for the People, Always’

BY LARA PANGILINAN



Rémi Carrier, Executive Director of Médecins Sans Frontières Hong Kong

Humanitarian assistance in the wake of a crisis is equal parts vital and challenging. Against the backdrop of war and conflict, it takes on an added nuance.

One organization has become synonymous with life-saving humanitarian assistance in such contexts: Médecins Sans Frontières (MSF), also known as Doctors without Borders. MSF, an awardee of the 1999 Nobel Peace Prize, is an international humanitarian organization delivering emergency medical aid to people affected by armed conflict and other calamities, regardless of ethnicity, religion or political affiliations.

Founded by a small group of doctors and journalists in 1971 to counter war and famine in Nigeria, MSF has now expanded to more than 60 countries, deploying more than 36,000 full-time staff in some of the world's most treacherous warzones.

MSF prides itself in its "distinct and principled" approach to delivering aid in conflict settings, according to Rémi Carrier, Executive Director of MSF Hong Kong and a member of MSF's Executive Committee. *Impact* speaks more with Carrier about the organization's unique crisis interventions.

What is MSF's approach to delivering aid in conflict-affected areas?

In conflict settings, a distinct and principled approach is required. We have an unwavering commitment to uphold our independence, impartiality and neutrality in the way we run our projects.

MSF's mode of action is characterized by an on-the-ground presence of mixed teams of international and national staff, and by a proximity to the people we seek to assist. We do only what we say we will do, which is to provide quality medical care free of charge to all our patients.

We work on the basis of 'acceptance' from the population. Acceptance here means that MSF seeks a social contract whereby its presence is respected by all parties to a conflict, including civilians. Only in exceptional cases will MSF feel that it has no other option but to limit its intervention to what can be done remotely or through a local actor, and even then only as a temporary measure.

What is at the heart of your work?

MSF's ability to negotiate access to its patients is a critical factor in its work in volatile and often violent settings. MSF attaches great importance to being able to assess needs, deliver assistance and verify its work independently, so as to avoid political interference.

MSF puts great emphasis on having physical presence on the ground, close to the epicenter of the crisis. This may often be in areas that are extremely insecure and where few other local or international humanitarian actors are present. While we give primary importance to direct medical action, MSF has had a long tradition of providing training to improve the technical skills of ministry of health (MoH) staff, and supporting MoH hospitals and health structures in our operations worldwide.



Why is this approach effective?

Only with fully independent assessments and operational control, a hands-on approach and international staff can we be sure that aid is not politicized and that it goes to patients who need it the most. For instance, we have witnessed in many settings that aid can be manipulated to build internal or international legitimacy, to freeze military gains, to enforce population displacements or to support famine policies.

Of course, money and perceptions about the influence that money brings are uncomfortably important. Some nongovernmental organizations are financially dependent on governments and that can raise doubts about their agenda in conflict areas. Because the funding for our activities in conflict areas comes from private individuals among the general public, we can make rapid decisions based solely on our independent assessment of the health needs in a crisis.

Humanitarian actors and actions are seen increasingly as an extension of broader political and strategic interests. The blurring of the humanitarian and political-military agenda contributes to the loss of access in some complex conflicts. Aid should not be seen as coercive. We should not be seen as a threat by either side of the conflict or by our patients.

The more aid is perceived as politicized, the less access we have to deliver lifesaving care. That is why financial independence and the ability to negotiate access can work together in conflict areas.



A drug-resistant tuberculosis patient receives treatment at MSF's clinic in Lashio, Shan State, Myanmar. Photo: Eddy McCall/MSF

How do you see your role as humanitarian aid providers in the larger context of peacebuilding?

We all want peace, but peacebuilding is a political act. Humanitarian aid is not automatically a part of peacebuilding efforts.

In my opinion, it raises many red flags when humanitarian aid is no longer distinct from peacebuilding efforts. These two actions have differing agenda.

If humanitarian aid becomes a part of a larger political process and is no longer given according to the needs of the victims, the very humanitarian principles that humanitarians have upheld for half a century become moot. They are about reducing suffering as an end in itself, not as a means to some other objective.

For MSF, independent and impartial medical humanitarian aid has to go to those who need them the most. Our work is a gesture of solidarity from one civil society to another and from one person to another, its ultimate aim being to preserve life, alleviate suffering and maintain or protect human dignity. We do not seek to change or 'develop' a society, but rather to help it overcome the effect of crises. Humanitarian action is for the people, always.



Newborn Syrian baby Zain Al-Abideen receives care from an MSF nurse in the neonatal unit at the mother and child hospital in Irbid, Jordan. Photo: Enass Abu Khalaf-Tuffaha/MSF

How can aid delivery in conflict settings be improved?

The humanitarian system has grown massively in resources, but this had not led to a proportionate impact on people's lives in crises. The 2014 Ebola outbreak in West Africa exposed the weaknesses of the global health system and the sluggishness of the aid machinery to respond to an epidemic on such a scale.

Decision-making should be done closer to where the action happens.

In my opinion, leadership in emergencies is key, in particular at the country level. That is why MSF sends its veterans and decision-makers to the field for a quick informed decision right there. Greater investment should be made to improve reactivity and preparedness—logistics, human resources, financial capacity and more. The humanitarian sector must put patients at the core of its work, and be less afraid to get its hands dirty to do the job right. ♦

Striking Extreme Poverty by 2030: How Can the New Deal Help?



BY SARAH HEARN

Sarah Hearn is a Senior Fellow and Associate Director at the Center for International Cooperation of New York University.

The message of the g7+ group of conflict-affected and fragile countries is clear: *Solutions to conflict and poverty only work when they are nationally-owned and led.* That might seem obvious, but the international community has learned the hard way that externally-imposed priorities do not add up to peace and sustainable institutions that drive development.

The New Deal for Engagement in Fragile States is a set of partnership principles for ending conflict and poverty. Agreed upon by the g7+ member countries, it commits them to goals for inclusive politics, security and justice, laying the foundations for economic growth and collecting revenues to provide services. These peacebuilding and statebuilding goals are the basis for fighting extreme poverty. The 'deal' part of the equation hinges on compacts that bind together government, society and international partners towards the collective pursuit of these common goals and mutual accountability for progress.

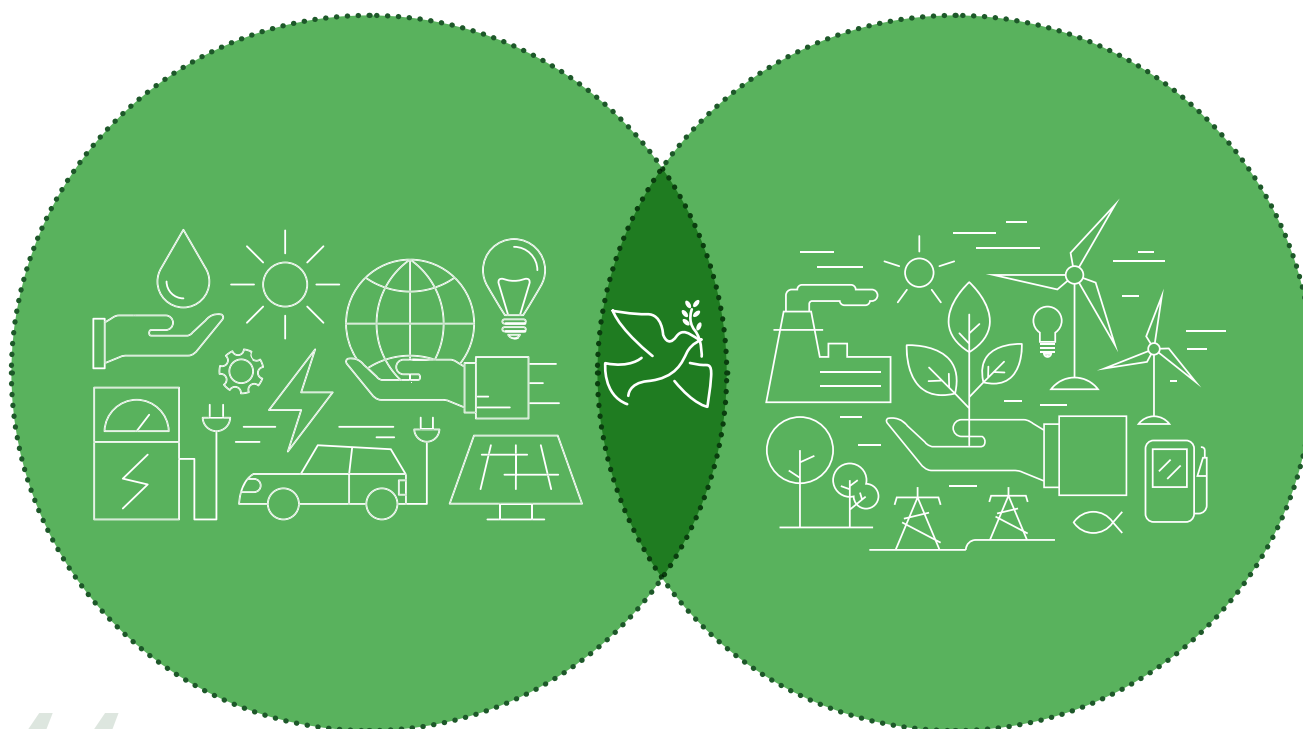
In 2015 and 2016, I led a team that reviewed the New Deal and the progress it has made so far. Suffice to say, simply signing up to the New Deal is not the panacea. Since its launch in 2011, the New Deal has been criticized for being too technical, for low uptake among national political leaders and international partners, and for not sufficiently involving society. But the New Deal could strike the definitive blow against extreme poverty in the next 15 years.

1 billion people could escape extreme poverty by 2030 if countries can resolve conflict and crisis, and build inclusive, accountable and effective enough institutions.

Writing off the New Deal before it has had time to gain momentum should be inconceivable. In fact I find the opposite; we need to redouble our efforts behind it—and fast.

The New Deal has already made one very important difference. The New Deal has empowered the g7+ by elevating their messages on the world stage. In 2015, the world agreed that building peaceful and inclusive societies, access to justice and accountable, effective and inclusive institutions are a global development goal. This is history. It is the first time poor and fragile countries have shaped global goals, and it is the first time the world has agreed that peace, justice and institutions are universal development priorities.

Inside the g7+ countries, implementation has not always been easy. Ministries of Finance and Planning have proven to be crucial champions of the New Deal. They have found innovative ways to incorporate and measure progress in peacebuilding and statebuilding in national development strategies in the Democratic Republic of the Congo, Liberia, Sierra Leone and Timor-Leste.



But parliaments, the private sector, private citizens groups and media have too often been missing from the equation.

South Sudan's relapse into conflict, for example, followed a dialogue between government and partners that addressed building the state's public finance mechanics, but not politics, security and justice; and opposition and civil society did not have a seat at the table. Without inclusive processes to set priorities, we can have little confidence that 'what' and 'how' we are pursuing will build peace—we are operating on too many assumptions.

These challenges reflect a need for political leaders to recommit to the principles of the New Deal, and especially to political processes that bind all relevant actors into a shared vision for what needs to happen and how to build peace and fight poverty. Leading national processes to assess the causes of crisis and to agree on solutions is not easy, and so the g7+'s own fragile-to-fragile cooperation initiative promises to be an increasingly powerful mechanism for sharing advice and experience between g7+ countries.

International partners can do much more to fulfill their side of the New Deal bargain.

g7+ governments and societies need time and political space to resolve conflict and crisis, and coherent, predictable and timely assistance to develop national institutions and to fill finance gaps. Yet, I found limited evidence of behavior change in the international community as a result of signing on to the New Deal. The breadth of the new Sustainable Development Goals could further fragment aid and development partners—and make matters worse—while the growing financial pressures on the humanitarian system can only be eased through investing more in fragile countries to prevent crisis and build self-reliance in the first place.

It is time to commit to a new package of smarter aid modalities that build institutions, resilience and self-reliance, and that are counter-cyclical to help countries in times of crisis. Actors should agree on a traffic light system to hold themselves more accountable for innovation in support of nationally-owned and led plans.

If the New Deal did not exist, it would need to be invented to strike the definitive blow against global poverty. It is time to galvanize behind it, by mobilizing governments, citizens and partners behind a new generation of politically-led strategy, planning and programming, and new global and regional partnerships for leaving no one behind by 2030. The world must now rally to the g7+ under the global pledge of Sustainable Development Goal 17 on partnerships for the goals. ♦

Source: www.blogs.worldbank.org



No Peace Without Development

"There is no peace without development, there is no development without peace and there is no lasting peace or sustainable development without respect for human rights and the rule of law. For the international system to work, and for even a nation to work, you have to have to have peace, development and respect for human rights and rule of law, and you have to deal with it at the same time."

Jan Eliasson, *Former Deputy Secretary-General of the United Nations*

Youth Leading the Path

"I believe that young people, so often entrapped in destructive cycles of violence, have the passion and creativity to lead their communities down a different path, one of peace and sustainable development. If we channel their collective energy into a force for good, their sparks will create a fire that can drive out even the most impenetrable darkness."

Forest Whitaker, *Actor & Founder of the Whitaker Peace & Development Initiative*



International Cooperation

"Looking at the world today, we see challenges everywhere: development aid is decreasing, nationalism and xenophobia are increasing, walls are being built and borders are being shut for people in need, including those coming from g7+ countries... Difficult moments require unity and solidarity to overcome problems. These difficulties cannot be addressed in isolation by any single country, be they rich or poor."



Kaya Rala Xanana Gusmao,
*Former Prime Minister of
Timor-Leste & g7+ Eminent
Person*

Volunteerism & Community Resilience

"Volunteers are always better workers, because they are motivated. A country with an active volunteerism movement is indeed a rich one. When you see people and communities doing for themselves what they ought to do to save their lives without being told, then you know you are making a difference. Community resilience is important."



Richard Gordon, *Senator of
the Philippines & Chairperson
of Philippine Red Cross*

Conflict Sensitivity: Lessons Learned from Myanmar

BY JOSEFINE ROOS

Bagan, Myanmar. Photo: Magdalena Roeseler

Almost two years ago, CDA Collaborative Learning Projects opened its first country office in Myanmar. Since then, we have worked to apply, adapt and localize the 'Do No Harm' lessons developed by CDA through more than 20 years of collaboration with peace and development practitioners in conflict-affected areas around the world.

CDA develops new ways to support improved policies and practices within a number of areas, including conflict sensitivity. 'Do No Harm' is the conflict sensitivity approach developed by CDA through collaborative learning projects. Our insights, conceptual frameworks and practical tools focus on how organizations interact with conflict and how they can work effectively in conflict contexts, while helping to mitigate their negative impacts on conflict, and support local capacities for peace.

The experience we bring from Myanmar stems from our engagement with local civil society organizations, international NGOs, government, donors and local businesses. Working in a country that is undergoing transition and is facing ongoing conflict, we have learned the following lessons in making program initiatives more impactful in conflict settings:

Conflict sensitivity is needed at both policy and operational levels.

“Conflict sensitive donorship starts with an awareness that how, who and what is funded feed into existing conflict lines.”

It includes providing the recipients of donor funds with resources, capacity and flexibility that will enable them to be conflict sensitive. International principles need to be adapted to the country context. Funding needs to be flexible, so that partners can adjust their programs to reflect changing contexts, and ensure that ongoing learning is used to improve programs.

On an operational level, conflict sensitivity must be applied across sectors and be vertically integrated—from the heads of organizations to the field staff. With no proper anchor to change institutional behavior, initiatives aiming to only integrate conflict sensitivity into certain parts of an organization run the risk of failing.



Big, round sunset, Myanmar. Photo: Kudomomo/Flickr

Our experience from working in Myanmar's Rakhine state, a conflict setting, shows the importance of integrating conflict sensitivity as soon as possible. This ensures that conflict sensitivity is integrated into humanitarian response situations, which risk becoming protracted, and not just into development programs. In fact, in Rakhine, the lack of a conflict sensitive approach from the onset contributed to international organizations being perceived as biased towards one side of the conflict, and opportunities to reduce divisions by supporting both communities were missed.

Take the context as a starting point and adapt.

In order to be conflict sensitive, engagements must be adapted to the local context.

International donors need to understand the political, historical and cultural context in which they operate. In Myanmar, the state-society relationship is being politically negotiated, and war is ongoing in contested areas. The right to govern and issues related to political exclusion are key driving factors of violence. In such situations, it is vital to understand how the distribution of resources might feed into conflict dynamics, also at the national level.

Operationally, conflict sensitivity needs to be culturally and locally adapted. In Myanmar, CDA is constantly changing and contextualizing the tools and materials we use in our engagement with local partners. This is not just related to translating and adapting the language, but also to include and adapt the stories, examples and exercises we use. For example, 'conflict sensitivity' in

the Myanmar language roughly translates into "violence or problem that can easily erupt," hence conflict sensitivity is something to avoid—while 'Do No Harm' resonates more.

We have found that using art-based learning methods, such as drawing, story telling and theater, is helping local organizations take ownership of the 'Do No Harm' lessons. Different contexts will require different methods, metaphors and linguistic adaptations.

Change takes time. Sustainability requires local ownership.

Introductory 'Do No Harm' trainings are useful to raise awareness and provide a foundation for further engagements. Changing behavior, however, demands the uptake of knowledge and support to develop skills. This takes time.

We have therefore developed a model of ongoing 'accompaniment' of our partners, which includes support for more in-depth change starting at the personal or interpersonal level and working with the whole organization; covering the 'Do No Harm' steps from the initial conflict analysis, then analyzing how programs influence and are influenced by conflict dynamics, and implementing changes to mitigate negative consequences and strengthen the positive.

Learning is more efficient in local languages. Therefore, CDA has built the capacity of national staff who better understand the sensitivities needed when talking about cultural, religious, security and political issues. National staff take a leading role in our accompaniment model.

A fellowship program with national colleagues is another way that CDA seeks to build a locally sustained conflict sensitivity practice in Myanmar.

This mentoring model enables us to support young, national conflict sensitivity change agents. An ongoing 'Do No Harm' 'champion's' program furthermore builds the capacity of future conflict sensitivity experts in Myanmar's different states and regions.

As a final point, one question that we return to in our quest to support sustainable conflict sensitive practice concerns accountability. Who are we accountable to? To illustrate this with an example: An INGO working in a conflict-affected area in Myanmar is primarily accountable to its donors. They need to produce the results and follow the procedures outlined in their log-frames and program documents.

Examples from engaging with local tour operators working in the same areas shed light on how accountability to the local context makes conflict sensitivity a common sense practice to them. For responsible business actors, it is self-evident that their business must be accountable to local people—conflict insensitive practice could bring harm to the

communities, customers and, as a direct consequence, their livelihoods.

More than 20 years since the 'Do No Harm' lessons originated, they remain relevant—from international policy to the local operational level. Despite the different challenges faced across this continuum, the need to contextualize conflict sensitivity is vital. ♦

ABOUT THE AUTHOR

Josefine Roos is the deputy country director for Myanmar at CDA Collaborative Learning Projects, a nonprofit organization committed to improving humanitarian assistance, peace practice and corporate operations in conflict settings.

✉ jroos@cdacollaborative.org

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Coaching for Change:

Influencing People to Make Change Happen

BY HANNAH PAGE & RICHARD MOORE

Charities and social enterprises, like any other organization, are subject to constant change and adaptation. And with ever increasing political and financial uncertainty, these organizations are now required, more than ever before, to adapt, innovate and change the way they have always done things.

Some organizations embrace the challenge and take a 'don't look back in anger' approach, while others have real battles to overcome before they go down the route of change.

How can a coaching approach—where you do not give solutions in a silver platter—support an organization to make the changes it needs? To explore this, Pilotlight, which has worked with more than 600 charities and social enterprises, looked at three specific examples and gave a few tips for those of you interested in the fine art of coaching:

Support teams to talk about their reservations and unlock a mutual vision of the future.

It was clear that Organization A knew they needed to change. However, the charity had been through a difficult time previously and was very risk-averse, particularly at the board level. Pilotlight worked with the trustees to identify what barriers were stopping them from moving forward. Working directly with certain board members and running an 'away day' that focused on visualizing what the future could look like allowed them to come together, address their reservations and take action.

Take time to build a relationship and help others explore what makes them resist the change—it may not be what you think.

The CEO and founder of Organization B was very proud of their charity and the impact it had. However, getting them to trust their senior management team was a challenge. A simple questionnaire at a strategic session demonstrated all the good will, skills and great ideas of the team. The CEO was bowled over by the team's passion to contribute. This allowed the CEO to assess their own



approach to facilitating essential changes in the organization. Often it does take time to build trust, but that is one of the key ingredients to influencing change and sometimes it starts in the mirror.

Bring in a positive perspective!

With Organization C, the fear of taking a risk was a factor very much rooted in the organization's morale, low confidence and expectations. There was an air of accepting the inevitable: declining grant funding and, to their eyes, unsympathetic stakeholders. Although living on the edge in respect to their funding, the director and chair made their horizon—and that of their staff and membership—look worse by buying into the 'certainty' of a catastrophic funding cut.

By leading with a negative frame of mind, they unwittingly grew a resistance to change in their staff team, too. It became clear it was all about changing a mindset based on historical assumptions to one based on current facts. A risk analysis workshop based on evidence rather than assumptions re-engaged the board and staff and helped them focus on what they could do rather than what they thought they could not. ♦

Source: www.pilotlight.org.uk

ABOUT THE AUTHORS

Hannah Page is a senior project manager and Richard Moore is a project manager at Pilotlight, a capacity building charity offering free strategic planning support to charities and social enterprises.

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Content is Key to Building Donor Relationships of Trust

BY JEREMY REIS

Modern consumers want to be informed about the organizations they give money to, whether they are making a nonprofit donation or a purchase. Charitable groups that want to be successful must understand the desire of donors to be informed, and work with them to build a relationship of trust. High-quality content can be critical to accomplishing this goal.

Understanding donors' pain points

When a nonprofit organization wants to develop trust with its donors, it must first understand what its supporters want to see in a charitable organization. Many donors want to see evidence of the following:

- How donations are used
- How the organization has made a difference
- How the organization completes its work

When customers purchase a product or service from a company, they want to feel as though the return they receive for their money is worth the investment. Similarly, donors to nonprofits want to feel as though their money has gone to the cause they wanted to help. When organizations address the pain points that donors have, they can help improve the donor experience.

Using content to develop a sense of trust

Content can be an excellent way to communicate with donors and help to show them that their donations are valued. Valuable content to build trust can be any of the following:

- Success stories profiling the charity's work
- Financial reports demonstrating how much of the donation goes to the cause
- Profiling donors and how their specific contributions have helped the organization succeed
- Organizational reports detailing how the nonprofit accomplishes its work

The core value of the content comes from addressing the concerns of donors and reassuring them that the organization appreciates their contributions and would like to build a relationship with them.



Distributing the content

Leverage the power of digital media to get this valuable content in front of donors. Understand what people will be looking for at different parts of their journeys. For example, a prospective donor interested in learning more about the organization might appreciate having access to financial reports and summaries on the website.

After a person has made a donation, he or she might enjoy receiving an email about a recent success story that the charity has experienced, helping the donor feel as though the donation has made a difference. Donor profiles, other success stories and reports from the field can be excellent for social media platforms.

Donors are the key to keeping a nonprofit successful and moving forward. Without trust, though, many donors will move to other organizations. Groups that want to build relationships with their donors should leverage content and digital media to get their story in front of those who want to help the organization with its mission. ♦

ABOUT THE AUTHOR

Jeremy Reis is the director of digital marketing for Food for the Hungry, an international relief and development organization.

🐦 @JeremyReis
💻 www.jeremyreis.com

FUNDRAISING TRENDS

in 2017

BY JOHN BAGULEY

Fundraising worldwide received several hammer blows in 2016, on top of a continuation of strong negative currents for some income streams. Uncertainty over Brexit and worries over the U.S. elections did not help our donors' or trustees' confidence either.

The resultant mood around our 'Top Table' gatherings of the leading NGO fundraisers was sometimes grim, but as the resourceful and optimistic natures of fundraisers kicked in, new trends and possibilities began to emerge on which I have based my predictions for 2017.

Naturally, these are also flavored by our experience as consultants, and it may be significant that the first three proposals we have sent out in 2017 are all in response to organizations expanding their international reach in one way or another.

Overseas expansion

The first prediction is that international NGOs will step up their fundraising in new countries and new continents. We saw this trend take off in 2016 as we did market entry analysis in Africa, East Asia and Latin America. This is a step change from expansion across Europe, which was perhaps stage one in the process of NGO globalization.

We see this not just as asking local staff to raise funds where they happen to be, but the setting up of fundraising offices worldwide, the training of staff and investing in research and a variety of fundraising techniques.

We have seen Oxfam invest heavily in South Korea to join many others like World Vision, Save the Children and UNICEF. What is important trend-wise with Oxfam is that it has never had that sort of global fundraising presence before.

The reason this is likely to be a strong trend is that the whole direct marketing program that has sustained many, if not most, large charities in the past 30 years is grinding to a halt with its break-even point stretching to infinity.



Imaginative major donor approaches

There has been no visible slackening of the increasing wealth of the super rich, but the trend is for them to set up their own charities and look to their private offices, which handle their finances, for advice on philanthropy. We expect to see fundraisers reaching out much more effectively to multimillionaires and billionaires in 2017.

We have seen fundraisers either applying for existing funds such as the Gates Foundation, or looking for wealthy people who already give to them, rather than forging relationships with extremely wealthy people who are not current donors. Indeed, charities have recently been fined in the U.K. for researching their own donors, so the research trend must be to look outside their existing databases.

This has left huge untapped wealth in the hands of relatively few people, and 2017 must be the time when we all wake up and invest the time in securing a significant part of these huge sums.

Technology—contactless donations

From dogs wearing contactless payment devices sewn into their charity-branded jackets, to contactless donation points in charity shop windows, it is brilliant to see the speed of charities adapting to technological change really heating up, and the aptitude to invest in new forms of fundraising spreading. Maybe we are seeing some of the large sums previously tied up in direct marketing being released for new purposes.

I also like the way old fashioned ideas can be revived by the Internet. Take the fabulous donations book bound in gold leaf, with signatures by aristocratic donors at the front and lovely copperplate writing, recording gifts at the Westminster Abbey website. Do not just dismiss that as a throwback—these things really work for donors who love to have their names and donations in a permanent record.

When I was a child I would stand on tiptoes to put my huge, old-fashioned penny into the roof of the miniature coastguard hut on the sweet shop counter, and see the tiny boat launch down its ramp. Now we can use our credit cards to perform similar magic by swiping them across various posters and collection points.

This technology is rather more complicated, so it is taking a little longer to reach the streets. One crucial effect of all these street-based examples is to bring fundraising into our everyday lives in a positive way.

Of course, we can also give from home, office or anywhere else through our phones and other mobile devices, which is becoming easier and easier. ♦

ABOUT THE AUTHOR

John Baguley is the founder and chair of Group IFC, an international fundraising consultancy with offices in 11 countries around the world.

✉ john.baguley@groupifc.com

🐦 [@johnbaguley](https://twitter.com/johnbaguley)

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5 Ways the 4th Industrial Revolution will Transform NGOs



BY ROB ACKER

Rob Acker is the CEO of Salesforce.org, a company offering technological solutions for nonprofit organizations and higher education institutions to accelerate their overall impact.

The 4th Industrial Revolution will arguably become the most disruptive and transformative shift in history, and it is happening at a rapid pace. Experts from all over the world are discussing how technologies such as artificial intelligence, 3D printing, robotics and biotechnology will have a transformative impact on nearly every industry—from manufacturing and retail to entertainment to healthcare. But one of the biggest areas of transformation will happen within the social sector.

The 4th Industrial Revolution is the digital revolution that has been occurring since the middle of the last century. It is characterized by a fusion of technologies that is blurring the lines between the physical, digital and biological spheres.

Nonprofits, NGOs and education institutions have a tremendous opportunity to leverage new technologies to scale up their impact and ultimately achieve their critical missions.

The 4th Industrial Revolution offers huge opportunities to transform social good organizations for the better. Here are five key ways nonprofits, NGOs and education institutions can benefit:

1. Connect to anyone, from anywhere, on any device:

The digital era has allowed more people from more places around the globe to become connected. And for the first time, people in remote places have access to other people, resources and aid through the connected devices. There is a huge opportunity for nonprofits and education institutions to reach more people than ever before and connect them with their cause.

Today, nonprofits and education organizations can connect with their donors, volunteers, students and constituents in real-time from anywhere. Nonprofits can instantly reach their community of donors and volunteers to help with urgent matters that may mean the difference between life and death.

2. Scale like never before: Because we are more connected than ever before, social good organizations can also scale like never before. Historically, a lack of resources and funding have plagued the social sector, but technology can help small organizations make a big impact.

Now, it does not matter whether an organization has eight or 8,000 employees, the amount of people that can be reached is limitless. Populations that were previously unreachable can now be tapped and connected with particular causes without having to drastically increase overhead costs. Individuals with a passion who may have previously felt helpless will be able to start international movements with minimal resources.

3. Organize communities & engage more deeply:

Organizations can also start to organize and understand these communities better than ever before, resulting in deeper engagement. A nonprofit, for example, can organize its community based on region, specific causes, engagement level and more, and communicate with these groups or individuals in a way that is highly personalized.



According to the recently-released Connected Nonprofit Report, 65 percent of donors would give more money if they felt their nonprofits knew their personal preferences—and 75 percent of volunteers would give more time. With deeper engagement, these organizations will start to see increases in donations and volunteer time, which directly impact their mission.

4. Predict outcomes: Not only is everyone becoming connected, but everything is becoming connected. In fact, there are expected to be up to 75 billion connected devices in the world by 2020 that will generate trillions of interactions. Advances in artificial intelligence and deep learning are helping make sense of this massive amount of data to deliver actionable insights to businesses and organizations alike. Artificial Intelligence could perhaps be the biggest disrupter of all.

For the social sector, that means services can recognize patterns within a community or particular cause and predict future outcomes. For example, a nonprofit focused on the humanitarian crisis could identify the specific location and number of refugees coming into different countries, and preemptively send the appropriate level of aid and supplies.

5. Measure impact: Today, 90 percent of donors think it is important to understand how their money is impacting the organizations they support, but more than half of donors do not know how their money is being used, according to the Connected Nonprofit Report.

As we look towards the future, the measure of nonprofit success will not be the amount of dollars raised—it will be the impact made on the communities they serve. Historically, impact has not been quantifiable, but with advances in data and analytics, social good organizations can measure how they are performing. This will be crucial to maintain and attract donors and volunteers who help make these organizations possible.

Technology can create, inform and drive global change. The social sector can use it to find and connect with more people who need their services, understand their communities on a deeper level, predict outcomes to make them better prepared and possibly prevent certain situations, and even measure the impact they are making against their cause.

But it is up to social good organizations to take advantage of these opportunities—and quickly. ♦

Source: www.weforum.org

Transparency is Social Responsibility

BY LARA PANGILINAN

The Shwedagon Pagoda, Yangon, Myanmar. Photo: Paul Arps



Vicky Bowman, Director of Myanmar Center for Responsible Business

Some of the world's fastest-growing economies are also among the most fragile. Myanmar, for instance, was named the world's fastest-growing economy by the International Monetary Fund in 2016.

Myanmar continues to be an attractive prospect for investors in 2017 despite a government under transition and pockets of violence in Kachin and Rakhine. Economic and political reforms are being implemented by the new democratic government, which celebrated its first anniversary in February following decades of military rule that began in 1962.

The Myanmar Center for Responsible Business (MCRB) advocates for responsible business practices throughout the country amid this fragile climate. For MCRB, a responsible business is one that obeys the law, respects human rights, makes a commitment against corruption and bribery, pays taxes and responds to and engages with stakeholders. It touts transparency as an important step towards achieving these pillars of social responsibility.

Vicky Bowman, MCRB Director, tells us more about the Center and its initiatives, including its pioneering drive to promote disclosure among the 100 largest companies in Myanmar.



A family panning gold from waste in the Shwe Kyin township of Myanmar's Pegu region. Photo: MCRB



Small-scale gold mining operations in the Sagaing region of Myanmar. Photo: MCRB

What is new at the Myanmar Center for Responsible Business?

We are currently finalizing the fourth of our sector-wide impact assessments, this time on mining. We have been following up on our work in the sectors of tourism, information and communications technology, and oil and gas, with a strong emphasis on regulatory advocacy and capacity building around environmental and social impact assessment, safety, transparency and community engagement.

Our other cross-cutting initiatives include briefing papers for businesses about the rights of indigenous peoples, children and persons with disability. We try to bring together business, civil society and government stakeholders to improve regulation and build understanding about responsible business practices.

Myanmar's government is under transition. What are the challenges that responsible businesses face because of this?

The unclear legal framework is one of the biggest challenges that businesses here face.

“Since the first step to being a responsible business is to obey the law, it is a serious problem when laws are inconsistent or are impossible to apply.”

Under the new government, there is an enthusiasm among newly-elected legislators to make laws but, in my opinion, little understanding either of business or of effective regulation, and limited transparency and consultation.

There is lack of government institutional capacity and resources to implement permitting processes, monitor

business behavior and enforce the law. This creates endless problems of red tape, delays and corruption. One of the first actions of the new government administration was to declare no tolerance for corruption, but corruption also needs to be tackled through reviewing unnecessary processes and through deregulation.

How can businesses overcome these challenges?

By effective stakeholder engagement—for example, through organizing site visits for civil servants, members of parliament, communities and the media; submitting comments and proposed amendments on draft laws; and engaging with traditional and social media to raise awareness about modern business standards and challenges. Collective action on pre-competitive issues such as corruption and regulation is also important. Lobbying needs to be transparent.

There are now a number of surveys being conducted in Myanmar that are tracking the issues of red tape, delays and corruption, highlighting problem areas. Provided that there is both political will and civil service capacity to address these, we should be able to move forward.

MCRB spotlights business transparency, in part through TiME. Tell us more about this initiative.

Through Transparency in Myanmar Enterprises (TiME), we rank the largest Myanmar companies by the amount of information they disclose on their websites and on social media on issues such as corruption, organizational transparency and health, worker safety and the environment, based on global frameworks put forward by organizations like Transparency International and the Global Reporting Initiative.

“We are trying to encourage a ‘know and show’ culture.”

We published our third annual TiME report in September. What we have seen since the first report is a vanguard of around 10 major companies that really ‘get’ transparency, and that want to improve year on year.

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City side, Yangon, Myanmar. Photo: Waldemar Merger

Our challenge is to bring other large companies into that vanguard and get them to shift their culture from staying below the radar to engaging publicly. This is gradually happening as companies wake up to the positive reputational benefits of good disclosure.

Why is transparency in doing business important?

In Myanmar, transparency was nonexistent for decades, and the business sector was dominated by personal connections between the military government and a handful of large companies, nicknamed 'cronies.'

Greater transparency is one of the things that businesses can do to demonstrate that they understand the need for change.

Adopting and publishing better corporate governance policies is also finally a business advantage, since investors who are looking for partners in Myanmar are asking about these issues and want to see companies that are aware of concerns like anti-corruption and human rights. There has also been widespread societal distrust of business, and transparency is one of the ways to shift that.

How can businesses improve their transparency?

'Knowing and showing' means considering governance issues such as corruption risk, environmental and social impacts, and labor and community relations. It involves publishing factual, accurate and timely information, particularly on websites and on social media. It also requires proactive engagement with local communities to discover issues that are of concern to them, and establishing an operational-level grievance mechanism to receive, manage and track complaints. Collective action and participation in public-private dialogues is also important. ♦

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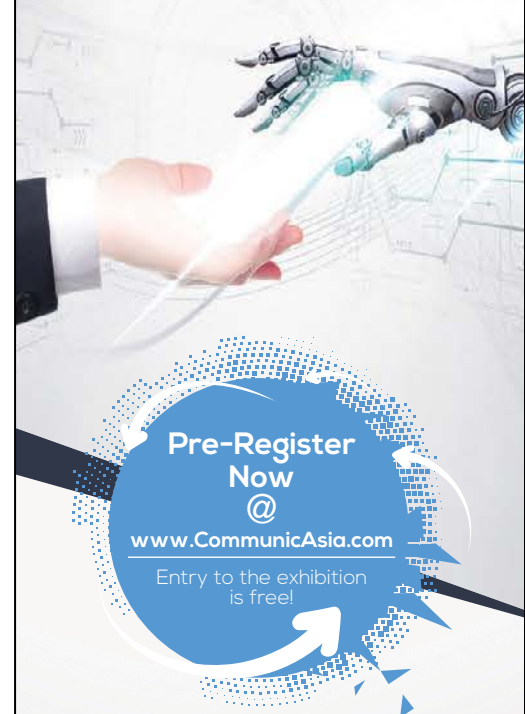
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CSR in Peacebuilding: Why & How in Post-Conflict



BY YOUNG RAJ BASNET

Youb Raj Basnet is the Head of Program and Operations for the Karnali Employment Program Technical Assistance under Oxford Policy Management, an international development consulting firm that aims to help low- and middle-income countries achieve growth and reduce poverty through public policy reform.

Peace is a prerequisite for success and its absence leads to failure of business and societal performance. Business is increasingly being recognized as having a vital role in conflict prevention and peacebuilding.

Although peace, security and development primarily rest with governments, private sector organizations can create a meaningful contribution for stability and security. Companies, mainly multinational corporations (MNCs), have clear corporate social responsibility (CSR) norms and guidance for their constructive engagement in conflict-prone zones.

CSR

CSR is largely accepted as businesses' additional responsibility to contribute to society's values and requirements beyond economic motives and legal compliance. The notion of CSR in developing countries is still in its inception stage and is widely influenced

by the practices of MNCs. The other key CSR drivers in these countries are inherent social culture as well as social, political and religious factors. However, CSR is still less formalized than the practices and benchmarks set for developed countries.

In countries like Nepal, for instance, the concept is still in the "largely discussed and less practiced" stage. Business executives are often in a dilemma about the concept, with most failing to recognize it beyond a business's contribution. Most foster CSR as donations, mostly through social institutions.

Looking over the practice of CSR in developing countries, it is delivered culturally with a blend of personal and religious motivations. Implementation of activities is largely philanthropic, as practices are often donations and are self-imposed with the aim to benefit communities. What CSR requires here is the delivery of CSR initiatives in a strategic way, rather than philanthropic.

Peacebuilding & Post-Conflict

Boutros Boutros-Ghali, former United Nations Secretary-General, defines peacebuilding as the “comprehensive effort to identify and support structures which will tend to consolidate peace and advance a sense of confidence and well-being among people.” The peacebuilding process creates a new environment to avoid the reoccurrence of violence and builds confidence among the people affected.

“One business engagement, particularly in ongoing or post-conflict environments, should be in reducing risks and providing relief to communities.”

There are risks of further conflict if people's grievances are not heard. Economic growth, in which businesses can contribute, and social harmonization support the reduced likelihood of reoccurrence.

Business engagement in post-conflict reconstruction is not a new phenomenon. The U.N. affirms that the business sector has enormous potential for involvement in development and reconstruction work. According to the World Bank, businesses can play a dynamic role to create “collaborative coalition, demonstrate a break from the past and build confidence in positive outcomes.”

Reducing violence and improving living conditions increase confidence in society. The governance system and rule of law in a post-war setting are weak and under threat, which block the state from delivering social services and protection to its citizens. Businesses can help combat corruption in government.

How?

Companies are recommended to deliver strategic philanthropic activities in humanitarian support, and relief activities that add value to peacebuilding.

Continuous dialogue with stakeholders delivers knowledge of socioeconomic and development priorities. The process also carries mutual cooperation between society and business. Businesses can remain impartial and reduce risks in fragile situations by mobilizing key groups and actors. Remaining ethical or demonstrating corporate citizenship while operating increases the reputation of businesses.

During my research in 2010, I found a lack of academic knowledge of CSR among business actors in the developing world, such as in the case of Nepal. The West strictly follows social norms and values to address their people's demands. Since least developed and developing countries have many socioeconomic challenges, the hardest effort would be to educate people on their rights. The current scenario is business-dominated due to an absence of strategic efforts in creating sustainable and peaceful business environments, that includes a common understanding about business roles and their potential contributions toward overall nation building.

While businesses' investment in fragile societies is beneficial to both the community and the private sector, current business efforts in many philanthropic areas will be ineffective if they do not address the *real need*, which is the promotion of peace. ♦



All You Need to Know About ESG Reporting

BY TONY WONG

For the past few decades, the purpose of businesses had been thought to be simply making profit and maximizing value to shareholders. But as people experience the negative externalities resulting from blindly chasing after profit, they began to rethink the role of businesses. More attention is now given to the triple bottom line: the social, environmental and economic impacts of businesses on the world.

An environmental, social and governance (ESG) report measures the performance of a company against the triple bottom line model. While many listed companies argue that an ESG report raises the cost of maintaining the listing status, ESG reporting does offer both internal and external benefits from a practical point of view:

Vision and strategy. Companies can set their direction by placing their purpose, vision and strategy into the context of global sustainability. The sustainability reporting process helps to make this explicit to stakeholders.

Management systems. Sustainability management and reporting require management systems, which improve data quality. The practice of tracking data highlights opportunities for improvement, efficiency and cost-saving.

Strength and weakness. Early warnings of emerging issues can help the management seize opportunities or evaluate potentially damaging developments early, before they emerge as unwelcome surprises.

Reputation and trust. Proactive and transparent communication about your sustainability efforts builds goodwill, reducing reputation risks. It also improves product image, brand name and reputation.

Attracting capital. Reducing risk through sustainability management and communication can help signal quality and good management, providing potential for new sources of capital and lower costs.

Stakeholder engagement. Ongoing learning from the outside-in. Stay up-to-date on the regulatory environment. ESG reporting is a powerful tool to build or restore trust among stakeholders.

For the past few years, stock exchanges in Asia have been announcing new disclosure requirements on ESG, demanding listed companies to report on their ESG performance. If you are in charge of ESG reporting, the primary and the most crucial part is to determine report boundary and content.

In the case of a multinational corporation, it usually has various subsidiaries in different locations. Thus, determining an appropriate report boundary and disclosing content that is material to the company itself and the stakeholder groups are indispensable steps for preparing a stakeholder-friendly ESG report.

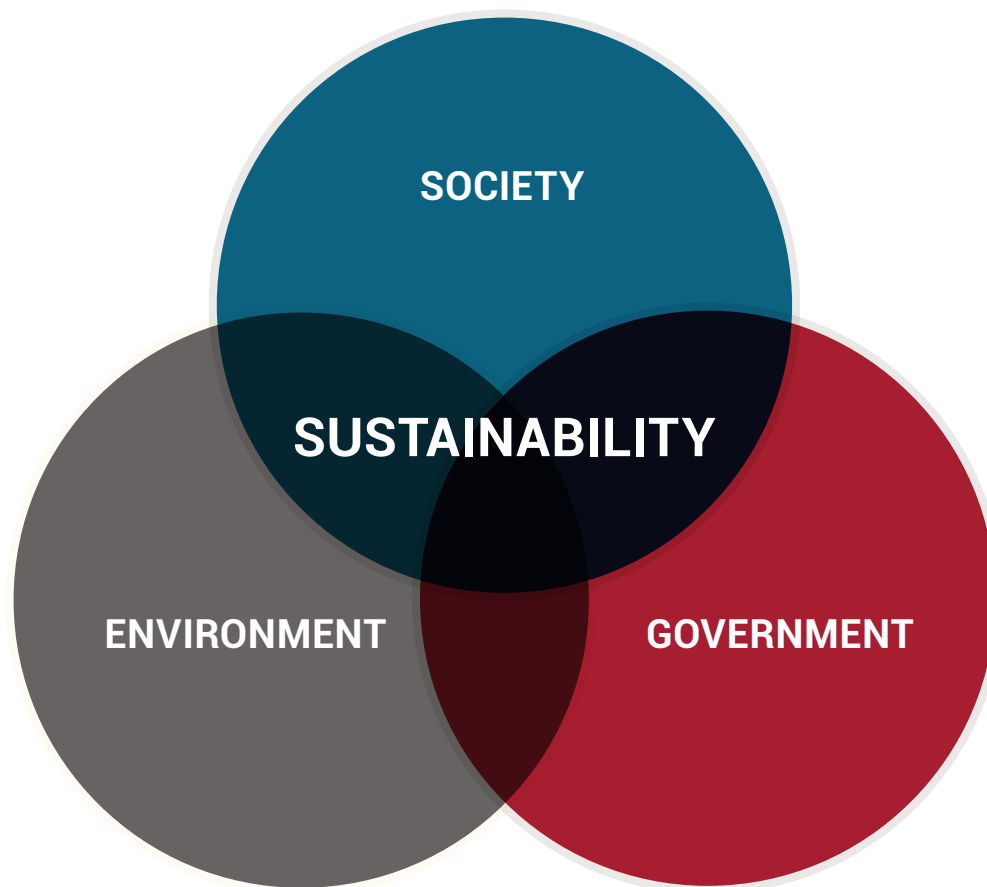
When preparing an ESG report, companies should be aware of the four principles for defining report content. I have created an acronym for it: *MSCI*.

M - Materiality

Materiality is the essence of ESG reporting. Companies have to ask themselves, "what issues are material to the company and its stakeholders?" For the report to be strategic, concise, credible and be easy to navigate, companies should report only the information critical to their business and the aspects that have a profound influence on the decisions of stakeholders.

S - Sustainability context

Key performance indicators (KPIs) should be presented in the wider context of sustainability. One of the questions that the company should answer in the report is, "how does the company contribute to the improvement or the deterioration of economic, environmental and social conditions at the local, regional



or global level?" Reporting only on individual performance fails to answer this question, so the report should state the sustainability performance based on the context of the limits and demands of different environmental and social resources.

C - Completeness

The report should cover the material economic, environmental and social impacts, so that stakeholders can assess the company's performance in the reporting period. This principle encompasses the dimensions of scope, boundary and time, and refers to practices in information collection and assessment on the appropriateness of the presentation of information.

I – Inclusiveness

The report should clearly state who the company's stakeholders are and how it responded to their different interests and expectations. Meeting the reasonable expectations of each stakeholder is an essential reference point for making decisions in preparing the report. Consequently, it leads to the formation of trust between the company and different stakeholders.

Although ESG reporting is here to stay, the prevailing perception is that it is nothing more than another public relations exercise in which board members and investors pay very little attention. While this might be the case now, judging from the incidents that we have been experiencing, such as the Volkswagen emissions scandal, I am quite confident that non-financial information will become an integral part of the fundamental analysis of a company in the next five to 10 years. And once a more widely-accepted standard can be agreed upon by investors, non-financial information could well be integrated into quantitative stock analysis. ♦

ABOUT THE AUTHOR

Tony Wong is a Global Reporting Initiative nominated trainer on G4 and is the founder of Alaya Consulting, a specialist consultancy focusing on sustainability, responsible investment and strategic communications.

✉ tonywong@alayaconsulting.com.hk
 🐦 [@alayaconsulting](https://twitter.com/alayaconsulting)
 📘 [/alayaconsulting](https://www.facebook.com/alayaconsulting)
 💻 www.alayaconsulting.com.hk

What's Next for Business?



Last year brought profound global shifts including rising support for protectionism and populism, growing cybercrime and shifting global climate leadership, all amid growing political and economic instability. At the same time, opportunities for companies to help solve global challenges have never been so varied—and perhaps never so compelling.

A growing number of companies are already taking action, testing corporate strategic alignment with the Sustainable Development Goals, setting and pursuing ever more ambitious climate targets, and adapting plans to address various food and health challenges.

As 2017 rolls on, we identify 10 issues that we believe have the greatest sustainability influence, calling out implications for the private sector.

1. Globalization Under Pressure

Rising support for trade protectionism and nationalism challenges fundamental assumptions about the inevitability of globalization. Companies must determine the impact of barriers to trade and capital flows generally, as well as what this means for corporate sustainability.

2. Cybercrime Epidemic

The scale and sophistication of cybersecurity attacks are growing, putting businesses, governments and individuals at increasing risk. Machine learning will accelerate the number and sophistication of attacks in 2017. The public and private cost of cybercrime and the security measures meant to prevent it are skyrocketing, and companies, especially ICT, energy utilities and automotive, are under increasing pressure to improve system security and customer data protection.

3. Climate Leadership Shake-up

While the ambitious Paris Climate Agreement was ratified in late 2016, the climate leadership landscape has undergone major shifts since it was negotiated, and the political will needed to support implementation may be increasingly difficult to build and maintain.

Additionally, there is increased private sector activity on climate as seen in the number and seriousness of corporate efforts on science-based emissions reduction goals, ambitious renewable energy targets and improving climate-risk disclosure.

4. Splashy Debut, Uncertain Next Steps for SDGs

A small but notable number of companies are publicly supporting the SDGs, launching related initiatives and committing to ambitious targets. There is also an increase in the number of financial tools being launched with the intention of mobilizing capital aligned with achieving the goals. However, widespread commitment by the private sector, not to mention agreement on metrics for measuring progress, lags.

5. Whose News?

The rise of social media as a major distributor and sometimes publisher of news operating with little editorial or quality control has growing implications for government and business. The proliferation of fake news has forced technology companies to reconsider the boundaries of their responsibility for content shared on their platforms, while other businesses are increasingly aware of the serious implications false data may have on corporate brand reputation.

6. Feeding the Future

As the global population grows and becomes more affluent, issues at the intersection of nutrition, health and climate become increasingly critical and complicated. Business generally, and food and beverage companies in particular, continue to come under increasing consumer and regulatory pressure to address food-related health and climate challenges.

7. Financial Disclosure Requirements Emerging

Investors of all types are increasingly paying attention to sustainability, and a growing number of financial institutions have units dedicated to sustainable investing. A number of regulators and standard-setting bodies have released or are working on new disclosure guidelines, and a growing number of companies are facing pressure from investors to be more transparent about sustainability risks and performance.

8. Access, Antibiotics and Pandemics

Global health institutions—from multilaterals to national governments as well as businesses—continue to find access to medicines, antibiotic resistance and pandemics the most acute challenges to improved human health. As multilateral organizations and governments continue to work on improving readiness for crises like pandemics, businesses face increasing pressure to invest in solutions.



9. Ever More Consumption

Across emerging economies, increasing affluence and economic growth are being accompanied by growing consumption and resource use. Most emerging economies' growth is outpacing the capacity of their waste management systems, accelerating impacts on human health, land and marine ecosystems. Companies operating in emerging markets have a unique opportunity to partner with local communities on mutually beneficial solutions to tackle the negative social, economic and environmental impacts of rapid growth.

10. A Jobless Future Draws Close

Advances in artificial intelligence, robotics and other technologies are causing profound shifts in the labor market, demanding governments and companies to grapple with questions about technology's impact on jobs and the economy. While estimates of how much automation will affect future employment differ, experts agree that the future workforce is likely to shrink and the nature of jobs that remain will change. ♦

Source: SustainAbility, *Sustainability Trends for 2017 (Annual Report)* (2017).

ABOUT THE AUTHOR

SustainAbility is a global strategic consultancy and think-tank focused on enabling sustainable economies,

 www.sustainability.com

Adidas & the Transformative Power of Play

adidas has empowered more than 15,000 young children in rural China through games and sports under its pioneering community investment program for early childhood education.

The sporting apparel giant, in partnership with Right To Play, has embarked upon an early childhood care and development (ECCD) program in Ningqiang county, Shaanxi province, and Yingjing county, Sichuan province, in China. The program has promoted sports and play-based activities among preschool-aged children to improve the uptake of learning among those in need. Right To Play is an international nonprofit organization highlighting play as a tool for disadvantaged children and youth to overcome the impacts of poverty, conflict and disease.

Now on its seventh year, the partnership began in 2008 after an 8-magnitude earthquake struck southwest China, with *adidas* and Right To Play collaborating to deliver one-year disaster relief assistance for affected children in Ningqiang and Yingjing. In 2009, the partnership was extended when a needs assessment held after the relief effort indicated that improvements to ECCD service delivery and facilities were needed in the two counties.

Transforming ECCD

In line with its core business, *adidas* believes that sport has the power to change lives and deliver social outcomes, a principle shared by Right To Play.

With ECCD being an important foundation for lifelong brain development and social engagement¹, the partnership aimed to enhance learning among kindergarten students in Ningqiang and Yingjing by incorporating play and sports into the academic



Photo: Adidas

curriculum. ECCD is the care and education provided to young children aged 0 to eight, which takes place at home or in the community and is provided through organized services and programs that target children directly or indirectly.²

Because teaching and learning through play was not a common concept in China, kindergartens all over Ningqiang and Yingjing initially had curricula similar to that of primary schools. Subjects like math, Chinese and science were emphasized with no games and outdoor activities. The *adidas* and Right To Play ECCD program sought to transform local preschool education into a more child-friendly and age-appropriate format by incorporating fun and interactive processes, such as sports and play, into lessons.

The new curriculum promoted by the partnership better catered to preschool children by going beyond a focus on academics. Sports, play and outdoor activities were included in the children's daily schedule. Kindergarten teachers have also made toys with recycled materials, helping children engage in more outdoor activities.

¹ Harvard University; In Brief: The Science of Early Childhood Development; Center on the Developing Child, (2011) <http://developingchild.harvard.edu/resources/inbrief-science-of-ecd/>

² UNICEF; New Horizons: A Review of Early Childhood Care and Education in Asia and the Pacific, (2016) <http://unesdoc.unesco.org/images/0024/002457/245728E.pdf>



Children participate in outdoor play and sports under the ECCD program of adidas and Right To Play. Photo: Adidas

adidas and Right To Play took a holistic, multi-stakeholder approach and worked closely with parents, teachers and local governments in designing and implementing the program. This enabled local communities to progressively take on greater roles and responsibilities in implementing the program for their communities and children.

Parents participated in the program alongside their children and their children's teachers. Parents, caregivers and guardians played a critical role by continuing ECCD at home and supporting the daily efforts of educators.

To ensure ownership and continued support of the program by communities and the local government, adidas involved officials from the Bureau of Education to participate in the ECCD training. In Yingjing, the Bureau of Education is also the local implementing partner, engaging in program activity design and implementation. The Bureau of Education has since integrated some of the program's components into its county-level ECCD plan.

In addition to ensuring its involvement, adidas and Right To Play also regularly kept the Bureau of Education updated about the program's achievements. This enabled the local government to know the effectiveness of the program and thus continue its support. The local government has since committed to increasing its investment in kindergarten facility improvements. Each town within Yingjing county has pledged to build new kindergartens.

Outcomes

The initiative has led to enhanced physical, social, cognitive and emotional skills among children participants. An evaluation conducted in 2014 revealed that, compared to children who did not undergo the adidas and Right To Play program, those who did so performed better in class and were better communicators. 60 percent of teachers from kindergartens who went through the ECCD program expressed that the children actively participated in class activities, for instance by answering questions raised in class, while children in non-program kindergartens had less positive interaction with their teachers.

In addition, teachers, parents/caregivers and health workers exhibited an increased capacity for ECCD. Adidas employees meanwhile showed a better appreciation of adidas Group's key principles.

The program in Ningqiang county was held from 2009 to 2014 and ended after all 38 kindergartens in the county had completed the ECCD training and thus reached self-sufficiency. In 2014, it was moved to Yingjing county, where the program closed in 2016 after all 20 kindergartens in the county have undergone the training. 15,987 children have since benefited from the program. ♦

Purpose & Profit Through Volunteerism

BY LARA PANGILINAN



Employees from Western Union's Taguig office in the Philippines volunteering at a local elderly home. Photo: Western Union



Elizabeth Roscoe, Executive Director of Western Union Foundation

A company that offers opportunities for its employees to give back to the community can create positive change both outside and within.

One way that a company can do this is through a corporate volunteering program, where employees bring their talents, experience and interests to a volunteer role that often requires specialized skills: skills-based volunteering.

Deloitte's 2016 Impact Survey has found that skills-based volunteering builds a company's leadership pool. More than 80 percent of survey respondents said it enhances communications skills, bolsters accountability and commitment, and results in strong character—traits that respondents identified as essential for leadership.

Western Union, a leading financial services company, puts skills-based volunteering into action under its philanthropic arm, the Western Union Foundation. Every year, thousands of Western Union employees participate in projects benefiting their local communities, accumulating more than 15,000 volunteer hours. Western Union also partners with Ashoka, an international organization promoting social entrepreneurship, to send high-performing Western Union employees on two-week, pro bono executive consultations with social enterprises worldwide.

To learn more about the company's corporate volunteering program, Impact spoke with Elizabeth Roscoe, Executive Director of the Western Union Foundation.



Employees from Western Union's Taguig office in the Philippines volunteering at a local elderly home. Photos: Western Union

What guides Western Union's efforts in social responsibility?

Through the work of the Western Union Foundation, the company has continued to deliver against our guiding purpose of "Moving Money for Better." The future of the Western Union Foundation is focused on issues that are important to our consumers across geographies, diasporas and communities where they and their loved ones live. Knowing our customers—and serving their needs—is a foundational cornerstone for any program the Foundation supports.

What motivated your company to start a corporate volunteering program?

Western Union is uniquely positioned to make an impact across the world, in the more than 200 countries and territories where we operate. Our core business and corporate responsibility initiatives present an even greater opportunity for cross-business collaboration. Volunteerism is one area where we can strategically align the Foundation to the core business and foster volunteerism around causes and projects our employees are passionate about.

What is the business case for employee volunteerism?

For many people, volunteerism is a very personal thing. When they volunteer, it is because they are helping achieve a purpose that they are truly passionate about and have a connection to. When we support our employees to volunteer, they are giving back to the communities where they live and work. And their passion contributes to our company culture.

We also try to help place our employees in volunteer activities with our Ashoka program, which has been running for many years. The goal here is that they will become changemakers who help solve social problems around the world and share their experiences with other employees.

How do you foster the spirit of volunteerism within your company?

Our employees are extremely passionate and community-minded. The Western Union Foundation is able to provide coordinated efforts across the company and identify projects that are important to both our employees and our consumers. Volunteerism can be a great group activity that supports teambuilding, employee engagement and collaboration.

For example, last year, the Western Union Foundation organized a series of opportunities during global volunteer week. These organized efforts resulted in employees from our Vietnam office serving 500 meals to the hungry. In the Philippines, employees from our office in Taguig volunteered 120 hours caring for the elderly, providing meals, gifts and quality time. In Thailand, Western Union employees spent the day at a local school, helping teach recreational activities, musical games and coloring.

How do you keep your volunteers interested?

Skills-based volunteering is one way that our employees can use the knowledge and skill sets that they already have to make a significant impact on a purpose. For example, we may have an employee who works in finance for Western Union and is able to teach a nonprofit organization how to manage donations and operational costs. We have also provided volunteer programs where employees can volunteer from their desk, helping veterans and refugees with resumes and mock interviews to find jobs.

What advice would you give to businesses that want to start a similar program for their employees?

Finding causes that align with their business and are meaningful to their employees is a very powerful thing. I would encourage them to lead by example and give back to the communities that they serve. ♦



How a Corporate Volunteering Program Benefits Everyone

BY ANDREW TROUP

Research consistently shows that employees are happiest and most likely to stay at companies that are innovative, align with personal values, offer opportunities for growth and development, cultivate and encourage collaboration and teamwork, and foster an environment where employees feel inspired and play an integral role in making a positive impact in the world.

In other words, inspired and engaged employees equal happy employees. The idea of developing a strong company culture and increasing employee engagement efforts to attract and retain top talent is nothing new.

Be it flexible work schedules and environments, unlimited paid time off, education subsidies, mechanisms to spotlight great work and provide praise and everything in between, organizations are focusing their efforts on the overall well-being and engagement of their employees. That said, according to Gallup's U.S. employee engagement numbers for June 2016, for instance, only a third of workers are engaged in their jobs.

You need more than perks

What is still missing?

Inspiration.

In addition to attractive employee perks, building transformative employee volunteer and giving programs, and embedding them within the organizational culture is key to promoting happy employees who stay with their companies. And the research backs it up: The *2016 Cone Communications Employee Engagement Study* found that nearly 75 percent of employees say their job is more fulfilling when they are provided opportunities to make a positive impact at work; 51 percent will not work for a company that does not have a strong commitment to having a positive social and environmental impact.

Without a clear social mission, over half of the talent pool will not even consider working for your company.

Volunteering benefits everyone

In turn, companies that develop and implement strategic philanthropic programs that include transformative employee giving and engagement opportunities reap the rewards and return on their investment as well. Deloitte's 2016 Impact Survey found that skills-based volunteering

presents an opportunity for employees to develop their professional and leadership skills, and often results in increased productivity, and ultimately increased employee retention.

There are some simple steps for companies looking to jump start or up the level of their corporate philanthropic and engagement efforts. As with any large organizational initiative, it starts with executive leadership buy-in, support and participation. In addition, it is critical that philanthropic goals and execution strategy align with the goals of the broader business, as well as the distinctive competence of the company and its employees. Consider what key skills and competencies employees possess that could have a positive impact on nonprofits through skills-based and pro bono volunteering opportunities.

Be sure the program has impact

This concept of aligning values and skills is absolutely critical to the success of a company's philanthropic efforts and impact on overall employee engagement. Take any Fortune 500 company as an example. An accounting department that spends two hours helping low-income community residents learn how to manage money and balance their checkbooks, or a group of female software engineers that spends two hours teaching girls the basics of coding and the potential of careers in technology, have a more meaningful and impactful volunteering experience.

While the work is still important, transactional one-time events such as painting a room at a local shelter or cleaning up a park often involve employees simply volunteering for a few hours and feeling little or no lasting connection with the effort.

More transformative experiences such as skills-based opportunities and ongoing partner-based volunteer experiences inspire employees on a deeper level.

That leads to an increase in engagement and future participation, acquisition of new skills and greater company loyalty while simultaneously aligning with a corporation's broader philanthropic strategy, resulting in a greater overall impact.

Programs need to be inclusive

Of course, there are other factors that contribute to the success of a company's corporate philanthropic efforts and employee engagement.

Programs must be inclusive of today's diverse workforce, and provide volunteering and giving opportunities that align with employees' environments and schedules.

There should be on-site volunteer events for call center staff, virtual events for remote workers and opportunities for employees to include their family and friends to make volunteer and giving experiences more inclusive for the entire workforce.

The importance of making a significant social impact also cuts across generations. Baby boomers, Gen X, millennials and the next generation to join the workforce, Gen Z, all value the opportunity to give back in a meaningful way. It is important to develop a comprehensive program that meets the expectations of a multi-generational employee base.


The good news is that small changes to corporate giving and engagement programs can yield big gains in building and sustaining employee engagement. The key is to begin by considering the ways in which your employees can more meaningfully give back, share their experiences, inspire their peers and help your company more clearly articulate an effective impact story. ♦


Source: www.tlnt.com, an information and news site for the global human resources community.

ABOUT THE AUTHOR

Andrew Troup is the director of corporate giving and engagement strategy at MicroEdge + Blackbaud, a leading cloud software company linking technology and social good.

 @ajvoice21

 /andrew-j-troup-0262795

 www.microedge.com



PRESENT



CONGRATULATIONS TO THE WINNERS!



Winner for Non-Professional Caterory

Jillian Rae Gonzales

"The Filipino Weightlifter"



Winner for Professional Caterory

Maria Sophia Oreta

"Yes We Can"

A CARTOON CONTEST ON WOMEN'S EMPOWERMENT IN THE PHILIPPINES

The Asia Society for Social Improvement and Sustainable Transformation (ASSIST), together with *Impact* Magazine, Braveworks Graphics Studio and VJ7 printing, announced on February the winners of its first cartoon competition in the Philippines entitled C3—Creativity as Catalyst for Change with this year's theme, "Women Empowerment."

Jillian Rae Gonzales and Maria Sophia Oreta triumphed over 109 other entries from across the Philippines to emerge as this year's winners in the non-professional and professional categories, respectively. Gonzales won a prize of Php 10,000 for her artwork, "The Filipino Weightlifter," which depicts a woman carrying weights, symbolizing the various social challenges women face today. With her artwork, "Yes We Can," a prize of Php 20,000 was awarded to Maria Sophia Oreta for her creative portrayal of women in various occupations, recognizing the contribution that women make in all fields.

C3 will be the first of many competitions launched by ASSIST in 2017 to raise awareness for regional and national social developmental challenges not only in the Philippines, but also beyond. Up next is *Ten Photos to Shake the World*, an annual competition seeking 10 compelling photographs that capture development snapshots in countries across Asia and the Pacific.

Media Partners:



Partners:



www.assistasia.org/CCCCompetition



Georg Kell, U.N. Global Compact founder, delivers the keynote speech. Photo: 2016 Social Impact Conference

2016 Social Impact Conference: SDGs & Asian Values

Sustainable development took center stage at the 2016 Social Impact Conference as 500 people gathered to find ways to achieve the new global agenda by looking at best practices in Asian corporate social responsibility.

On Nov. 29, the 2016 Social Impact Conference, hosted by ARCON, Lotte Group and Lotte Duty Free, was held in Seoul, South Korea with the theme, "United Nations Sustainable Development Goals and Asian Values." The conference is an international forum for world leaders, scholars and entrepreneurs to meet and seek new paradigms for resolving social issues at the national and international levels.

World-renowned speakers attended the conference, such as Georg Kell, vice chairperson of Arabesque Partners, who founded the U.N. Global Compact; David Galipeau, global chief of the U.N. Social Impact Fund; and Dhaval Patel, CEO of iMPOWER Humanity.

Presentations on Asian countries' CSR best practices also attracted attention. Ki-Ryong Kim, CEO of PlanM, and Jay Hyuk Rhee, professor at Korea University and CEO of Inno Global Institute, presented "Examining the current status of Korean companies through SDG mapping." Hiroshi Amemiya, CEO of Corporate Citizenship Japan, presented how sustainable and efficient CSR strategies led to social changes in the cases of Fuji Oil Group and Sompō Japan.

Sreenivas Narayanan, publisher and CEO of *Impact*, and managing director of Asia Society for Social Improvement and Sustainable Transformation, and Kristinna Palomo, professor at the University of



Impact Publisher & CEO Sreenivas Narayanan gives a talk. Photo: 2016 Social Impact Conference

Philippines, gave presentations on the Aboitiz Group's education support program and Maybank's program for supporting persons with disabilities.

William Valentino, professor of Health Communication at Tsinghua University, presented an example of a Chinese social enterprise founded through a collaboration between German small- and medium-sized enterprises. CSR Consultant Guo Peiyuan, CEO of Syntao, introduced a unique CSR model, the Suzhou Industrial Park CSR alliance. The conference wrapped up with a round table discussion led by Sam Yoonsuk Lee, group CEO of InnoCSR. ♦



On the last day of the ASEAN Peace Project's accelerator program, Davao, Philippines.
Photo: ASEAN Peace Project

Young Social Entrepreneurs for Peace

BY LARA PANGILINAN



Ferth Manaysay, Co-Founder & Director of ASEAN Peace Project

Could social enterprises put an end to the myriad of social challenges brought about by conflict? The ASEAN Peace Project, a youth-led organization, supports social enterprises that contribute to peacebuilding in their communities.

The ASEAN Peace Project implements accelerator programs that identify young, aspiring social entrepreneurs from conflict-affected districts in Southeast Asia, equipping them with funds as well as skills, experience and knowledge through a series of capacity-building workshops, lectures and mentorship.

With many young people increasingly turning their attention to social entrepreneurship, the organization hopes to nurture promising leaders who show potential of making ripples of change in their conflict-stricken communities by establishing small businesses with social or environmental impact, says ASEAN Peace Project Co-Founder and Director Ferth Manaysay.



One of the winning social enterprises of the accelerator program, Cloud Farm, pilot tests its heat stress analyzer that helps local farmers avoid crop heat stress. Photo: ASEAN Peace Project



What is in the works at the ASEAN Peace Project?

The ASEAN Peace Project team has been continuously re-thinking how and where we want the organization and our accelerator program to be in the future. Over the past few months, we have worked with Habitat for Humanity Young Leaders Build and Green the Gene Philippines to develop a policy and lobbying simulation program where young leaders from Mindanao, Philippines can take an active role in shaping the housing policy agenda of the region. It targets young leaders from communities dealing with conflict, internal displacement and poverty housing issues.

Aside from our initial focus on social entrepreneurship, our partnerships with various organizations have given us an opportunity to re-organize the program along the lines of peacebuilding, disaster management, leadership and project management, among many others. For the second year in a row, we are incredibly thrilled to be involved in another accelerator—the Young Peacebuilders for Climate Action—under the YSEALI Seeds for the Future grant program, with funding and support from Cultural Vistas and the U.S. Mission to ASEAN.

Our program on social entrepreneurship focused on areas in southern Thailand and southern Philippines, both of which are considered to be hotbeds of conflict as well as vulnerable to climate change and environmental decay. The degradation of the environment in these two regions also subjects the conflict-affected communities to a multitude of livelihood risks and challenges, including poverty, crime and disease, and water and food insecurity.

Tell us more about your new accelerator.

The Young Peacebuilders for Climate Action aims to strengthen the role of young people in promoting sustainable environmental development within peacebuilding processes, and develop the potential of young peace advocates as future leaders in community-based disaster risk reduction management and conflict prevention.

This accelerator program seeks to gather young fellows from three Southeast Asian countries: Indonesia, the Philippines and Thailand. The rigorous program will target fellows from selected conflict-affected regions, and capacitate them with the skills and knowledge they need to take action on issues related to climate change and disaster management.

Under the program, fellows will form teams and hone their leadership skills through interactive modules and community-based projects. At the end of the program, they will be required to submit and present their community-based project proposals to a panel of mentors.

What examples of social enterprises have you supported?

Currently, the organization oversees one social enterprise project in Mindanao, Philippines and one in southern Thailand. In the Philippines, we are currently working with a budding social venture called Cloud Farm, which produces a heat stress analyzer helping local farmers protect their crops against heat stress. In southern Thailand, we have supported a social enterprise tutoring program that bridges the educational gap for high school students in conflict-affected areas.

What outcome would you like to see from these social enterprises?

The ASEAN Peace Project's goal is to help participants take their first step as aspiring social entrepreneurs, and accelerate their business ideas into something that has social and environmental effects. Our accelerator program empowers participants to make a change in their communities, not only through business but also through managing community projects that they intend to undertake in the future.

By capacitating them on such areas as environmental awareness, understanding and engaging communities, multistakeholder partnership, resource mobilization, marketing, youth leadership and critical thinking, we expect the winners to spark change in their communities.

What opportunities exist for social enterprises that many may not know about?

The new ASEAN economic community, which integrated Southeast Asian economies into one, is an opportunity for young people to explore various platforms to develop themselves in as many ways as possible, and not be merely confined in the four corners of a classroom or a workplace. The community will definitely help young people maximize their potentials in their respective careers or domains, whether in information technology, food processing, tourism or textiles, to name a few.

However, that opportunity cannot be fully realized without addressing the social, political and economic problems confronting some parts of ASEAN, including the tensions in the southern portions of the Philippines and Thailand.

“With the ASEAN integration, we expect that social entrepreneurs will be able to take advantage of diverse innovative and technological platforms to reach wider markets and audiences using little capital.”

It is also an opportunity to foster peaceful and sustainable communities, and for young changemakers from Southeast Asia's conflict-stricken areas, in particular, to be the region's brightspots. ♦

DESIGN

YOUR **IDENTITY** COMPLETES IT.

Top 5 Traits of Successful Social Enterprises

BY ROLFE LARSON



There are many theories why some social enterprises flourish while others languish. Is it leadership, business planning, funding, market or timing that makes a successful social enterprise?

So we took a deep dive into the research into what makes for a successful social enterprise. We studied what works and what does not, to help practitioners, leaders and funders gain research-backed perspectives on the common ingredients for success.

Research shows that successful social enterprises often share common characteristics.

1. Buy-in from existing organization

If you are starting a social enterprise as part of an existing nonprofit organization, the board, executive director and other management staff must agree that operating a social enterprise would be beneficial to the organization. In addition, there needs to be a ringleader or champion responsible for the coordination, support and expertise in the social enterprise. This person should possess both the skills necessary to run an enterprise and the passion to carry the idea through to reality.

2. Active and fluid business plan

Having a roadmap to follow is essential to the success of an enterprise. Starting with a business model canvas helps you develop your hypothesis surrounding the main areas of your business. Once you have tested that hypothesis, a business plan is useful—as long as it is active and constantly updated as you begin piloting your project. Successful social enterprises are able to strike a healthy balance between planning and practice.

3. Use of data to drive decision-making

It is becoming increasingly important for social enterprises to demonstrate their impact; having accurate data available is critical for decision-making. Successful social

enterprises have a 'dashboard' to provide key stakeholders with the right data to inform good decision-making. Once that information is on hand, it is important that it actually gets put to use; organizations must be willing to self-correct if the data points in a new direction.

4. Specialized niche/competitive advantage

Market demand is a major determinant of the success of any enterprise. If the product or service created is not meeting a need, the enterprise will not be financially profitable. The product or service must have a unique quality that separates it from competitors as well as a strong identity that allows it to stand out in the marketplace.

5. Ability to adapt to change

The culture of a startup is constantly shifting as the organization grows.

Furthermore, even established social enterprises must continuously change to adapt to the broader market. Learning how to manage organizational change is a key to longevity. ♦

Source: www.managementhelp.org

ABOUT THE AUTHOR

Rolfe Larson is the founder of Rolfe Larson Associates, an advisory firm helping organizations develop entrepreneurial strategies to increase mission impact. Rolfe Larson is the author of *Venture Forth!*, an award-winning guide to social entrepreneurship.

✉ Rolfe@RolfeLarson.com

🌐 www.rolfelarson.com

Scaling Impact: Partnerships with Social Enterprises



Photo: DBS-NUS Social Venture Challenge Asia 2015

DBS-NUS Social Venture Challenge Asia 2016 honored six finalists whose social ventures are impactful, innovative solutions with long-term viability. Partnerships with NGOs, community organizations and corporates will enable these social enterprises to scale their impact. Here is what they do and the avenues for partnership.



Arus Education (Malaysia)
☐ www.arusacademy.org.my
✉ enquiry@arusacademy.org.my

Arus Education provides quality *maker* education to Malaysia's underprivileged communities through programs at its centers and at public schools. Through real-world projects and mentorship, Arus Education equips students with the knowledge to become innovators and inventors. To holistically impact high-need neighborhoods, Arus Education develops partnerships with students' parents and with existing social services.

Arus Education is currently seeking technical expertise to further develop its curriculum. It is also looking for opportunities to improve its marketing and gain financial advice.



EngageSpark (The Philippines)
☐ www.engagespark.com
✉ www.engagespark.com/contact-us

engageSPARK enables non-'techie' nonprofit development workers to effectively and creatively communicate public messages via automated call (IVR) and SMS services. It works with clients such as the Asian Development Bank, UNICEF and Mercy Corps to serve poor communities in emerging markets at scale. Profits generated improve the platform and build features that allow engageSPARK to maximize its impact.

engageSPARK aims to reach more clients—NGOs, development organizations and social enterprises—and improve its marketing, business and financial planning processes. It is also looking to hire talented full-stack developers.

**Jeevtronics (India)**

📧 www.jeevtronics.com
 ✉ www.jeevtronics.com/contact-us

Jeevtronics' hand-cranked and electricity-powered defibrillator is low-cost, zero-maintenance and helps reduce cardiac arrest death rates in rural areas. It earns its revenue through selling these devices.

To reach the last mile, Jeevtronics seeks to build connections with healthcare institutions, professionals and government departments as well as ambulance companies, factories and security forces across Asia, Africa and South America.

It is raising funds for manufacturing and global marketing operations, and seeks partnership opportunities with credit card companies and banks to develop infrastructure for healthcare.

**Nazava Water Filters (Indonesia)**

📧 www.nazava.com
 ✉ info@nazava.com

Nazava Water Filters helps bottom-of-the-pyramid communities gain access to affordable and safe drinking water via household water filters that do not need electricity to operate. The company sells these filters through a distribution network of NGOs, shops and resellers who educate clients on the importance of clean, safe water. The resellers receive an attractive financial margin, training, sales collaterals and interest-free Kiva loans.

Nazava seeks to develop partnerships with community organizations to expand the reach of its distribution in rural Southeast Asia. It also aims to partner with farmer cooperatives and producer groups; and seeks corporate sponsorship to run its disaster relief programs.

**OurCityLove Social Enterprise (Taiwan)**

📧 www.ourcitylove.wixsite.com/friendly
 ✉ OurCityLove@gmail.com

Through a suite of technology-driven accessibility solutions, OurCityLove Social Enterprise serves persons with disabilities, and others with restricted movement, and their families. It co-creates mobile apps with; provides a databank of accessible resources for; and also develops unique social participation and career development opportunities for this community. OurCityLove reinvests 50 percent of profits into its social mission.

OurCityLove aims to expand its reach and develop its technical expertise to build smart city infrastructure through partnerships with public, nonprofit and private institutions.

**Siam Organic (Thailand)**

📧 www.facebook.com/siamorganic
 ✉ jasberryrice@gmail.com

Siam Organic transforms Thai farmers' quality of life through Jasberry rice, an innovative, non-genetically-modified rice with global appeal. Siam Organic maintains control of its crop through exclusive seeds, intellectual property protection and total value-chain management. It sells this organic rice and rice-derivative products to ethically-minded, health-conscious consumers in Thailand and the U.S.

Siam Organic aims to scale its social impact to 20,000 farmers' households over the next three years. To achieve this, it seeks partnerships with financial organizations to facilitate growth and with community organizations to enable international distribution. It is also looking for expertise to improve its efficiency through technology. ♦

DBS-NUS Social Venture Challenge Asia is an Asia-wide competition for social enterprises organized by NUS Enterprise in partnership with DBS Foundation, and supported by media partner, Impact Magazine. This competition identifies and supports innovative social enterprises that have the potential to generate positive, scalable and sustainable social impact.

The next run of the DBS-NUS Social Venture Challenge takes place from April 2017. Follow the DBS-NUS Social Venture Challenge Asia website for updates at www.socialventurechallenge.asia.

Social Enterprise Ideas that Get the Best Results

BY IVAN WIDJAYA

There are several ways you can go about inquiring for social enterprise business ideas. Creating a social business has much resemblance to developing a traditional business, but motivation is usually drawn from a different place.

Social enterprise ideas, unlike ordinary business ideas, typically result from a desire to solve a social need—similar to how many nonprofit and charity organizations find their beginning.

Traditional business ideas can also come from recognizing a social need. But, the difference between a social enterprise idea and a traditional business idea is the inspiration of the entrepreneur. The primary inspiration for a traditional entrepreneur is, more often than not, a desire to make money; a social entrepreneur is driven more by a passion to solve a social problem, and only chooses to use business as a mechanism to solve these problems.

Because of the differing inspirations that accelerate the two types of entrepreneurs, it must be considered that their businesses will operate a bit differently. It is often heard that the business world talks about focusing on bottom-line business practices that lead to a rise in monetary profitability. In comparison, social businesses focus on double- or triple-bottom line business practices that lead to social, environmental and economic profitability.

Profitable social enterprise ideas

Some of the most common ideas for social enterprises to create double- and triple-bottom line profits are as follows:

Cross-compensation

Here is how it works: One group of customers pays for the service. Profits from this group are used to subsidize the service for another, underserved group.

Examples:

- Used textbooks for social change
- Efficient wood stoves for the developing world
- Innovative information product
- Water for everyone
- Micro-giving for easy philanthropy

Service fee

Just like the typical for-profit setting, the beneficiaries pay directly for the good or services provided by the social enterprise.

Examples:

- Social supermarket
- Sustainable water
- Micro power generation
- Education books on a social topic
- Ultra-modern technology to attract economic development
- Exercise equipment for social outreach
- Educational travel company

Skills training & employment

The social enterprise provides living wages, skills development and job training to the beneficiaries—the employees—the skills of whom can then be utilized for improving their economy independently.

Examples:

- Baking/cooking for a social cause
- A virtual factory of computer workers
- Social products and employment for the underserved

Market channel

The social enterprise acts as an intermediary, channel or distributor to a larger market. The beneficiaries are the suppliers of the products or services that are being distributed to the global market with the help of the social enterprise.

Examples:

- A marketplace for social good
- Socially conscious consumer electronics

Market connector

The social enterprise acts as the facilitator, nurturing trade relationships between beneficiaries and new markets.

Examples:

- Online socially conscious marketplace
- Micro lending
- Social crowd funding



Independent platform

The social enterprise delivers products or services to an external market that is separate from the beneficiary and social impact generated. Funds are then used to support social programs to the beneficiary.

Examples:

- Beauty products to support a social mission
- Food for philanthropy

Cooperative & interdependent

A social enterprise that is owned by its members who also use its services, providing a vast array of goods or services.

Examples:

- Water for everyone
- Micro-giving for easy philanthropy

Ideas are great, but ideas are just, well, ideas without executing them exceptionally well. Ideas and execution must walk hand-in-hand if you want to be successful in any field, including in social business endeavors. ♦

ABOUT THE AUTHOR

Ivan Widjaya is the owner and editor of Noobpreneur.com, and is a blogger, web publisher and content marketer for small- and medium-sized enterprises.

✉ info@noobpreneur.com

🐦 [@noobpreneur](https://twitter.com/noobpreneur)

in [/ivanwidjaya](https://www.linkedin.com/in/ivanwidjaya)

🌐 www.noobpreneur.com

Approaching a Theory of Change

BY SARAH HANDLEY

Most of us have, at some time or other, wondered if we have got what it takes to be a successful entrepreneur. That idea for a groundbreaking startup or jazzy new product—maybe it really will be the 'Next Big Thing!'

Of course, most of these grand ideas never leave the pub. For those which do, the rules for would-be entrepreneurs in the private sector are well understood.

The idea needs to be robust and smart enough that investors will back it, in expectation of financial returns as the project takes off. And it will be starkly obvious when you have failed. If the projects splutters and does not show profits quickly enough, or even ends up with no profits at all, then neither you nor your investors will have anything to show. It is time to admit defeat.

But what if your idea is not all about trying to make a product succeed on the open market, but is instead about doing some social good? Then the system works differently.

“Social entrepreneurs are dreaming of interventions that will help society, and need an alternative system for understanding and measuring what works and what does not.”

The metrics of costs and sales have a role here, but there are alternative, crucial factors in understanding whether a project will be a success.



Bringing about change: Creating a Theory of Change

A Theory of Change shows a charity's path from needs to activities, to outcomes to impact. It describes the change you want to make and the steps involved in making that change happen. Theories of change also depict the assumptions that lie behind your reasoning and, where possible, these assumptions are backed up by evidence. (New Philanthropy Capital's 'Theory of Change: The beginning of making a difference')

The phrase 'Theory of Change' might at first glance seem like yet another piece of jargon with little relevance to those tackling social issues at the coalface. However, more and more charities are now developing their own theories of change and increasingly funders are asking to see them. Here are some top tips for startups trying to work out how they are going to achieve their end goal.



1. *Social entrepreneurs need to start with their end goal in mind.* This is the logic which underpins all theories of change. People trying to do social good, like their counterparts who are chasing profit, need to make sure that partners, investors and potential beneficiaries understand their vision for changing things for the better. People need something simple that they can believe in—and, crucially, that they will pay to achieve.

2. *Work with your partners so that everyone is realistic about the robustness of the evidence you are going to show.* It is pointless, in the early days of a startup, to look out for impact on the lives of beneficiaries—this sort of change is some years down the line.

But there are other things to try and evidence, proportionate to the size of the outfit and how long it has been active: If you are delivering new training to teachers, for example, what do they make of it? Are they turning up to the training sessions? Are they reporting that it helps them do their jobs effectively, or are they suggesting amendments to the model? This is not yet about better grades of students, which might be the impact you seek—but it is a hugely important step to help understand whether you are getting there.

3. *People will need to start collecting data on how their intervention is working out.* The theory of change can determine whether the idea is sound, and it is evidence which will test that idea. This can be tough. Data on social initiatives is sometimes hard to access and laborious to collect. But if one thinks about schools,

there is data already out there: schools have a statutory duty to collect data on age, gender, ethnicity, eligibility and more. Data from elsewhere—school league tables, for example—are also accessible, and will add independence in the eyes of some stakeholders.

4. *Finally, having data is not the same as knowing what to do with it.* So social entrepreneurs need to link up their data collection with the things they need to know. A combination of quantitative and qualitative data can test out your theory of change: what is being delivered, to whom and how well it is being received by beneficiaries.

Quantitative data can also show the take-up of a given intervention among the group targeted for help; while qualitative data allows entrepreneurs to track how interventions are affecting beneficiaries over the longer term, and what aspects of the work need tweaking or repeating. Or, indeed, social entrepreneurs may learn that they need to abandon something that is not working. No startup is easy to get off the ground, whether it is for profit or for social good. ♦

Source: www.pioneerspost.com

ABOUT THE AUTHOR

Sarah Handley is a senior consultant at New Philanthropy Capital and works with charities and funders to understand, measure and communicate their impact.

✉ sarah.handley@thinkNPC.org

in [/sarah-handley-3370002b](https://www.linkedin.com/company/sarah-handley-3370002b)

🌐 www.thinknpc.org

Lighting Up the Himalayas, One Village at a Time

BY KRISTINE AZCONA

13th-century Lingshed Monastery, located at 14,000 ft in Ladakh, was electrified by the Global Himalayan Expedition in August 2016. Photo: GHE



Paras Loomba, Founder of Global Himalayan Expedition

From the tallest peaks to the coldest places, the Himalayan mountain ranges are home to some of the world's most remote villages unreachable by modern necessities like electricity and Internet access.

Social enterprise Global Himalayan Expedition (GHE) seeks to change that. GHE aims to provide clean energy and digital education access through solar power to farflung communities in Ladakh, India on an annual, 16-day expedition that brings 20 explorers to locations 13,000 feet above the ground. Unlit for centuries, the villages are given new means of education and livelihood as a result of the treks organized by GHE, whose joiners cover the costs and labor needed to electrify villages that are off the grid.

Began in 2013, GHE's fifth annual expedition will take place in July, illuminating Ladakh's most remote village, Shade. The explorers, handpicked from about 2,000 applicants from across the globe, will trek for eight days to reach Shade and then raft down the Zaskar River towards Leh. Paras Loomba, Founder of the Global Himalayan Expedition, discusses his brand of impact-based tourism.

What is impact tourism all about?

Impact tourism is tourism with a purpose. It is tourism that helps create a tangible impact for indigenous communities, and ensures positive and well-managed growth in those areas.

GHE leverages tourism to improve livelihoods in remote communities in the Himalayas through education, access to clean power and light as well as various other revenue-generating activities.

To date, GHE has electrified more than 25 remote villages in Ladakh, impacting more than 15,000 villagers. Located between a few hours' to a few days' trek from the nearest motorable road, these villages are now equipped with energy efficient lighting and facilities like mobile and camera charging—making them potential homestays for trekkers and tourists, adding to the income of these communities. GHE recently launched the Mountain Homestays online portal, which allows travelers to book homestays with solar-electrified villages online.

What is the motivation behind holding only one expedition per year?

We place a lot of emphasis on building a strongly-connected team of like-minded people who are aligned with GHE's vision of providing sustainable energy and education solutions to remote communities. Creating such a dream team requires a lot of planning and choosing people through a stringent selection procedure, which can take anywhere between four to five months.

Since Ladakh receives heavy snowfall during winters, the mountain passes are cut off from the mainland for a considerable time of the year. This, in turn, leads to a short window of operations in that area. We have taken over 100 people from 55 different countries on our four expeditions. In parallel, we also plan to ramp up our team size, so that we can increase the number of expeditions that we conduct per year.

How will you sustain your initiative?

We aim to sustain and scale ourselves by working on multiple revenue streams arising from the villages that we electrify.

The Himalayas attract a large number of tourists every year. The introduction of village homestays, and promoting solar-electrified villages among the major trekking destinations, will help support the local economy. We plan to directly connect village entrepreneurs with tourists who are interested in visiting their village, thus creating a direct flow of funds. This will also help our team promote offbeat areas for trekking in the Himalayas.

All the villages identified for electrification also have a rich artistic and handicraft culture. Every village specializes in a niche craft that can be taken to market. The electrification of villages will help increase the working hours of artisans and push local handicrafts to the global online marketplace. We plan to create market linkages for these handicrafts and create a fair-trade market for the artisans.



Paras Loomba with villagers from Sumda Chenmo, which at 13,000 ft. above the ground was first electrified through the Global Himalayan Expedition in 2014. Photo: GHE

In addition, once GHE has installed multiple grids across various locations in Ladakh, the next logical step is to set up solar service centers for microgrid servicing, offering LED lights and other solar products to the villagers. This will be another major entrepreneurial activity that a villager can undertake to earn a living.

Finally, the set up of grids and other technological infrastructures in these villages can serve as a demonstration and a study project for university students who are looking for firsthand experience in social interventions and are interested in working with social enterprises. GHE has already received requests for leadership expeditions not only from universities, but also from corporates.

What are the upsides and downsides of your business model?

Since our model is based on impact tourism, it is important that the destinations we select are of interest to tourists and trekkers.

The foremost advantage of GHE's unique business model is that we benefit remote villages in Ladakh, one of the most elevated and coldest inhabited regions of the world. Our team is willing to go the extra mile to be able to reach these inaccessible areas by trekking for days through difficult terrains and extreme weather conditions. Over the years, we have also tailored and customized our technical microgrid solutions based on the terrain in which we operate to enable the creation of a sustainable economic model for the communities in which we provide energy and education access.

The challenge has been the remoteness of the region we operate in. Lack of connectivity and extra logistical cost toward transportation of material to these remote areas sometimes creates a dip in our bottom line. As they say, "you cannot provide urban solutions to rural problems." ♦

Philanthropy Brings More than Money to Solve the World's Greatest Development Challenges



BY BATHYLLE MISSIKA

Bathylle Missika is the Senior Counselor to the Director and Head of Partnerships and Networks Unit at the Organization for Economic Cooperation and Development (OECD) Development Center.

The global community adopted the Sustainable Development Goals (SDGs) in 2015. The SDGs are not the 2.0 version of the Millennium Development Goals, which aimed to help developing countries solve their main social challenges such as access to education or health care.

Rather, the 17 SDGs are a roadmap for all citizens, North and South, to eradicate extreme poverty and create a better world for all countries. The SDGs spell out challenges rather than sectors where progress needs to be made. SDG 11, for example, focuses on sustainable cities and communities, while SDG 13 focuses on climate action. Admittedly, the bar is set high and achieving the SDGs will not be easy.

Yet, the SDGs also put forth the way to achieve their bold agenda: by forging partnerships (SDG 17). The effort demands action from citizens, governments, civil society, businesses and the philanthropic community. Given the challenges at hand, none of these actors can solve these issues on their own with money alone, regardless of the amounts.



Foundations understand this reality. To address a number of areas included in the SDGs, philanthropists have given annually an estimated US\$32 billion (OECD, 2014) to tackle some of the world's most pressing development issues such as malaria or economic and gender inequalities. But money alone is not enough to move the needle. What also counts is the additional value foundations offer through three concrete roles they play as:

Advocates: Foundations are at the forefront of raising public awareness through thought-provoking campaigns about the challenges the world faces: unclean water, no access to electricity, poor or no education for girls.

Consider the Gates Foundation's multi-year anti-malaria strategy, "Accelerate to Zero," adopted in 2013. It aims to develop new approaches to reducing the burden of malaria and accelerating progress towards eradicating the disease. "With and For Girls" brings together eight organizations—EMpower, Mama Cash, Nike Foundation, NoVo Foundation, Plan UK, Stars Foundation, The Global Fund for Children and The Malala Fund—to support civil society organizations working to improve the lives of girls and their communities. This group is developing a global awards process that will provide a total of US\$1 million to strong, local, girl-led and girl-focused organizations next year.

Foundations work to advocate and raise awareness of various causes, even some less present on the public's radar screen. This includes the Kellogg Foundation's advocacy in fighting for racial equality, or efforts by the Ayrton Senna Institute and the government of Brazil in the Rio state to develop soft skills in education to drive success.

Innovators: While foundations support a variety of issues, they are especially well placed to test new approaches and experiment with new ideas. They are at the forefront of pushing new ways of doing things—processes, methods, technologies. They can do so because they do not face the same constraints as institutional donors, which are

accountable to taxpayers or tied to the political cycle in the countries where they work. Foundations are more risk-tolerant and can afford to fail and try again with relative flexibility.

The Shell Foundation, for example, took an innovative approach in helping young social entrepreneurs develop cookstoves that do not use coal. On the one hand, it supported entrepreneurs through funding, advice and help with business plans and marketing. On the other hand, it developed the sector itself by targeting the market barriers that impede the production, deployment and use of clean cookstoves in developing countries. It helped create the Global Alliance for Clean Cookstoves in 2010, which works to save lives and protect the environment through the use of improved cookstoves and fuels. The Alliance aims to switch 100 million homes to clean and efficient stoves and fuels by 2020.

Impact drivers: Many foundations find themselves at the forefront of gathering data and evidence to measure results and impact. Philanthropists are investing in truly understanding if what they do is making a measurable difference. Philanthropic giving is increasingly dealt with in a manner comparable to traditional investing. In other words, each dollar has to be 'invested' to maximize impact as if it were a productive investment. Returns are measured in social gains.

For instance, the Novartis Foundation has been monitoring impact by conducting some randomized control trials (RCTs). RCTs show whether a particular intervention does or does not work because they compare the outcomes for people who receive it with those who do not. Being able to demonstrate impact has thus become paramount for the philanthropic sector, which is exploring ways to further the monitoring and evaluation in its programs.

While individual foundations make the case for the value added of their particular efforts and the uniqueness of their approaches, the time is now to optimize philanthropy's overall, collective contribution to the SDGs as advocates, innovators and impact drivers. Bringing foundations together to share lessons, engage in coalitions and discuss fresh ways to achieve impact at scale through all these means is critical to advancing the SDGs.

Ultimately, achieving the Sustainable Development Goals will need to tap the wealth of impact-oriented philanthropists in a more systemic fashion. And that wealth is worth far more than money. ♦

Source: Fondation de Luxembourg's Philanthropy Letter, Winter 2017

Think.Cook.Save. Health & Food Education program aims to promote healthy diet and cherishing food resources among the younger generation, approximately 10,000 students joining our activities annually.



Funding Sustainable Peace

BY KRISTINE AZCONA



Alexandra Toma, Executive Director of Peace & Security Funders Group

Conflicts are becoming deadlier and costlier worldwide, touching the lives of more than 3 billion people over the past 15 years.

Conflict-related deaths have tripled since 2003, according to the 2016 OECD States of Fragility report. Meanwhile, the economic cost of violence has reached US\$13.6 trillion, equivalent to about 13percent of global gross domestic product (GDP).

Has funding for peace and security kept apace with these developments? Alexandra Toma, Executive Director of the Peace and Security Funders Group (PSFG), lends her thoughts. The PSFG was launched in 2000 to invigorate peace and security philanthropy worldwide. It is a nexus of foundations and individual philanthropists who make grants or investments to stem conflict and provide relief to the multitudes affected by war and other conflicts.

What is the Peace and Security Funders Group's mission in Asia-Pacific?

PSFG's mission is to enhance the effectiveness of peace and security philanthropy. We do this across our diverse network of 65 foundation and philanthropist members, including for those members that support projects in the Asia-Pacific region.

In order to meet our mission, PSFG seeks to increase its members' capacity as grantmakers and draw more funders into the peace and security field. Our programs support these goals in a variety of ways—whether by facilitating information-sharing via the six issue-based Working Groups or increasing learning at the Annual Meeting.

One of our most popular initiatives is the *Peace and Security Funding Index*, an annual data-driven report that charts who is funding which issues, where and how. The 2017 edition of the Index will be launched on April 11.

What are the Peace and Security Funding Index's most striking findings?

Peace and security funders are having a big impact, despite making up less than 1 percent of all global grantmaking.

With only US\$283 million in giving represented—compared, for instance, to the roughly US\$2 billion that foundations provided in 2013 for human rights—they are contributing to big changes, from the Iran peace deal to building peace in Sierra Leone.

The field of peace and security funding is very diverse, both in terms of focus and types of funders. Peace and security funders support activities at all stages of the conflict spectrum. They work to prevent, mitigate and resolve conflict

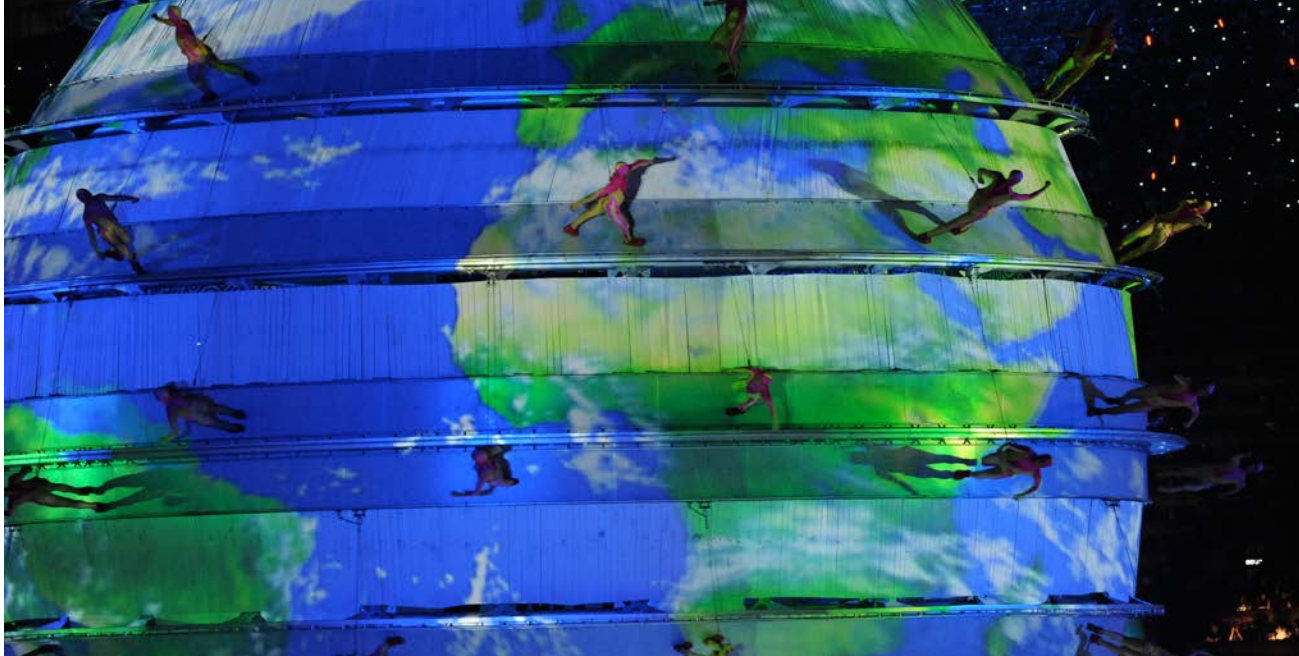


Photo: Tim Hipps/FMWR Public Affairs

as well as rebuild after conflict. In addition to working on a variety of issues, funders in this field vary in type, regional focus and average grant size.

Peace and security funders engage in a full range of strategies—from policy advocacy to research and evaluation. While funders are active at every level of engagement, the majority of funding in the space employs policy work and research as a strategy. Peace and security funders are almost twice as likely than other grantmakers to fund policy and advocacy strategies, suggesting that peace and security funders believe that being engaged with the policymaking process is a critical aspect of being effective in this area.

Another priority for peace and security grantmakers is amassing the knowledge needed to better understand how conflict happens in order to end it.

Overall, one in five peace and security grant dollars have funded research in recent years.

What trends in peace funding are you seeing in the region?

PSFG launched the Index because we were not able to speak about trends without a reliable baseline of data. The Index seeks to establish this baseline so that we can do a trend analysis in the future.

Anecdotally, it appears like funding is decreasing on issues focused on the Asia-Pacific region. What we do know is that the Asia-Pacific region received 12 percent of the total peace

and security grants dollars and, in terms of strategy, research and evaluation projects made up 33 percent of the 2013 grant dollars, which is the latest data available.

Which areas could benefit more from funders' attention?

The most underfunded area is conflict prevention. If the expression is correct—an ounce of prevention is worth a pound of cure—then more attention should be focused on preventing conflicts before they begin. This not only saves lives, but costs a lot less.

Grantmaking around conflict prevention has accounted for a very small proportion of overall dollars in peace and security. As a strategy, prevention efforts only comprised 6 percent of peace and security funding. In one year, peace and security funders made US\$6 million in grants for conflict prevention and only US\$260,000 on early warning mechanisms.

The difficulty with prevention is that it is difficult to “prove.” How do you celebrate stopping a genocide or a nuclear terrorist incident from happening? How do you know that your intervention is what prevented it? It is difficult to prove a negative, so it is hard to make the case—to policymakers, to boards, to the public—that it is worth doing.

How can grantmaking be improved to help promote sustainable peace?

In terms of the technical and data-collection aspects, if foundations submitted more detailed grant descriptions that include the grant's purpose and goals, we would be better able to sort grants into different categories and, therefore, capture a more nuanced picture of the funding landscape.

In terms of strategy, foundations must provide more general operating grants and more multi-year grants. We all know that global peace and stability will not happen overnight, or over the course of a year-long grant. Flexible, long-term funding will allow experts doing the work on the ground a greater ability to adapt, plan and strategize. ♦

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- We have published more than 600 articles and 600 translations in 22 languages. These articles have received **2.7 million page-views** by over **450,000 unique readers in 140 countries**.
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Get in Touch!

If you are interested in writing for oGR, guest editing an oGR debate, exploring other collaboration possibilities with oGR, or have any questions, we would love to hear from you!

Send drafts and enquires to: openglobalrights@opendemocracy.net



Funders



UNIVERSITY OF MINNESOTA





Peace. Photo: frankieleon/Flickr

8 Tips for Funders Working in Conflict & Post-Conflict Settings

BY THE PEACE AND SECURITY FUNDERS GROUP

Do your research: Prior to engaging in a conflict or post-conflict setting, funders must understand the context, the drivers of conflict, key conflict issues, potential spoilers and potential constituencies for peace.

Be prepared to take risks: Conflict and post-conflict settings are inherently risky. Funders must be willing to assume some degree of risk when engaging in these settings. While the risk of failure is real, the rewards may be great; funders that are flexible, creative and willing to take risks can play an important role in conflict prevention and mitigation, and peacebuilding.

Focus on conflict prevention: Though it is difficult to measure—and therefore fund—focusing on prevention is critical.

Know your partner: Establishing relationships and partnerships with grantees and other key stakeholders is important. By staying connected with partners and grantees, funders are able to stay on top of the situation and build networks for peace.

Support indigenous efforts: Funders should support locally-led initiatives and connect these to national and international efforts.

Provide core support: To help ensure the long-term viability of civil society, funders should consider providing grantees with core support, rather than project-based support. Core support allows grantees to be flexible in volatile, rapidly-changing contexts.

Be a connector: By leveraging their ability to connect local actors with national and international players, funders can help build networks of peace.

Stay the course: Peacebuilding work is long-term and requires long-term commitment. When engaging in a conflict area, funders should think about long-term strategies for building and maintaining peace. ♦

ABOUT THE AUTHOR

The Peace and Security Funders Group is a global network of peace and security funders committed to promoting international peace and security.

✉ info@peaceandsecurity.org

🐦 [@PSfundersgroup](https://twitter.com/PSfundersgroup)

💻 www.peaceandsecurity.org



Trust is Essential to Changemaking, Funders Must Take the First Step

BY ANDY CARROLL & COLLEEN O'KEEFE

In any group or in any relationship, trust is the feeling that allows people to work towards a common purpose. Trust comes from a sense of common values and beliefs. But more than that, trust allows us to be ourselves, to be creative, use our talents and skills, and take risks. Where there is trust, we feel empowered to try new things and take advantage of opportunities.

Where there is trust, we feel safe enough to be vulnerable. This is really powerful. It means we can share challenges and problems, offer new ideas, and provide honest feedback. By being able to be honest and open, we make it more possible for problems to be addressed and good ideas to be considered and put into action.

For all its power, trust is often elusive, difficult to build or keep.

What creates trust?

The foundations of trust have to do with a feeling of safety. And, at organizations, a feeling of safety comes from the leaders, the people who have formal authority and power. The management expert and thought leader Simon Sinek explains (TED Radio Hour on NPR, originally broadcast May 15, 2015):

"The sense of feeling safe comes first. So when we feel safe, trust will emerge. This is what the foundations of leadership really are. The reason we call someone leader, is because they choose to go first. They choose to extend trust first, even before maybe any signs have been offered that they should."

It is the willingness to express empathy before anyone else. When we assess that someone would do that, and we see that they have that integrity, and they would willingly sacrifice their interests for our lives, we cannot help ourselves. The natural human response is trust."

As human beings, if those especially in leadership positions express empathy for our well being, we reward them with our trust, and our loyalty, our love, to see that their vision and the company is advanced."

Opening up authentic conversations with grantees

The lack of trust between funder and grantee remains one of the biggest barriers to impact in philanthropy. Without open, honest conversations, funders cannot learn what nonprofits really need to deliver outcomes desired by funders, grantees and, most of all, people and communities in need.

Too often, nonprofits conceal their biggest needs from funders, out of fear of seeming weak or frail. But in truth, the vast majority of nonprofits deliver results without adequate resources, systems, staffing, training and time to plan for the future.

Without trust, the conversation and the relationship between funder and grantee remains superficial, ignoring or avoiding the deeper issues and opportunities that can open the way for funders to truly assist and build nonprofit organizations. Without trust, the often-expressed aspiration of 'partnership' cannot be attained.

A fundamental step in bridging the divide is for funders to acknowledge they have more power and recognize that they must go first to build trust.

The funder must take the first steps, and lead by:

1. Being really clear and transparent about their mission, and what they fund and do not fund.
2. Engaging grantees and making it a priority to spend time with them.
3. Listening carefully, openly and in a nonjudgmental way.
4. Having humility and empathy.
5. Respecting the knowledge and the experience of the grantee, and desiring to learn from them.
6. Desiring to understand the community, issue and field grantees are working in; this signals to grantees that the funder respects the complexity of the work and are invested in it.
7. Providing multi-year funding, general operating support and capacity building grants.
8. Allowing time for the work to bring about results.
9. Coming together to reflect on the work some funders call this "being together in process" and "working alongside grantees."
10. Building evaluation collaboratively.
11. Offering to convene grantees to share experience with each other.

Foundations where trust is alive have terrific advantages.

- Everyone involved is clear about the organization's purpose and goals.
- The organization values learning, curiosity and the building of knowledge by all.

- Trustees, staff and family members feel empowered to use the best of themselves and be creative. Every individual has the freedom to pursue and take advantage of emerging opportunities without having to seek permission.
- Leaders spend less time checking, reviewing and micromanaging—freeing themselves to focus on exploring new and emerging ideas, opportunities and partnerships.
- The funder is respectful of people's time and asks grantees for only what she needs to perform due diligence effectively.
- Funder and grantee have open and honest conversations; as a result, the funder is more likely to be responsive to the real needs expressed by grantees.
- Experimentation, learning and discovery flourish inside the foundation, and in its work with grantees and in the community.
- The foundation or donor is comfortable taking greater risks and acting boldly. ♦

Source: www.philanthrofiles.org



ABOUT THE AUTHORS

Andy Carroll is a senior program director for Exponent Philanthropy, a U.S. national association of small-sized foundations.

✉ @andycarrollexpo

Colleen O'Keefe is the executive director of U.S.-based Sauer Family Foundation, whose mission is to improve the lives of disadvantaged children.

💻 www.sauerff.org



Philanthropy Trends to Watch

BY KRIS PUTNAM-WALKERLY

When we think about trends in philanthropy during what is likely to be an ongoing period of uncertainty, the temptation is to throw up our hands and say, "Who could possibly know?" There are things that will likely occur as foundations struggle to adapt to new policies, and others that will happen no matter what the political climate. With that in mind, here are 10 trends that I predict will start or grow in philanthropy during the coming year:

Technology for transparency. Foundations will use technology to become more transparent about their grantmaking processes. I predict that foundations will become increasingly more helpful in allowing grantees to track the status of their proposals, from initial submission through to final award or declination. Imagine being a grantee and being able to see when your proposal is queued for initial review, a site visit or even a final board vote. Technology will assist in this effort, but more likely through websites than through mobile apps—at least for the time being.

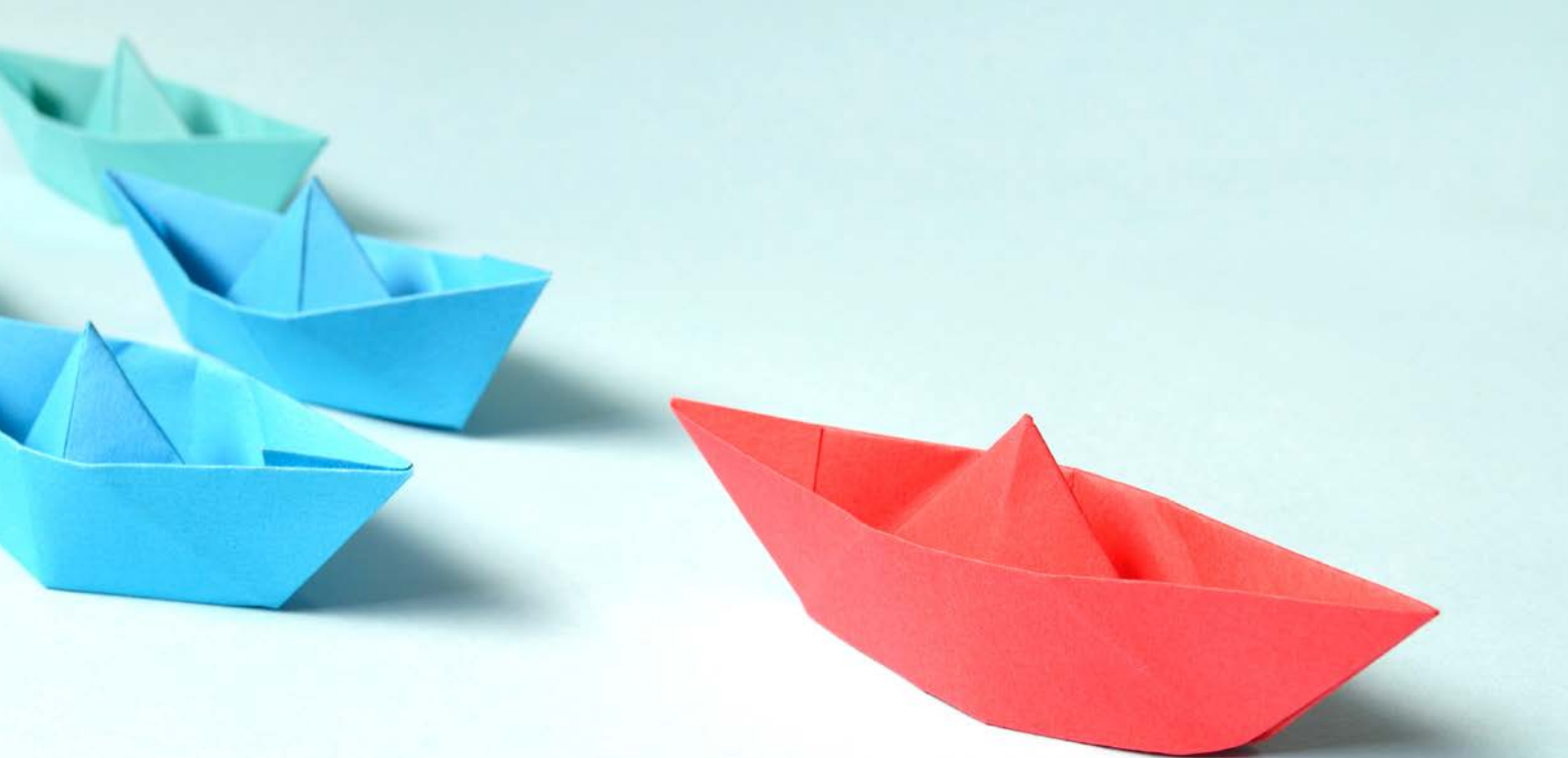
Uber-leaders. Superior leadership will become more important than ever. To achieve it, foundations will increasingly turn toward advisors and coaches. This is not to say that strong leaders do not currently exist. In fact, quite the contrary. But as older leaders begin to retire in increasing numbers and new leaders with different experiences and skill sets take the stage, we will see a clear need for leadership that goes beyond the benchmarks set by predecessors, in order to adapt to what may prove to be a new era in philanthropy. Foundation

leaders will face even more demands, and foundation boards will realize the importance of advancing leadership from great to outstanding.

CEO branding. The corporate world has already realized the importance of creating brands for CEOs in order to elevate the company's status. Although there is admittedly an aspect of vanity to this approach, CEOs with a clear personal message, oft-read blogs, speaking engagements and a book or two under their belt amplify their organizations as well as their individual voices. Do not be surprised if foundations join this practice as a means of elevating the causes and solutions that they consider mission critical.

Speed. Facing a world that is changing at an ever-increasing pace, and armed with enabling technology, foundations will speed up the tempo of grantmaking. Inside tools and outside pressures will enhance the pace of decision making, as well as the window in which results are expected—which will turn out to be a double-edged sword.

A yearning for learning. Emerging foundations in the U.S. and around the world will seek to learn quickly from their peers and from philanthropic associations in order to ramp up their own operations. Technology will continue to play a key role in shared learning and data gathering as emerging philanthropies add their own new perspectives and expertise to the collective wisdom of their venerable counterparts.



An increasing focus on equity. Foundations will continue to realize the critical importance of equity and incorporating an equitable approach to their work in order to truly achieve their missions. By equity, I mean the ability of all people—irrespective of race, gender, sexual orientation, geography, etc.—to access what they need to achieve their full potential. Look for more writings, meetings and presentations about equity throughout the global field of philanthropy.

Philanthropic institutions as policy advocates. I predict that more foundations will become engaged in policy advocacy. Some will do so only in self-defense against potential tax code changes that threaten things like charitable deductions. But others will realize the deep impact of social and fiscal policy on the populations they are attempting to serve and will become more vocal in their defense of those populations.

Increased community-based giving. As resistance movements pop up in countries around the world, so will community-based giving. Look for a growth of community foundations globally that will bring in new money and new donors to address grassroots challenges and create solutions. Giving circles will also be a key part of growth, expanding an already significant increase of giving circles in places like Eastern Europe over the past five years. As their numbers grow, so will their levels of sophistication and their capacity to formalize their structures.

Empowered individuals. As technology makes it easier to give in the moment on one's handheld device, more individuals will give directly to the nonprofits and NGOs they care about. This practice is evidenced by the growth of "giving events" like Giving Tuesday, which have helped elevate individual philanthropy as a mainstream social practice around the world.

In many ways, 2017 may be the best of times and the worst of times for philanthropy. But I remain optimistic. The question is not whether our field will weather the trends but how well we will embrace them. ♦

ABOUT THE AUTHOR

Kris Putnam-Walkerly is a global philanthropy advisor and president of Putnam Consulting Group, Inc., a global philanthropy consulting firm providing a full range of advising and consulting services to help philanthropists achieve dramatic results with confidence and clarity. Kris Putnam-Walkerly is the author of the book, *Confident Giving*.

✉ kris@putnam-consulting.com
🐦 [@philanthropy411](https://twitter.com/philanthropy411)
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Photo: www.japanexperterna.se

Making Strategic Gifts

BY BETSY BRILL

Effective and meaningful philanthropy takes many shapes and forms: one-time gifts, single year, multi-year. Gifts from foundations, donor-advised funds, trusts or personal checkbooks. Gifts with a narrow focus or those with broad intent. Do not underestimate, in any case, the amount of planning necessary to structure a gift that advances your goals as a donor and addresses a grantee's needs and capacity.

Making a strategic gift in any form can be both exciting and daunting. It can allow a grantee organization to successfully pursue a new initiative or enhance existing programs and services that add value for all stakeholders. It is also a business decision that requires careful thought and mutual understanding of objectives and timelines—all of which should be documented and shared with those involved in your philanthropy.

Whether making gifts large or small, how can you assess organizations' needs to ensure you are providing the gifts that most meets those needs? How can you be sure to

right-size your gifts? How can you ensure that your gifts stay aligned with your mission and goals, and how can you maximize their impact?

Here are some pitfalls to avoid and some prudent practices to follow when making strategic gifts of all sizes.

Starting out right. We work regularly with individuals and families to help them ensure that the gift they make is a win-win for both the donor and recipient organization. The starting point is always to help donors clearly articulate their intent, and to help them understand what the process should be to ensure a successful gift and partnership with the recipient organization or institution.

We prompt donors to consider whether they prefer to give during their lifetimes and/or as a part of their estate plan after death. We ask them where funds will come from—foundation or trust, donor advised fund, personal checkbook or some combination thereof. We also ask how the gift fits into their overall philanthropic strategy.

Do not underestimate the planning necessary to structure a gift that advances your goals and addresses a grantee's needs and capacity.

Recently, we worked with a client to facilitate a very significant (US\$50 million) multi-year gift to his alma mater, with the goal of making the university's business school one of the best in the country. The terms and conditions of the gift had to be carefully considered and discussed with the institution to determine if the goal was even possible. Was it a realistic one? How might the university achieve the goal? How long would it take to accomplish?

This kind of dialogue between the donor and the recipient is important to the success of the gift—for all stakeholders and no matter the gift's size. It protects both parties and is often the most valuable aspect of expressing your charitable intent.

Assessing the organization's needs. Have you determined whether the gift is one that would add value to the institution or organization you have selected? Having a conversation with the organization about what it would like to see funded and why—or sharing with them what you are considering investing in and finding out from them whether it is feasible or even needed—is an undeniably important step. Without this mutual understanding, the gift may not yield the results you are seeking.

When you are considering how to structure a gift, keep in mind that general operating support is the most flexible and desired support all nonprofits need.



Have you determined whether the gift would add value to the institution or organization?

Right-sizing the gift. Assessing whether an organization has the capacity to absorb a gift is critical. Giving a US\$1 million grant to an organization with a US\$250,000 budget could be disastrous. If you would like to provide significant funding, discuss with the organization whether it would be more useful for it to receive a one-time gift or instead a multiyear gift to allow for ramping up. Sometimes a large gift for a specific purpose is given to accelerate an organization's strategic goal or to replicate a successful program or approach. Being transparent about how you will structure the gift allows the organization to plan effectively.

We have a client who, every year, makes one significant gift to an organization that is furthering one of her interests. Each gift is a standalone, to a different organization, and structured as a finite amount over a period of years—and this is made clear to the organization from the onset.



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For more information, please contact:

Arun Singh | Mob. +91 7827 855 273 | Ph. +91-11-4279 5033

E-mail: aruns@eigroup.in

Praveen Singh | Mob: +91 9899 786 777 | Ph. +91 11 4279 5011

Email id: praveens@eigroup.in



Clarity around the use of the funds. Be sure to articulate your expectations, and any conditions attached to the gift, in an award agreement or memorandum of understanding. It is important to clearly spell out the terms of the gift—one-time or multiyear—and any metrics that may affect funding decisions, whatever the use of funds.

It is also important that the organization or institution knows what you expect in terms of annual communications and reporting. Are there benchmarks you want them to meet? Is there a particular way you want to be provided information, and how frequently? Keep in mind that you never want to make any gift onerous in terms of what you ask of the organization or institution.

The more clarity you provide surrounding the gift, the greater the chance to avoid misunderstandings and strengthen your partnership with the grantee organization.

There are as many questions as answers when seeking to give strategically. We encourage you to carefully consider your intentions, have in-depth conversations and communicate your decisions with recipients as well as those involved in your philanthropy. ♦

Source: Exponent Philanthropy, Essentials (Summer 2016), 3-4.

ABOUT THE AUTHOR

Betsy Brill, president and co-founder of Strategic Philanthropy, is an internationally recognized expert in philanthropy.

🐦 @GiveConfidently

💻 www.stratphilanthropy.com



Photo: Aaron Patterson

How NGOs in Asia-Pacific Use Online Technology



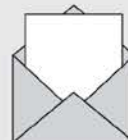
86% have a website

76% of those are mobile-compatible

34% regularly publish a blog



50% accept online donations



73% regularly send email updates to donors & supporters



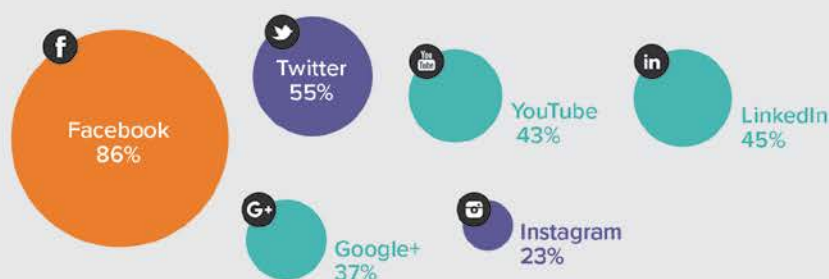
28% regularly send text messages to donors & supporters



Amount of Time NGOs in Asia-Pacific Have Used Social Media



Other Social Networks Used by NGOs in Asia-Pacific



NGOs in Asia-Pacific Agree That Social Media is Effective

- Online Brand Awareness **89%**
- Creating Social Change **80%**
- Recruiting Volunteers **76%**
- Recruiting Event Attendees **76%**
- Online Fundraising **75%**



26%

of NGOs in Asia-Pacific have a written social media strategy



51% have used social media to report live

Benchmarks for Success: NGOs in Asia-Pacific

EMAIL UPDATES	TEXT MESSAGING	FACEBOOK	TWITTER	INSTAGRAM
13,008 SUBSCRIBERS	9,514 SUBSCRIBERS	13,895 LIKES	6,160 FOLLOWERS	1,523 FOLLOWERS

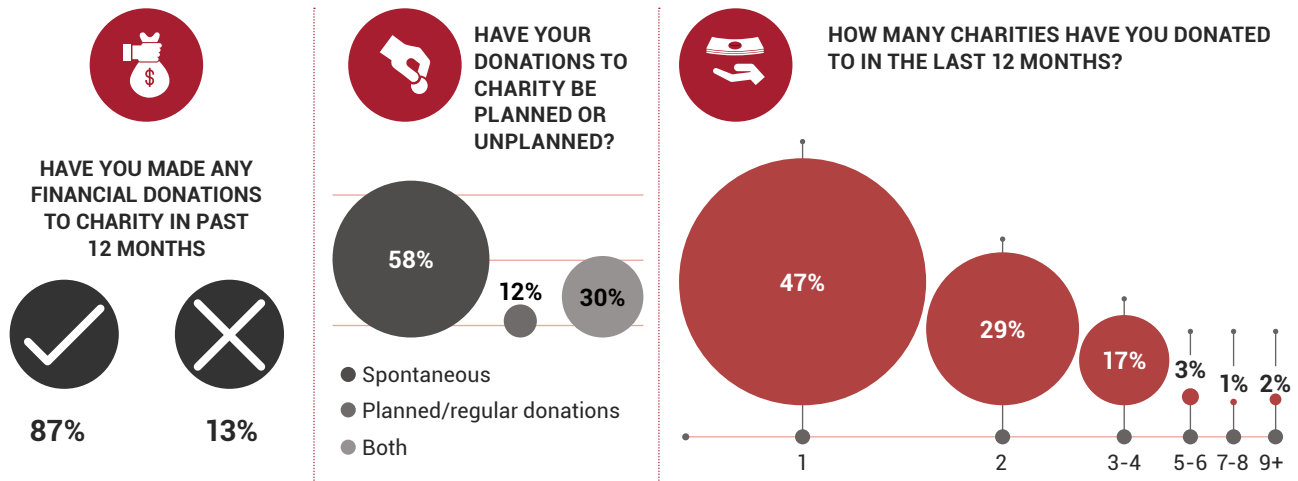
DOWNLOAD THE 2017 GLOBAL NGO ONLINE TECHNOLOGY REPORT AT:

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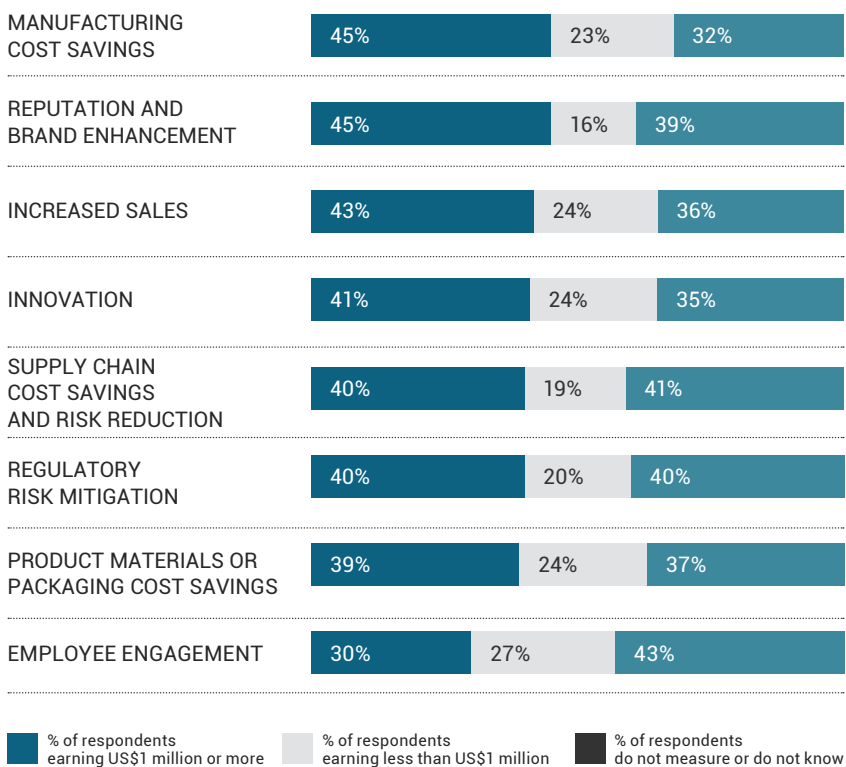
* Data based on the survey results of 1,473 NGOs in Asia Pacific. 47% defined themselves as a small NGO, 43% as medium-sized, 10% as a large NGO. The top three causes selected by the survey respondents were education (561), community development (433), and children and youth (376).

Giving in the Gulf States



Source: Arab Giving Survey 2016, Philanthropy Age

US\$8B was earned from sustainability efforts in 2015.

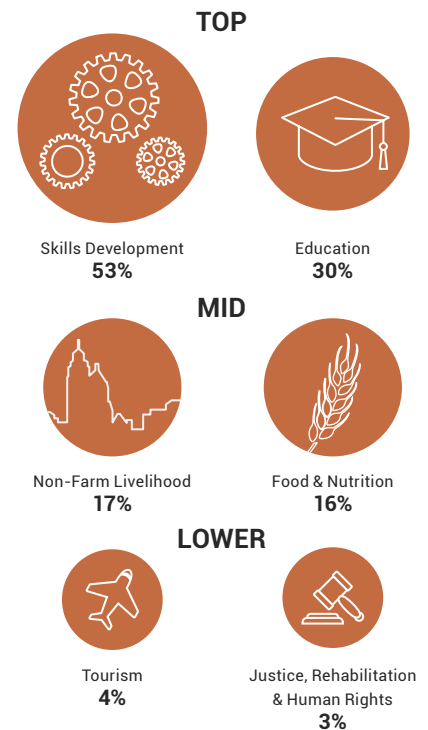


*Based on telephone surveys conducted in 2016 with 153 leaders of sustainability in firms with revenues of at least US\$250 million.

Source: Pure Strategies

Spotlight on Social Enterprises in India


2M Social Enterprises
 in India



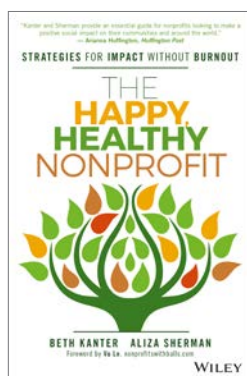
Source: The State of Social Enterprise in Bangladesh, Ghana, India & Pakistan, British Council

REVIEWS

BOOK

The Happy, Healthy Nonprofit: Impact Without Burnout

*A Book by Beth Kanter &
Aliza Sherman*



You might be familiar with self-care, which has become a buzzword as of late, and the many self-help books that highlight its importance. In *Happy, Healthy Nonprofit*, co-authors Beth Kanter and Aliza Sherman take things a step further and encourage their readers to “embrace self-care without guilt” not only personally, but also as strategy for enhancing a nonprofit’s organizational culture.

Kanter and Sherman diagnose a common problem in the nonprofit world: the self-sacrificing nonprofit leader, whose health is typically sacrificed for a greater cause—the nonprofit’s mission. To the authors, this is the result of a toxic mix of passion for work and Type A behavior that characterize not only nonprofit leaders but also employees. The “scarcity of self-care” in the nonprofit industry operates not only on a personal level, but has been ingrained in the industry’s culture. Sacrificing downtime and relaxation for long hours in the office is simply the norm.

Kanter and Sherman offer a counter-proposal: Instead of self-care being seen as a hindrance to fulfilling an all-important social mission, self-care should be seen as part of work and part of doing better work. To achieve this, they introduce the concept of expanding self-care to “WE-care,” where an organization’s way of working nurtures and supports the well-being of its employees.

WEBSITE

Responsible Recruitment Gateway



www.employerpays.org

The Institute for Human Rights and Business has launched a website, the Responsible Recruitment Gateway, to serve as a resource for employers to practice what it has dubbed the *Employer Pays Principle*: a commitment to ensure that no worker should pay to gain a job, and that the costs of recruitment should be borne not by the worker but by the employer.

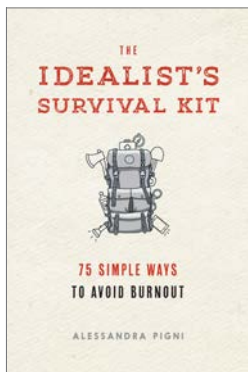
The Gateway has a simple interface and is easy to navigate. It has pages dedicated to the Employer Pays Principle where site visitors can learn more about its origins and the growing movement to implement it; to the Leadership Group for Responsible Recruitment where visitors can keep track of the Group’s activities and membership; and Resources with links to civil society groups, business associations, reports and legislation relevant to the issues of migrant rights and forced labor.

One standout page is the Responsible Recruitment Framework, where employers are given practical guidance on how to apply the Employer Pays Principle in their own businesses. One of these is the 6 Steps to Responsible Recruitment, which is a step-by-step guide to implementing the Principle for all businesses, including multinational companies with worldwide presences. It will help employers discern whether they are contributing to a systemic problem or helping put a stop to it.



The Idealist's Survival Kit

A Book By Alessandra Pigni



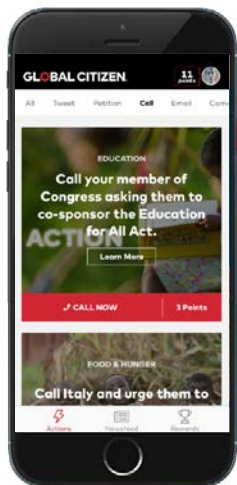
According to author Alessandra Pigni, burnout is when idealistic and highly committed individuals lose their spirit. It afflicts people who believe that life is meaningful and that they have a higher purpose: to serve others. If these attributes describe you and if you work in the development field or are engaged in activism, *The Idealist's Survival Kit* is the book for you.

Pigni writes from experience, having worked as a field psychologist for Médecins Sans Frontières/Doctors Without Borders in the Middle East and Southeast Asia. The Survival Kit is a collection of her learnings from years of working in the field with fellow humanitarian workers and mentors, who have undergone the dreaded 'burnout'.

The Idealist's Survival Kit makes for a non-sequential, as-needed reading easy for readers who are thumbing through and looking for inspiration. Pigni's prose is simple, but her stories are revelatory and provide a realistic picture of humanitarian work not only for idealists but also for budding idealists looking to get into the field of humanitarian work.



Join In. Speak Out. Take Action.



Who is a Global Citizen? A Global Citizen is a person who wants to solve the world's biggest challenges by learning about issues, taking action and joining the growing movement for social change in support of the 17 Sustainable Development Goals.

GlobalCitizen.org, an online network of Global Citizens, has launched a mobile app to make it easy for members to be informed of updates, content and videos relevant to their social issues of interest; take action by sending petitions, emails or tweets to global leaders, as well as by joining rallies and other ways of speaking up; and connect with other Global Citizens.

Anyone can become a Global Citizen by signing up on the GlobalCitizen.org website or through the mobile app. Global Citizens can then select the social issues most relevant to them such as Girls & Women, Health, Education, Finance & Innovation, Food & Hunger, Water & Sanitation, Environment and Citizenship.

The mobile app is a convenient, enjoyable way to contribute to sustainable development. Global Citizens earn points for every action taken and can claim rewards and exclusive benefits. With the Global Citizen mobile app, social change is just one click away.

www.globalcitizen.org/app/download



Meet Kaoum.

She's a working girl.

By day, Kaoum* picks up scraps and begs for money in busy streets.
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FrieslandCampina brings the best of both worlds together. The craftsmanship and entrepreneurship of the member dairy farmers is combined with the expertise of the employees; from the quality of the pastures on which our cows graze to the presentation of trustworthy and tasty dairy products. Through the Dairy Development Program, FrieslandCampina supports local dairy farmers in Asia and Africa to run their business optimally and raise the quality and quantity of their dairy production.

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