

Narada Foundation Annual Report

Foster Third Sector

A Fair and Just Society Where Every Heart Carries Hope

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About Narada Foundation

In 2022, Narada Foundation embarked on the second year of its 2021-2023 strategy, focused on shaping a healthy philanthropic ecosystem and promoting cross-sector collaboration and innovation. Despite the external uncertainties posed by the Covid-19 pandemic and other challenges, Narada remained committed to its mission of supporting local philanthropy ecosystems. Through concerted efforts in four key areas: advancing the philanthropic sector, scaling up social innovation (the Effective Philanthropy Multiplier), public advocacy, and research and knowledge production, guided by the principles of "staying close with the grassroots, cross-sector efforts, building up connections, and collaboration," Narada continued to fulfill its mission and provided unwavering support to its grantee partners during these challenging times.

In 2022, Narada Foundation granted a total net amount of 41.67 million RMB, which was allocated to various areas of focus. Specifically, 9.24 million RMB was dedicated to advancing the philanthropic sector, including support for phase II of the 100 Projects Funding Scheme. Scaling up social innovation received 13.01 million RMB, while 1.07 million RMB was allocated to public advocacy efforts. Research and knowledge production received 800,000 RMB in funding. In addition to these areas, Narada Foundation also allocated funds to specific programs, including 6.43 million RMB for the 100 Projects Funding Scheme, 6.12 million RMB for the Ginkgo Fellowship Program, 500,000 RMB for the New Citizen Program, 4 million RMB for Beijing Leping Social Entrepreneur Foundation, and 500,000 RMB for the Quantitative History Research Project.

2 Programmes

1 · Sector Development

In 2022, Narada Foundation provided support to 10 infrastructure projects:

The program on boosting the value preservation and appreciation of charitable organizations:

This program aimed at exploring effective models and paths for improving the asset management capabilities and financial welfare of China's charitable organizations, to contribute to the orderly and large-scale development of the entire philanthropic sector.



The main forum of the China Foundation Development Forum 2022 Annual Meeting

Funding Beijing Jiye Evergreen Social Organization Service Center (the secretariat of China Foundation Forum):

Beijing Jiye Evergreen Social Organization Service Center has been supporting the coordination and integration of resources for China Foundation Forum, which focuses on industry communication, capacity building, research support, and communication advocacy. Its mission is to build an ecosystem for China's foundation sector and promote its role in effectively addressing social issues and promoting societal well-being.

China Donors Roundtable:

This is a peer-to-peer learning platform for Chinese donors. Its mission is to provide capacity-building services to its donor members, helping them to realize effective solutions to societal problems. The platform facilitates discussions among Chinese donors on major social issues in China, including their paths of change, common challenges, and solutions for donors. Through these discussions, China Donors Roundtable aims to improve organizational capacity, promote discussions and research on social issues, and contribute to the development of the philanthropy industry in China. The organization seeks to enable donors to contribute their unique value to social issues through fair, effective, sustainable, and scalable solutions.



2022 Philanthropic Fundraising Leader Camp in Beichuan · Offline Co-creation and Empowerment Camp

The Fundraising Innovation Development Center (FIDC):

Positioned as a platform organization dedicated to improving the professionalization of charity fundraising in China, FIDC focuses on knowledge production, industry communication, capacity building, and infrastructure construction to support the development of the fundraising industry.

The China NGO Center for Disaster Risk Reduction:

This organization aims to enhance the collaboration between foundations and various stakeholders in disaster response by building an emergency collaboration platform and disaster management-related training programs.

The China Social Enterprise and Impact Investing Forum (CSEIF):

CSEIF aims to build China's leading ecological platform for businesses for good, taking an international perspective. By fostering connections and collaborations among social enterprises, impact investing institutions, and businesses for good, CSEIF promotes the use of business approaches to address social issues and achieve sustainable development, and create a better life.



2022 Kindness Giving Circle Conference - Group photo of representatives from various giving circles

Giving Circle Incubation and Development:

This project aims to study the development and the effectiveness model of giving circles in China, plus to learn through global experiences in order to explore localized approaches and strategies for the Chinese context, and cultivate a group of leaders and members within the giving circle community who can collectively influence and promote philanthropic concepts beyond their immediate circles.

China's Charitable Organization Information System:

The long-term goal of this project is to establish a credible and sustainable information platform for the philanthropy industry in China, creating a comprehensive database of charitable organizations with a larger volume of data and richer dimensions.

Amity Chuanyi Philanthropy Culture Fund:

This organization's mission is to build a philanthropy culture platform and respond to industry concerns, present cultural connotations, and facilitate insight, communication, and dissemination of Chinese philanthropy culture.

The Future Rural Education Collaborative Network:

This is an initiative that aims to connect various stakeholders who are interested in promoting rural education and philanthropic educational development in China. The network focuses on addressing the challenges and issues faced by rural education, understanding the current situation and development trends, and conducting research and implementing improvement plans to enhance the quality of rural education. The collaborative network serves as a platform for communication, dissemination, promotion, and replication of research findings and best practices. Through collaborative efforts, the network aims to promote the development of rural education in China.

2 · Building Regional Philanthropy Ecosystem



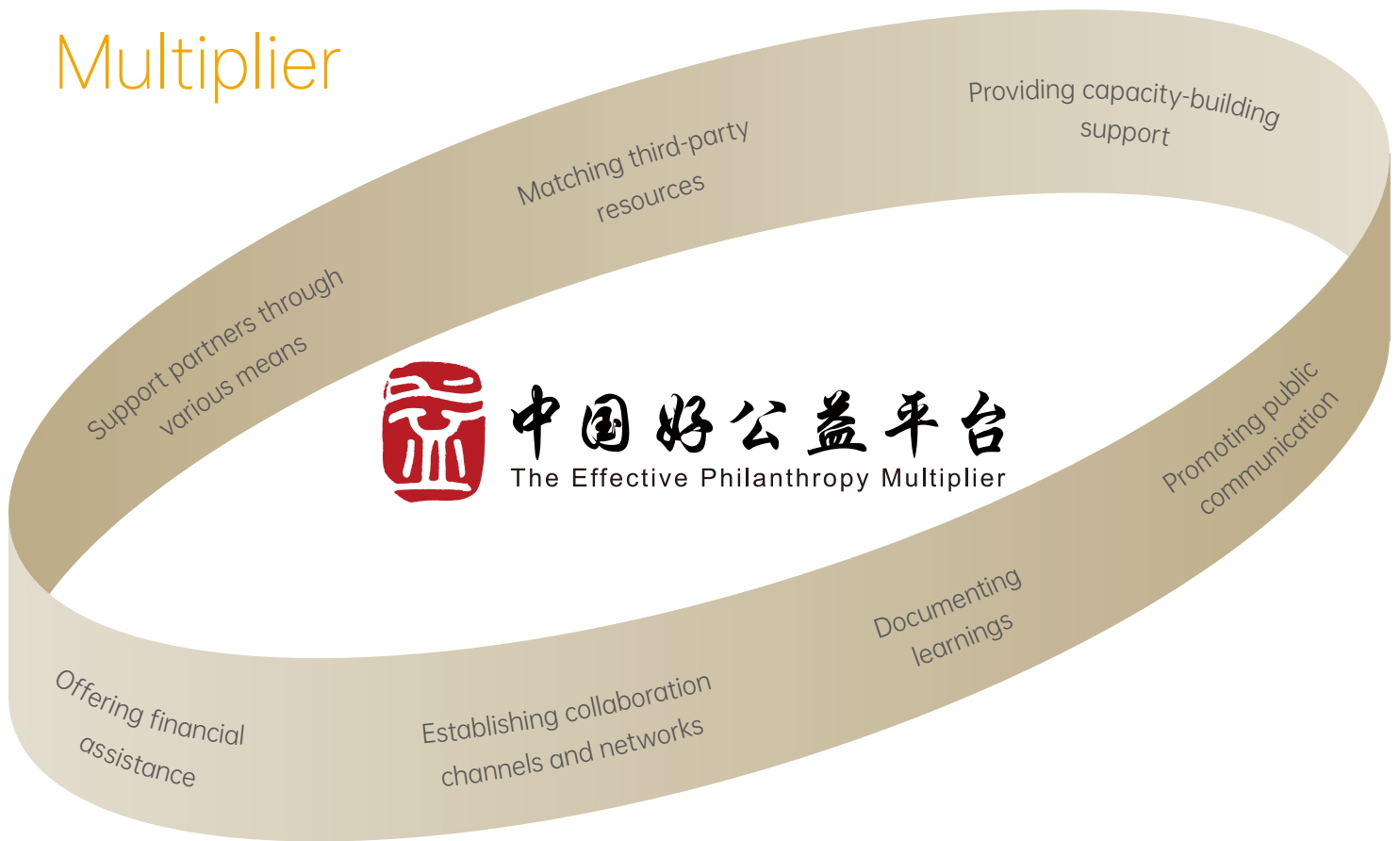
In 2022, Narada Foundation successfully implemented pilot projects in Shandong and Hubei, aimed at cultivating and enhancing the key elements of the local philanthropy ecosystem and promoting their synergistic collaboration. As part of its efforts, Narada Foundation is also working towards building a regional community network. This network will focus on engaging key stakeholders in the regional philanthropy ecosystem, advocating for mutual support, learning, cooperation, and joint action to further promote philanthropic efforts in the region.

3 · 100 Project Funding Scheme

The Tencent Foundation and the Narada Foundation have joined forces once again to launch the second phase of the 100 Projects Funding Scheme. This initiative aims to fund a total of 42 projects in categories such as donation and fundraising research, industry support, and digital application. By collaborating with industry partners, the foundations are striving to promote the professional, efficient, and sustainable development of philanthropy.

3

The Effective Philanthropy Multiplier



In 2022, the Effective Philanthropy Multiplier (EPM) continued its efforts to **support partners through various means, including matching third-party resources, providing capacity-building support, offering financial assistance, establishing collaboration channels and networks, documenting learnings, and promoting public communication.** These initiatives were aimed at facilitating the scaling up of the impact of quality philanthropic products, increasing the supply of such products, improving the efficiency of resource allocation, and promoting the high-quality development of philanthropy. **As of December 31, 2022, EPM had endorsed a total of 71 quality philanthropic products, spanning eight fields, including education, safety and health, environmental protection, elderly care, rural revitalization, and community development.**



Honors and Awards:

China Philanthropist and Sina Weibo's

"Tribute to the Power of Resilience" 2022 Annual Figures of the Year
"Outstanding Project of the Year"

"2022 China Philanthropy Project of the Year"

by China Times

On capacity building, EPM provides support to capacity-building organizations to empower its brand and hub partners by offering them scale-up strategies and facilitating the development of philanthropy organizations and practitioners, while accumulating expertise in capacity building for the philanthropic industry.

- ◇ Systematic thinking training to enhance grantees' management capacity in dealing with the complex external environment.
- ◇ Workshops on "Scaling-up Strategy" that introduce the concept of impact scaling, the applicable category, and methods for developing scaling-up strategies.
- ◇ Organizational development and capacity enhancement workshops that focus on strategy decoding, performance management, talent recruit and retention, leadership enhancement, and organizational culture building, empowering the management teams of non-profit organizations.
- ◇ Themed training sessions and product iteration workshops on topics such as needs analysis, monitoring and evaluation, collaboration with government authorities, and collaboration with foundations/corporates.
- ◇ A series of dialogues and communications on the observation of philanthropic scaling-up practices.

To promote regional and issue-based partnerships, Narada Foundation is committed to building an environment where partners can better understand and trust each other.

- ◇ Establishing the first “flagship store” of the EPM brand projects, which consists of 12 quality philanthropic products, in Xiajiancao community, Chengdu City.
- ◇ Enhancing the leadership capabilities of key individuals within organizations occupying important positions in the industry ecosystem, helping them develop systems thinking and industry perspectives. This will facilitate the establishment of trust and connections among the participants, driving organizational development and further catalyzing industry growth.



Establishing a flagship store of the EPM brand projects in Chengdu's Xiajiancao community

EPM continues to fulfill its vital role as a resource-matching platform, facilitating the efficient allocation of resources to charitable organizations.

- ◇ EPM partnered with the LEGO Group on the “2022 Quality Learning through Play Experience for Children in Need” program, devoted to supporting growth of more vulnerable children.
- ◇ EPM joined forces with Thoughtworks to organize digital innovation mini workshops for five organizations, provided tailor-made technical support solutions based on their unique needs.
- ◇ EPM collaborated with McKinsey Academy to provide philanthropy partners with opportunities to improve problem-solving efficiency and communication skills through learning McKinsey’s renowned courses.

EPM is actively engaged in hub support programs to promote the implementation of quality philanthropic products and enhance the capacity of local social organizations to address local social issues, and promote the positive development of regional philanthropy ecosystems.

- ◇ In 2022, EPM funded 12 hubs to carry out projects aimed at empowering charitable organizations in different regions, leveraging the resources of quality philanthropic products from EPM.
- ◇ Hub partners in Nanjing, Shanxi, Jiangxi, and Ningxia conducted five roadshows of quality philanthropy projects in 2022. These roadshows were designed to introduce quality philanthropic products to local charitable organizations based on local needs.

EPM supported 12 partner organizations in conducting action research to enhance their ability to extract and export their experience at scale.

- ◇ EPM completed project models analysis of six quality philanthropic products and summarized the intervention models of each product for the social issues they address.
- ◇ EPM put together and published a series of articles on "Observations on the Scale-up of Philanthropic Practices." Based on the observation of partners' scaling-up process, these articles shared methods and tools for developing a systematic perspective and establishing local partnerships for project implementation.

EPM continues to strengthen its monitoring and evaluation system, with a focus on three key aspects: "platform effect", "growth and change of direct grantee organizations", and "change of final beneficiaries":

1

Platform Effect

The EPM has witnessed an increase in the number of participants, resulting in more proactive cooperation among stakeholders and the gradual emergence of the platform effect. The recognition of the EPM has also been further enhanced.



Successfully built partnerships with ChuangKit, Mckinsey Academy and other resource providers. A total of **155** applications received in 2022, up by **74%** compared with 2021.

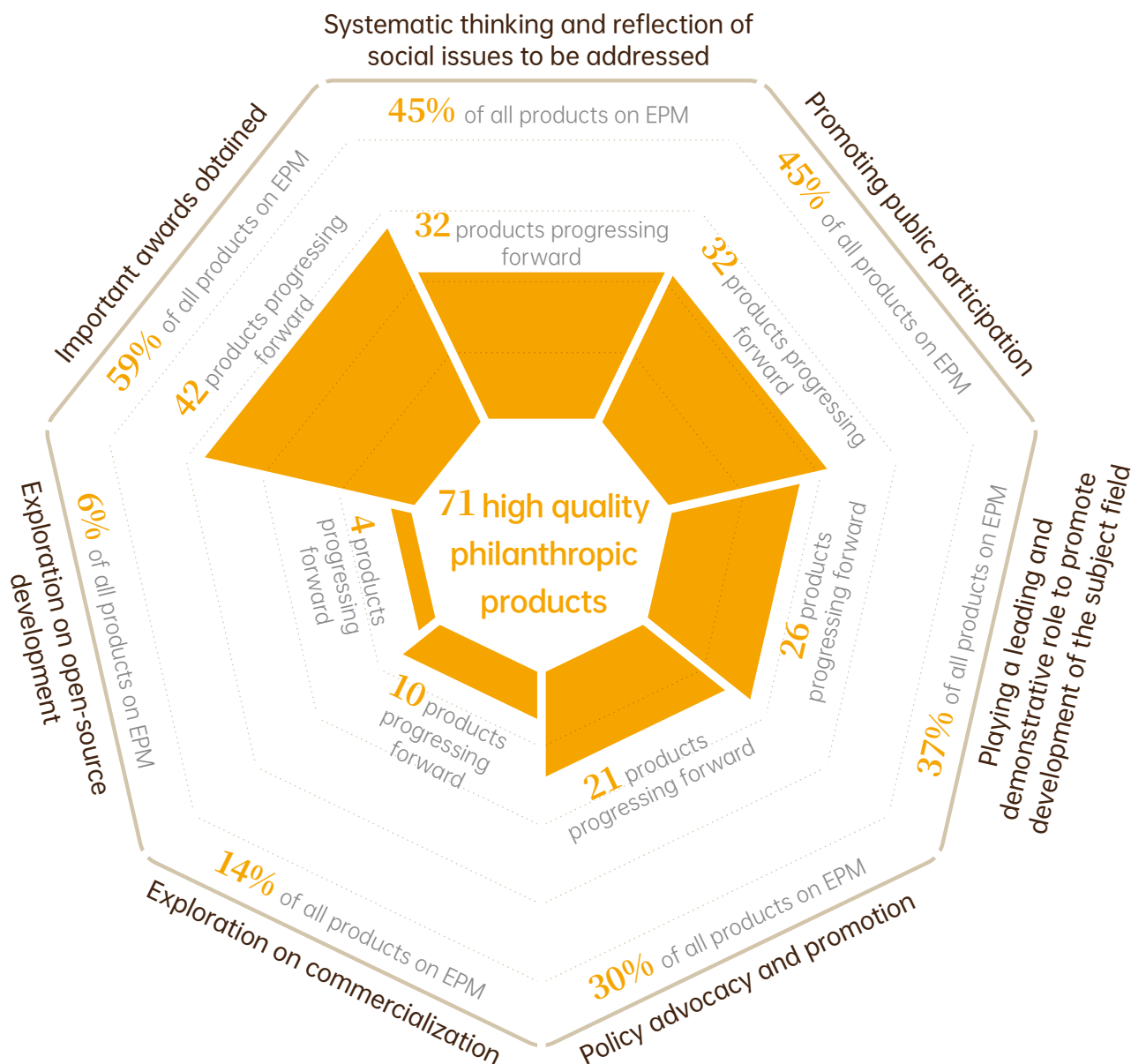
Data from 71 quality philanthropic products demonstrates that there are more interactions between brand owners and hub organizations, as well as among brand owners themselves. Brand owners are engaging in mutual communication and learning, while also working closely with hubs for local implementation. As the number of quality EPM products grows, the platform's reputation as a "treasure box" of quality philanthropic products has been further solidified.

2

Growth of Brand Owners

Continuous improvements in brand owners' capabilities, clear strategies for scaling up, and ongoing exploration on efficient, large-scale, and feasible solutions to social issues.

In 2022, despite facing challenges in conducting offline activities and fundraising due to the ongoing impact of Covid-19, most EPM partner organizations have demonstrated resilience by swiftly adapting their organizational structures and exploring new business models. Compared to 2021, more EPM partners have made efforts and progress in systematic thinking on social issues, driving improvements in issue-based practices, public advocacy, and business model exploration, illustrated as follows:



71 high quality philanthropic products making progress in various subject fields in 2022

EPM partners have focused on four key areas: product iteration, scale-up path exploration, organizational development, and financial sustainability, as follows:

Product Iteration

47 products progressing forward
Or **66%** of all products on EPM

Scale-up Path Exploration

47 products progressing forward
Or **66%** of all products on EPM

Organizational Development

54 products progressing forward
Or **76%** of all products on EPM

Financial Sustainability

43 products progressing forward
Or **61%** of all products on EPM

71 high quality philanthropic products making process in scale-up

Capitals

Efforts of scaling-up for high quality philanthropic products on EPM have leveraged

2.339 billion RMB in total, up by **42.9%** compared with 2021.

11 products (**16%** of all) have leveraged over **50 million** RMB

39 products (**57%** of all) have leveraged over **10 million** RMB

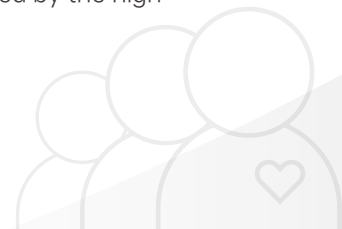


Volunteers

A total of **4.99 million** participation of volunteers have been mobilized by the high quality philanthropic products.



Among them, **21** products (**30%** of all) have mobilized over **10,000** Volunteers.



3

Change in Beneficiaries

As EPM partners continue to scale up their programs, more beneficiaries in different regions can access the services they need, potentially leading to positive changes in their situations.

71 high-quality philanthropic products have covered **34** provinces, autonomous regions, municipalities directly under the central government.

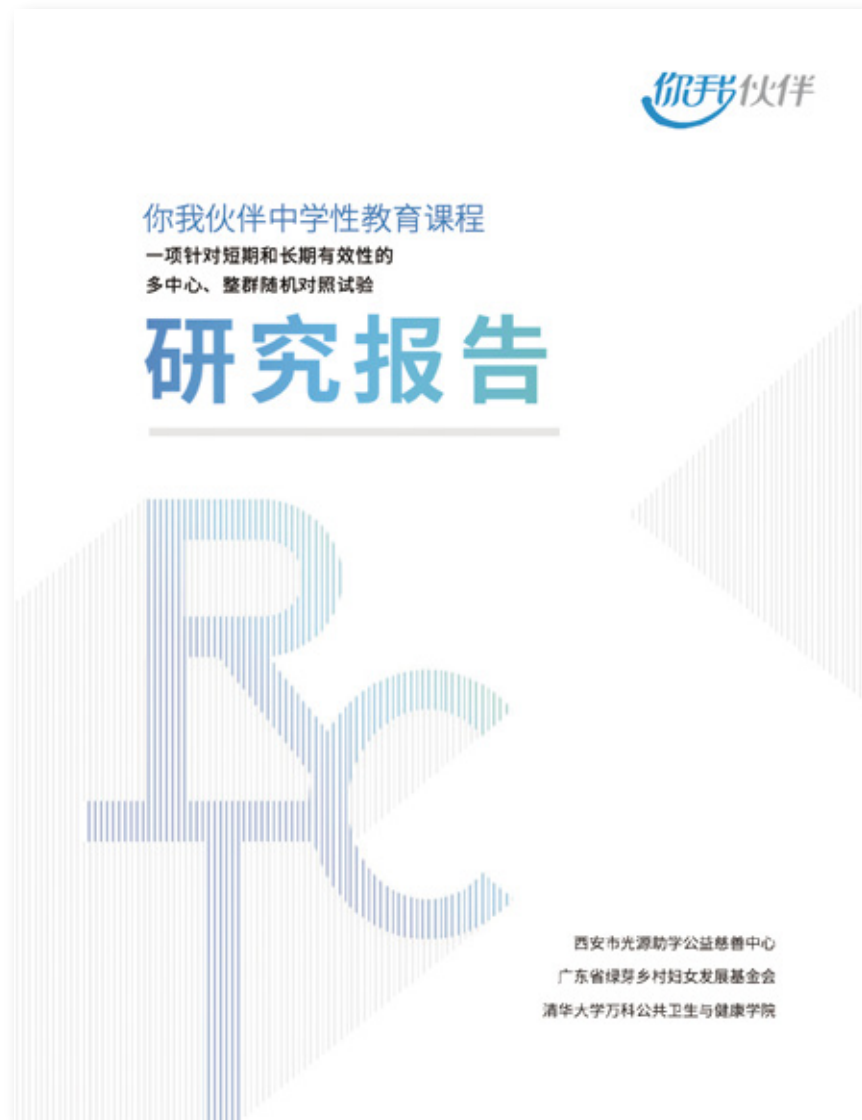
Partnerships with **8400** local NGOs have delivered service in **65,458** project sites, covering **98.7 million** people/times.

Among the EPM products, eight of them are now covering 30 or more provinces in China, with the highest coverage achieved by the "Support Single Mothers", which spans over 34 provinces (autonomous regions and municipalities). However, the cumulative number of project sites has slightly decreased due to changes in partner statistics collection methods, funding challenges amid the Covid-19 pandemic, or the transfer of projects to local partners for operation. Detailed information is provided as follows:

	Total by the end of 2022	Compared with 2021 total	Notes
Implementation partners	8400	37.64%	There are 23 projects (or 33%) that have successfully expanded partnerships to over 100 organizations.
Project sites	65458	-12.93%	There are 34 projects (49%) that have successfully implemented in more than 100 project sites.
Beneficiaries	98.7 million people/times	26.59%	There are 35 products (or 51%) that successfully served over 100,000 people/times for beneficiaries.

Scope of coverage of high quality philanthropic products in 2022

In addition to expanding the service scale of quality philanthropic products, EPM also guides partner organizations to prioritize quality and the improvement of beneficiaries' situations, aiming to enhance their impact on stakeholders within the specific issue area. In 2022, a total of 47 products attempted or completed product iterations based on changes in beneficiaries' needs, while 30 products initiated or completed program effectiveness evaluations.



In 2022, Niwo Huoban released the Niwo Huoban's Report on A Randomized Controlled Trial of the Gender Education Curriculums at Secondary Schools, which demonstrated the positive impact of the curriculums on gender and reproductive health knowledge, attitudes, and some behaviors of the participants covered by the program.

4 Public Advocacy

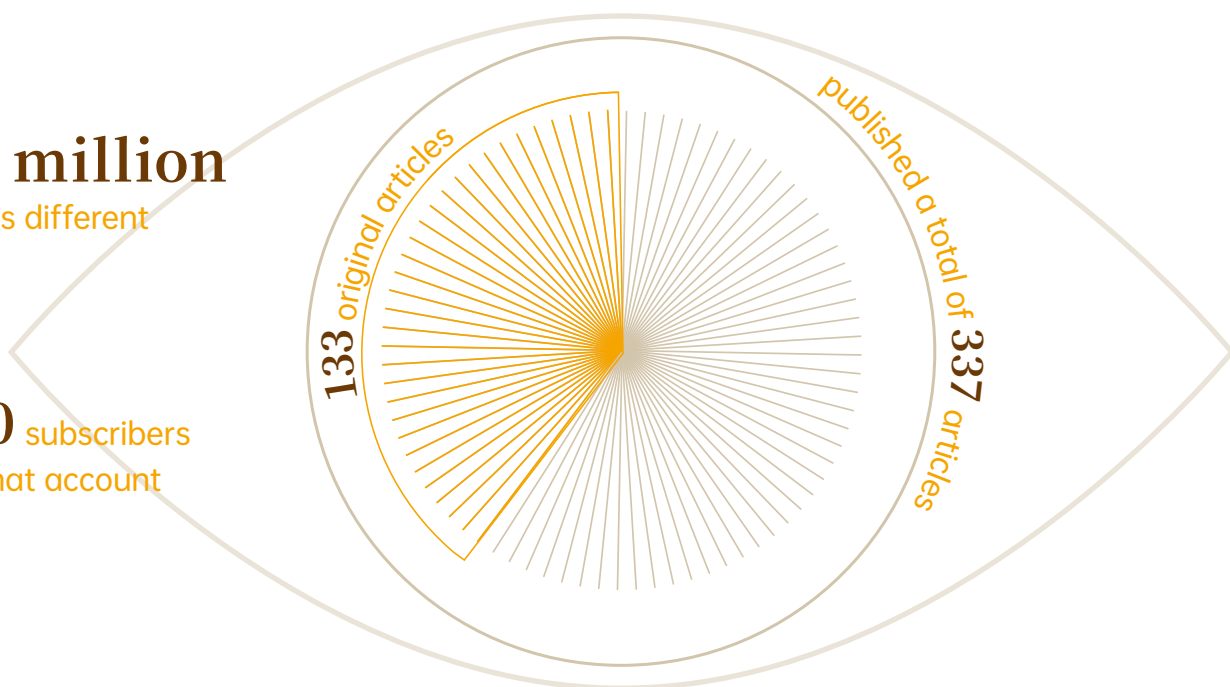


1 · Narada Insights

In 2022, Narada Insights, the thought platform launched by Narada Foundation, celebrated its seventh year of operation. Over the past year, Narada Insights continued its unwavering focus on crucial social and public issues in China, including population dynamics, elderly care, urbanization, social security, employment, and economic development. Throughout the year, Narada Insights published a total of 337 articles, including 133 original articles, with nearly 11 million reads across different platforms and 73,000 subscribers on its WeChat account.

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Statistics collected by the end of 2022

Narada Insights actively engages with the public through a variety of online and offline theme-based activities. These activities are designed to tackle social hotspots, inviting renowned experts to share their perspectives and insights. The goal is to provide the public with professional and rational perspectives. With a focus on philanthropic practices and through interviews, the articles discussed important social topics such as mental disorders, rare diseases, urban migrant children, elderly people who lost their only child, and students in poverty. It collaborates with the Good Voice for Charity project to publish thematic articles and comments on special occasions such as the Charity Day of China, International Anti-Domestic Violence Day, International AIDS Day, etc., showcasing its unique brand value.



2 · Good Voice for Charity

Good Voice for Charity has been actively promoting media awareness, understanding, and reporting on the philanthropic sector, encouraging collaboration with various communication channels, and producing high-quality philanthropy-related content that is accessible and relatable to the public. Moreover, Good Voice for Charity has extended its support to partners who share common goals in exploring diversified channels of public communication and advocacy.

With generous support from the Bill & Melinda Gates Foundation, Narada Foundation has been actively showcasing effective methods, models, experiences, and impacts of non-profit organizations in addressing social issues to the media. Through four media events covering different topics, Narada Foundation has facilitated connections between the media and non-profit organizations, published reports, and promoted collaboration between non-profit organizations and the media.



Media Salon on "How to improve the reading quality of rural and migrant children"

The Narada Foundation remains committed to promoting the concept of solution journalism through its project "Solution Journalism Supporting Action". This initiative provides small-amount funding support and resource matching for journalists, aiming to encourage them to report on solutions to social issues following the principles of solution journalism.

In terms of channel cooperation, the Narada Foundation continues to explore public-oriented communication channels to deliver quality content that is accessible and relatable to the public, making philanthropy a widely popular work to take on. Collaborations with channels such as XINHUANET APP, Dingxiang Doctor, Story FM, CC Forum, and others have helped to amplify the public communication and advocacy efforts of quality philanthropic projects. Additionally, the Narada Foundation supports the "Lv Zhao talks about philanthropy" team by using short videos to convey philanthropic ideas and showcase practical achievements to the public.

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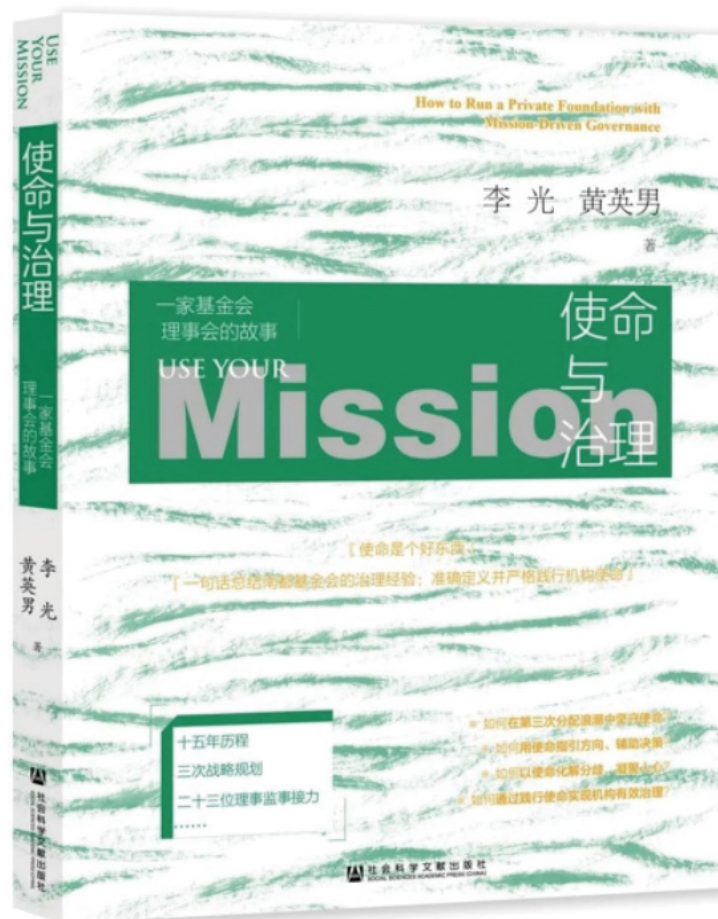
Research and Knowledge Production

Research on the Issues and Countermeasures of Digitalization of Donation Invoice in the Era of Internet Philanthropy

The Narada Foundation and the China Association of Social Security Philanthropy Branch collaborated on the "Research on the Issues and Countermeasures of Digitalization of Donation Invoices in the Era of Internet Philanthropy" in 2022. The research resulted in a comprehensive report titled The Status-quo, Issues and Countermeasures of Digitalization of Donation Invoice in the Era of Internet Philanthropy, have a positive impact on the philanthropic industry.

Blue Book of Philanthropy (2022)

The release of the Annual Report on China's Philanthropy Development (2022) is a significant milestone, funded by the Narada Foundation. Published by the Social Science Academic Press, this annual report serves as a comprehensive overview of the philanthropy sector in China, providing historical insights into the participation and promotion of philanthropy by various sectors of society. The 2022 edition of the Blue Book of Philanthropy is co-edited by Yang Tuan and Zhu Jiangang, and features a new editorial committee composed of industry experts, scholars, and funders. The report made some structural changes, with revised report themes and research team members, which improve the overall quality of writing and editing.



Reflecting the Ten-Year Governance Experience of Narada Board of Directors

The publication of the book "Use Your Mission: How to Run a Private Foundation with Mission-Driven Governance" presents the ten-year history of the Narada Foundation Board, documenting its role, functions, and governance process. Published by Social Science Academic Press, the book offers insights into the challenges face by and experiences gained through the process of practicing the foundation's mission, providing valuable reflections on governance.