



PHILANTHROPY DEVELOPMENT

Editor's Note

The relationship between organizations and the industry is like water and boat - high water facilitates faster and smooth cruising, on the contrary, shallower water means a bumpy voyage ahead. All players would be keeping a close eye on the water, wishing for a rising tide. Some may feel like doing nothing but to wait and see, as the “water” has been too intimidating to change. Only a small fraction are able to stay visionary and enterprising enough to ride through the wind and waves, thus making their own unique contribution to the “big water” that raises others.

Bosch China Charity Center is one of the “small fractions”. Ten years of hands-on hard work has led to numerous key milestones. What is less known to all is that their input and commitment for philanthropy development in China has never ended. They are the ones cultivating and riding the water for the whole sector.

Specifically, Bosch China’s approach is to support projects that truly “serve the NPOs and NPOers”. Over the years, the list of projects has become diversified, ranging from online courses to project incubation, providing the long-sought-for nutrients for all industrial players in an open way. More talents, longer-term consideration, more patient financial support, these key factors that make any industry thrive are demanding some kind of altruism - it won’t be years, but rather, decades, before any tangible results are shown. Bosch China sees its importance despite the wait - someone has to do it. It’s not easy to find the right type of projects that are empowering the nonprofit players in the right way. Once they do, they work together to raise the water high so that the journey ahead would be a little easier.

In this section, we share two stories with you - one is about cultivating the young talents from philanthropic sector, the other is about building open source database in the philanthropic sector. The teams behind them, as well as Bosch China, are safeguarding the sector and navigating into the future with a clear vision, as well as perseverance.

From 2011 to 2020

20 domestic nonprofit organizations were funded in the field of Philanthropy Development (among them, 17 grassroots in the initial stage). It focuses on supporting the start-ups or small-scale grassroots of NGOs and cultivating outstanding professionals in nonprofit sector. The former received a total funding of 1.91 million CNY, and the latter received 3.82 million CNY. The total funding amount reached 5.73 million CNY.

It shows a diversified trend in project implementation, which covers many topics such as the treatment of rare diseases, rural ecological environmental protection, ability training of visually impaired students, information data construction, as well as water resource security and so on. These projects are carried out in 14 economically developed regions as well as the remote areas in central and western China, including Sichuan, Shanxi, Qinghai, Gansu, Shaanxi, Yunnan, Guizhou, etc.

In terms of public welfare talent training, taking Yiplus School and SEED CAMP for Social Innovation as examples, 158 online trainings were provided for 138,351 people. A total of 100 offline training sessions were carried out, covering 2,242 people. 870 direct practitioners in the nonprofit sector were cultivated and nearly 60,000 beneficiaries.

Together,
They SEED a Better China

“As a community created by, nurtured by and supported by the young leaders of social innovation, SEED represents youth that demonstrates courage, action, innovation and the mission for change-making.”

— 2019 Annual Report, SEED for Social Innovation

For most Chinese young people engaged in social innovation worldwide, SEED is not an unfamiliar name. As a powerful community, it not only features a memorable Fellowship experience, but also records a romantic encounter in Charles River. Meanwhile, it is a strong testimony and witness of the growth of younger generation involved in the civil society development of China. Founded and managed by overseas Chinese students but sponsored by Bosch China, SEED for Social Innovation has inspired, and will continue inspiring the future generation to dedicate their passion and action for social innovation.

A Nearly-Missed Partnership

In 2016, among the many applications submitted for the first ever Call for Proposals of Bosch China, the one from SEED was classified as REJECT. Only 4 years old at that time, SEED was not in its best time of development: summer camps were all delivered in Boston by US-based professors, which caused high traveling expenses and potential visa-related challenges; the organization was run purely by executive volunteers, without any full-time staff or China-based members; Sustainability is the biggest challenge at that time. But what matters is that a year later, Bosch China Charity Center (BCCC) opened this dusty document again, thereby opening up a deep collaboration that lasted five years or more.

For Wang Su, deputy secretary general of the SEED volunteer-based executive team, recalled the role Bosch China has been playing over the years: “They help grassroots NGOs to weather difficulties, instead of adding luster to them.”

This was exactly the case for SEED in 2017, the first year when Bosch China’s grants were given. After five years of exploration, SEED at that time finally dropped “Harvard” from its name, indicating it was no longer a student organization; instead, the founding team made the strategic decisions to “get down-to-

earth in mainland China” by serving the practitioners’ need for a social innovation youth community, as guided by its long-standing mission to promote sectoral development. This shift was followed by a series of changes: for the first time, SEED has a full-time secretary general based in Beijing - Xueshan Zhang, who bravely resigned from Microsoft Boston and relocated to China; in April 2017, SEED Special Fund was established in Shanghai Adream Charitable Foundation, as a way to collect donations from the general public and grant-makers domestically. These moves may have shown the management’s determination to formalize SEED’s presence in China. On the other hand, it keenly needed systematic support and resources for the delivery of its aspirations.

So Wang Su came to visit Bosch to discuss the partnership. As an MIT alumnus working in Lyft, he fled all the way back from Silicon Valley to Shanghai,



“SEED for Social Innovation”

Founded in Harvard University in Boston in 2012, it has become a special fund under Shanghai Adream Charitable Foundation since 2017. Dedicated to discovering and nurturing youth leaders of social innovation, SEED supports practitioners, builds an international supportive network, and inspires the youth to engage in civic affairs and address social issues in a constructive way.



“ Without the grant-making efforts from Bosch China, SEED camp will never become what it is today, let alone its long-term thriving. ”

standing in front of the office building of the Bosch China headquarter. Fortunately, as the then Deputy Secretary-General and the most senior “volunteer” of the executive team of SEED, Su knew the future strategy of SEED like the back of his hand. Composed and confident, he told the story of SEED in a way that nobody else can. How the community strategy would provide support for young civic leaders, how the management team would plan to localize SEED’s experience of overseas operation in China - he used the meticulous logic of his MIT-trained economist thinking to address the many pressing issues Bosch China had before making grants, or even beyond, answered why the partnership would be a win-win approach for both the grantor and the grantee, as supporting sectoral development has always been a pillar in Bosch China’s grant-making mission. After all, Wang Su and Xueshan themselves, are the best examples of young social innovation leaders and practitioners represented by SEED.

When the partnership was established, the SEED team felt relieved. This funding not only addressed the urgent needs - enabling the 2017 SEED Camp to be implemented as scheduled - but also created a budget to craft the design and expand the impact of the program in the long run. In addition to Secretary General Xueshan, SEED has two other semi-full-time staff based in China for the first time; coming with the continuous improvement of the flagship project SEED Camp was a series of diversified approaches to deepen the engagement by community members - weekly round table discussion called Friends of Forest, the brand ambassador campaign to tell the SEED story to Chinese youth; SEED Lab and SEED InVenture, two businesses that generate revenues also entered into formal operation.

Bosch SEED Fellows: explore the world without concerns

What impact can an investment make in terms of cultivating talent? The answer to this question can be divided into two parts: What otherwise would happen if the investment was not available? And how long the value of this investment would last?

For He Xuejiao, head of Sanmen County Youwei Library, the answer to these two questions was an unanimously “now or never”, except that the only gap between her and the 20-day camp in Boston as a 2017 SEED Fellow were the \$1,500 tuition and the \$1,500 travel costs - that was the scale of investment needed for herself to keep pursuing her noble cause of promoting rural community-based education. Resigning from a big company, she had been working in the small county of Sanmen for 4 years then. The renowned SEED camp, a once-in-a-lifetime opportunity to build true connections with young people alike who are all dedicated for the third sector, has been a long aspiration for her. She cleared her schedule to have a 20-day long vacation, keenly finished her application, and received the offer she had dreamed of. The only obstacle before setting her feet on the bank of Charles River, was \$3,000.

What Xuejiao didn't know was that in the first year of partnership between Bosch China and SEED, Bosch-SEED Fellowship has been set up along the way: every year, Bosch Charity Center would select and support 3-9 fellows who might face financial pressure out of the total 30, so that the young leaders will not compromise their dreams to economic restraints. This has been a step forward for Bosch China, as an effort to deliver timely help for individuals, in addition to the vision of SEED.

With the Bosch Fellowship endowment, Xuejiao was able to arrive in Boston smoothly. Other fellows liked to call her by the nickname “little sun” - her cheerful and lively personality quickly made her a real companion for all her peers; in the classroom of the Harvard Kennedy School, she wished she could memorize all wise words taught by the instructor. She found it hard to seek the “mission & vision” of Youwei, the grassroots NGO she has been working in; There were also questions that she had never been asked before - Why you? Why now? Step by step, she was coached to define her own story and her true self.

Four years have passed since Xuejiao’s Boston trip. Now she is still working hard in the charitable education

sector. Youwei Library, which was originally built in Sanmen County, Taizhou City, has now expanded into Jiaxing City and even beyond Zhejiang Province. As a result of this journey, Xuejiao's engagement with Bosch China was also deepened: she has been invited to visit Bosch's factories and other charitable projects in Zhejiang Province, to gain a resource-provider's perspective. Bosch SEED Fellows also held regular gatherings for discussions with Bosch China employees in Shanghai. Communication and networking bring opportunities. She walked away more firmly believing in her mission, just not by herself any more.

SEEDers like Xuejiao are not uncommon. Behind each SEEDer stands a unique grassroots social enterprise or NGO. That is to say, by supporting SEED the community, Bosch China is empowering 30 industrial players every year. The Fellows who receive funding from Bosch directly are more likely to stay in the sector and continue to bring innovative ideas and models to their ventures. Young, innovative but concrete, together they serve as a never-ending engine in China's social innovation sector; on the other hand, those in the SEED executive team like Wang Su and Xueshan, most of whom are overseas Chinese students, have also found a chance to contribute to the social progress in China. Engaging in the program design and implementation for Fellowship and Community development, practitioners like them also constitute a special force of youth leadership across different sectors.

SEEDers are Growing up, Blazing Trails Forward

The role of BCCC in SEED's organization development can be described as the "discoverer" of its otherwise hidden visions and capabilities. The courage, action, innovation and the mission for change-making of young people are deserved to be discovered and nourished. The potential Bosch China has tapped into was never one-off - the partnership has been lasting? for three years.



The Two Week SEED Social Innovation Summer Training Class in Harvard in 2018

It was during the three years that the management team of SEED has been growing and maturing. Just like SEED fellows and members of the executive team, the youth leaders that have led SEED blazing trails in the past are now working in different segments of the industry and building insightful visions for the future. A robust youth network, SEED is inspiration for all the members in it, regardless of their roles. The identity itself, represents a pride and responsibility to make it better.

In the spring of 2020 when the COVID-19 epidemic hits China among other countries, the SEED community moves fast - in addition to rounds of fund raising and campaigns to help healthcare workers, members of the community initiate an online round-table discussion on "NPOs' Participation in the Epidemic", inspiring more than 40 young scholars from all over the world to spin off a brand new "Action Research Series on Fighting against Novel Coronavirus Epidemic" with over 2000 hours of online hard work; The Forest Friendship Club was held on average once

every other week, as indicated by the name, turned the community into a practical thinking field. Across all projects and initiatives, SEED's focus on each individual never stops. Miraculously, the individuals nurtured this way felt empowered, unleashing a potential to give back to the big or small community they belonged to. This is the approach SEED has been taking to inspire the whole sector - to give youth leaders engaging in public affairs the clarity they need, the conversation they aspire, the support they urge for - so that one day when they face a clash between reality and their ideals, they will have the strengths to thrive and rise from the gap.

Bosch China is the strong hands behind them. Sometimes the hands clap, sometimes they support, but ultimately, hands are off to leave the space for the seed to sprout and the tree to grow independently. Youth development is aimed at developing the youth. Proud as they are, Bosch China has never been so ready to support SEED to embrace its organic growth and expansion - they have unleashed the potential in the youth, now it depends on the latter to mature and explore.



2019 Summer Training Course of SEED Social Innovation Seed



Data Helps Fairness: Making Public Goods for Public Use

Digital divide, a common term for development workers, is defined by the United Nations Economic and Social Council as the gap between countries or groups due to the varying degrees of applications of ICTs (Information and Communication Technologies), which can be traced to the uneven levels of global development and industrialization. The information asymmetry caused by the digital divide ultimately is a challenge to social justice in the information age.

Access to information might constitute a competitive advantage in business; but in the non-profit sector, this might be a second chance for an individual and a totally different fate for a family.

Asking what if...

In 2014, with seven-year working experience in the NPO sector, Mr. Zhang Bo was working as a project officer of China Youth Development Foundation at the New Workshop Cooperation Center in Beijing on a daily basis. A conversation with the diligent clean-woman led him get to know the sad story that her brother was suffering from brain tumor. Unfortunately, as migrant workers, they were not able to use their national medical insurance in Beijing, which made the whole family overwhelmed by the high medical costs. That woman told Zhang Bo they had no choice but to leave Beijing and wait for her brother's end of life in their home. Empathetic by nature, Zhang couldn't stand not doing something to help the family.

At that time, Internet-based fundraising was just in its beginning stage. Zhang was certified as a “Non-profit Love Ambassador” on Weibo microblog, with over 1,000 followers. Luckily the year 2014 witnessed the official launch of Weibo for fundraising by accredited users. Therefore, Zhang Bo uses his “VIP” account to share the woman's story, hoping to get public attention.

Crowdfunding was powerful. A total of 15,000 RMB was raised, enough to cover two critical operations for woman's brother, which ultimately helped to remove his brain tumor. The woman was holding Zhang's hands, bursting into tears to thank him for the life-saving help. However, for Zhang Bo, beyond

joy and satisfaction, he felt a sense of loss - what if the woman didn't know Bo? What if he were not an accredited user of Weibo? What if the second the woman would need the same help again? Would the solution be repeatable and scalable? Would everything depend on the luck that all information would be shared in the right time by the right person?

Mr. Zhang personally has experienced countless similar situations like this. In his words, every time he would “dig into the earth, spend countless time, asking around and connecting the right type of resources to help those in need.” This itself, has revealed an elephant in the room of the non-profit sector - lack of data resources, in particular for grassroots individuals or organizations. Data is the basis for collecting credibility, looking into authentic needs, and should be playing a key role in terms of decision-making for allocating resources and engaging external participation for bigger social and environmental impact. However, the entire public sector rarely sees open platforms such as Wikipedia, Dianping, Taobao that would generate feedback data from ordinary people and serve them by integrating the insights into offerings. Both the practitioners and the general public were using the near-primitive way to access information - by word of mouth.

The birth of Singularity: One-minute search to replace 100 times "forwarding" messages

Mr. Li Angda has two titles on his cards -founder of Fusion Technology, founder of CEGESR Lab, part-time researcher at Tsinghua University CEGESR / MIT New Media Action Lab, pro-bono tech leads in several NGOs. But carefully going through his stories and experiences, you'll find he does only one thing, except that he has been extending it to different sectors, namely, business community, nonprofit sector and academia.

It is to open data - both their sources and use.

Li Angda started his own business after graduating from Tsinghua University; He was a familiar name across the business and non-profit circles; He was extremely curious; "Fusion Technology", a successful venture he started was precisely helping businesses to build databases and Internet infrastructure. In 2013, he was working as a pro-bono consultant for thegrass-root NGO in which Zhang Bo worked. It was during this experience that he was seeing for himself the vulnerable technical competence of the sector. For a simple example, when Zhang Bo was managing volunteers, he had to spend most of his day manually recording and counting volunteer hours and sorting files. This stunned Angda, who have gone "paperless" and "digital" in his own business work ages ago.

Mr. Zhang Bo and Mr. Li Angda started to have in-depth conversations. An IT veteran and a passionate NPO worker were reaping the fruits from the clashing of their cross-sector insights. The key words such as efficiency, efficacy, empowerment, infrastructure constantly tagged their conversation. They mapped from project offerings to the industries, digging opportunities out of challenges, and were able to quickly outline the mission of Singularity: to trigger technology-driven transformation for the non-profit sector and enable equal access to information.

With Bosch China: A journey no longer alone

In 2018, BCCC launched its second Call for Proposal Activity. The information published made clear the three dimensions they valued the most from applicants - grass-root, innovative and explorative. Zhang Bo read it with excitement. Singularity fit them all.

At that time, Zhang Bo and Li Angda have walked through some ups and downs already - their project has won prizes, earned lots of recognition and approval due to the popularity of "Internet"; in the sub-area of “fighting against critical illnesses”, the team had developed some subsets and labels to sort out the massive data; However, after the "Internet" heat faded, they became more clear-headed - rather than pursuing the scale of the coverage of the database, they value quality more, and were hoping to build a subject-field specific database that are tailor-made for the stakeholders of that area.

BCCC has obvious interest in data - among its four major areas for grant-making, poverty alleviation and quality education are given top priorities, as proved by its numerous projects, related data, experience and diverse expert teams; BCCC was also expecting to integrate those resources with modern technology, to enable a fair access to educational resources. From this perspective, BCCC and Singularity would make a perfect team - they have shared value and vision. In 2017, the database of education projects was officially launched.

Zhang Bo used the word "modest" to describe BCCC team - they had never imposed a "resource owner" opinion on the project, but rather, they were giving full respect to Singularity's past experience and technological sophistication. Surprisingly, BCCC was showing 100% openness to the results - Zhang Bo would clearly feel that BCCC was valuing the organization's development and trial running process, more than the tangible results. Such generosity was very rare but crucial for Singularity, a grass-root NGO that blazed into the poor infrastructure forest to build a trail out.

Industry enabling: An endless path of enterprising

Databases as a product have its unique features - it does not bring immediate benefits to a single specific beneficiary, because it is the impact that matters the most, to the overall infrastructure and every player in it. On the other hand, it is the grantors, grantees, volunteers, beneficiaries, evaluation agencies and researchers that would benefit from its long-term impact, as the searching and browsing enabled by the database would make cross-comparison a reality for better-informed decisions. However, the nature of open use and no specific “beneficiary” also means no specific directions for grant-seeking. From this point of view, Bosch China’s vision and generosity was to be celebrated for Singularity.

Over the years, the Education Database by Singularity and Bosch China has developed a relatively complete architecture. Zhang Bo and Li Angda are looking beyond the horizon. For them, the journey has just started from 0 to 0.1. They expect more people to actually use the database to achieve more openness - open sources and open maintenance; on the backstage, they hope to match more talented coding talent with demand from NGOs to create diversified front-use terminals; they are also keen to share their explorations and experiences in bridging the digital

gap in the public sector, so that more people can join them for the movement.

Zhang Bo preferred to be called “an ordinary NGO worker” himself. The 14-year journey has witnessed his contributions to tackle tricky social issues on frontline positions. Now he was rooting himself on the perspective of an infrastructure facilitator of the sector, trying to unleash the potential of modern technology for his peers and teams. He chose a different approach - to empower thousands of ordinary people and grassroots NGOs, by leveraging the information technologies.

For the data to facilitate more effective and intelligent resource distribution, despite BCCC and Singularity’s shared resolution and generosity, all players have a role to play - imagine one day, when everyone like you and me could search for the suitable project to participate in, either by volunteering, donating or advocating; when any NPOs would have a go-to platform to search for the type of grant they hope to apply for; when another Ayi in need of help would have access to the willing and kind donors nationwide, rather than counting on Zhang, he knew of to communicate her situation - This would best describe Singularity’s vision - a public good, for public use, to serve the public.

Singularity Charity Team



Some Projects from “Philanthropy Development” Area



Voice for Love, Social Inclusion & Development Project for Migrant Children



Public Fund Raising Leader Camp Training Program



Golden Cane • Campus Integration Support Plan for Visually Impaired College Students



Bosch Charity School



Chengdu Homeland Wetland



Yiqiao Talent Plan