

# iMPACT

Insights & Inspiration for Social Innovation

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## Be Well, Do Good

Mental well-being of the social worker



# Digital Kids Asia-Pacific

Insights into Children's Digital Citizenship



**Digital Literacy**

**Digital Safety  
and Resilience**

**Digital Participation  
and Agency**

**Digital Emotional  
Intelligence**

**Digital Creativity  
and Innovation**

## Selected Findings:

- 1** Most children learn about computers and the Internet on their own, except for those in Bangladesh where most learn from their teachers.
- 2** Girls do significantly better than boys in all 5 domains of digital citizenship.  
The longer children are exposed to digital devices, the more digitally competent they become.
- 3** However, longer exposure also makes them more vulnerable to online risks.  
Overall, children scored highest in Digital Safety and Resilience, and lowest in Creativity and Innovation - they are more confident about protecting themselves and are aware of the risks but less confident about creating and expressing themselves using technology.
- 4**

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Korean Funds-in-Trust

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The humanitarian sector is full of inherent and external stress factors. What's behind the stress, and how can professionals and the sector respond? Meera Rajagopalan reports.



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To actually make a difference, learn as much as possible from a non-profit Board before getting on it, writes Aarti Madh...

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iMPACT catches up with Dr. Lisa Marie Dacanay, the Philippines' indefatigable social entrepreneurship advocate and Asia's only woman to have won the prestigious World Economic Forum Social Innovation Thought Leader Award.



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iMPACT's tips for effective fundraising for activism/advocacy-based non-profits

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Dear reader,

Wishing you all a very happy 2020! May the year sharpen our vision and help us create the change we wish to see in the world!

This issue marks an important node in our journey, as iMPACT steers itself toward solutions to the change sector. We will speak directly to the people creating change, and listen evermore closely to what you, our reader, are saying.

We focus, in this edition, on an issue that has been plaguing our sector for ages: The mental well-being of the social sector professional. Who among us has not scrolled through job portals, looking at jobs that seemed less stressful than the “burning-the-midnight-oil-yet-going-in-circles” job that we had? In this issue, we speak with different stakeholders and probe some solutions as well. We feature a wellness initiative that has done well in the Philippines, and has scope for replication elsewhere as well.

The decade gone by has been ground-breaking in several ways: it has seen the emergence of politics that advocates impermeability; and a populace that is moving toward (or finally displaying) more divergence than ever before. Perhaps, the outgoing decade is where histories came to roost.

Within the sector, while some aid may have decreased, the opportunities for the sector are many. These include the possibility of building a strong and robust local social change infrastructure, as Dr. Marie Lisa Dacanay talks about in her interview. Aid organizations are more amenable to handing over the reins to local partners, and that will lead to more accountability as well.

Hope you have all planned the decade ahead. Here’s to 10 more years of positive social change.

Warm regards,



A handwritten signature in black ink that reads "Meera Rajagopalan".

**Meera Rajagopalan**  
Managing Editor

# iMPACT

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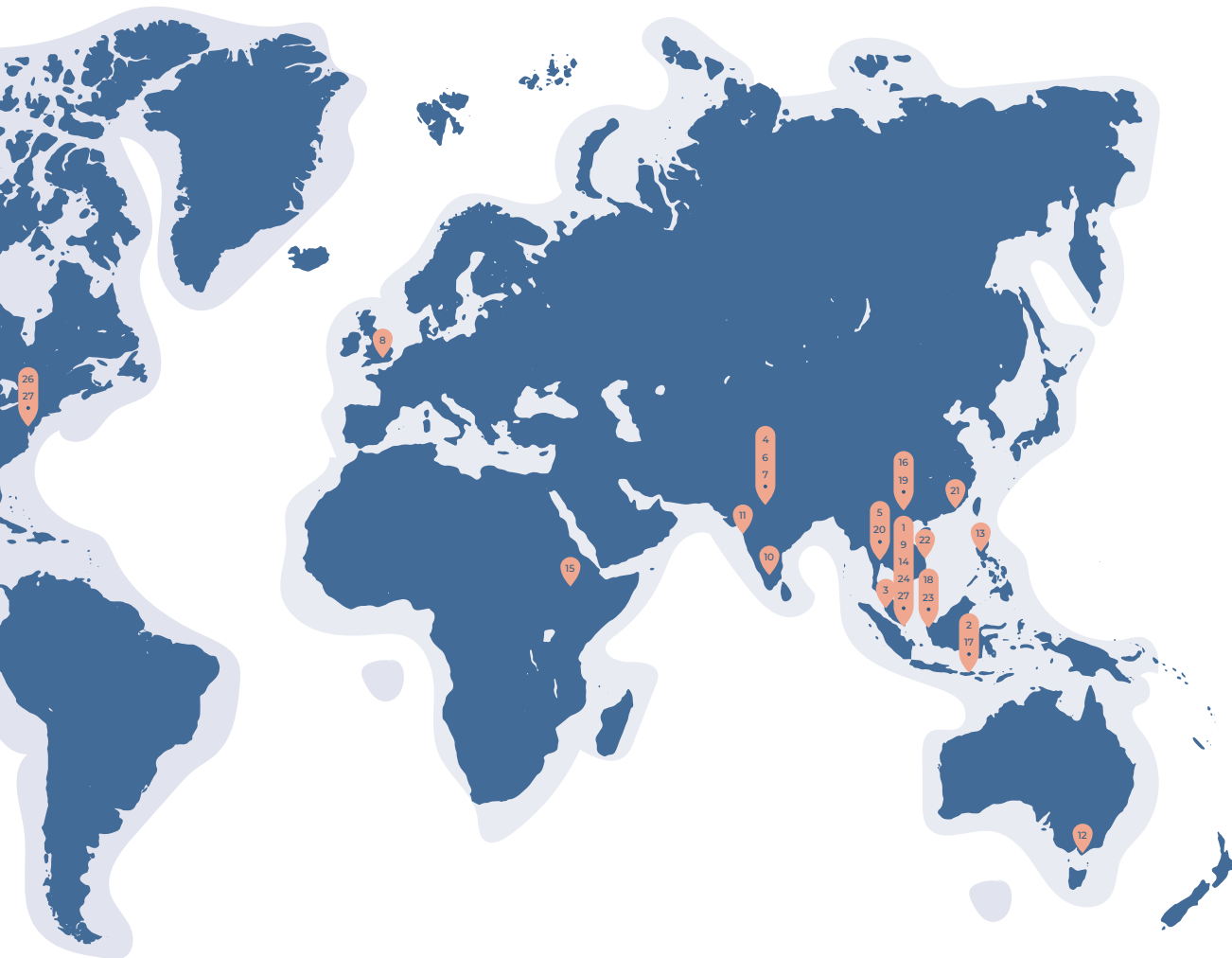
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- 1 **Social Media & PR 2020 Conference**  
January 13-14  
Singapore  
Pacific Conferences
  - 2 **2nd International Conference on Smart Grid and Green Energy**  
January 13-15  
Bali, Indonesia  
Hong Kong Chemical, Biological & Environmental Engineering Society
  - 3 **Base Conference 2020**  
January 15-16  
Johor, Malaysia  
START Malaysia
  - 4 **Future of Technology Summit**  
January 17-19  
New Delhi, India  
ICOholder
  - 5 **SEED Symposium Bangkok 2020**  
January 21-22  
Bangkok, Thailand  
SEED
  - 6 **The World Sustainable Development Summit**  
January 29-31  
New Delhi, India  
The Energy & Resources Institute
  - 7 **2nd Global Summit on Waste to Energy & Biofuels**  
January 30-31  
New Delhi, India  
Indus Expositum Private Limited
  - 8 **Sustainability Leaders Forum 2020**  
February 4-5  
London, United Kingdom  
Faversham House
  - 9 **The Southeast Asian Conference on Education**  
February 7-9  
Singapore  
International Academic Forum
  - 10 **3rd Public Health Conference 2020**  
February 13-14  
Bangalore, India  
The International Institute of Knowledge Management
  - 11 **World CSR Day 2020**  
February 18  
Mumbai, India  
World CSR Day
  - 12 **evokeAG 2020**  
February 18-19  
Melbourne, Australia  
AgriFutures Australia and EMG Events Agency
  - 13 **EduTech Philippines 2020**  
February 19-20  
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Terrapinn
  - 14 **The Martech Summit**  
February 20-21  
Singapore  
BEETc.
  - 15 **3rd Power and Energy Africa**  
February 24  
Addis Ababa, Ethiopia  
Expogroup
  - 16 **6th International Conference on Environment and Renewable Energy**  
February 24-26  
Hanoi, Vietnam  
International Conference on Environment and Renewable Energy
  - 17 **11th Annual Women's Leadership and Empowerment Conference**  
March 8-10  
Bali, Indonesia  
Tomorrow People Organization
  - 18 **Asia Human Capital Development Conference 2020**  
March 10, 2019  
Kuala Lumpur, Malaysia  
ATCEN
  - 19 **Vietnam Wind Expo 2020**  
March 10-11  
Hanoi, Vietnam  
Neoventure Corporation





**20 Agriculture 4.0 Conference and Exhibition (Agri 4.0)**  
**March 10-11**  
 Bangkok, Thailand  
 Confexhub

**21 Smart Grid and Sustainable Energy (SGSE 2020)**  
**March 18-20**  
 Hong Kong  
 Smart Grid and Sustainable Energy 2020

**22 The Future Energy Show Vietnam 2020**  
**March 24-25**  
 Ho Chi Minh, Vietnam  
 Terrapinn

**23 Smart Nation 2020 Expo**  
**March 24-26**  
 Kuala Lumpur, Malaysia  
 AMB Tarsus Exhibitions

**24 Sustainable Food Summit Asia 2020**  
**March 30-31**  
 Singapore  
 Ecovia Intelligence

**25 Global Ethics Summit**  
**April 1-2**  
 New York, USA  
 Ethispere

**26 Women in the World Summit 2020**  
**April 1-3**  
 New York, USA  
 Women in the World Media, LLC

**27 Future Workplace Asia Summit 2020**  
**April 21-22**  
 Singapore  
 International Quality and Productivity Center

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To include your event in this section, please email details of the event, in the format above to [editor@asiango.org](mailto:editor@asiango.org)



## UN to install urban forests in 90 cities

The UN Food and Agriculture Organization (FAO) announced its plans to build urban forests in 90 cities across 30 countries in Asia and Africa by 2030.

The project, in partnership with Britain's Kew Royal Botanic Gardens and C40, a global network of cities pushing for climate action, will install up to half a million hectares of new urban forests—

more than four times the size of Hong Kong.

According to the UN, about 70% of the world's population is projected to be living in cities by 2050. FAO estimates that if urban forests are promoted and maintained well, it can help reduce air temperature by up to 8°C (14.4 F).



## EU aid continues to decline : CONCORD report

CONCORD AidWatch Report 2019 revealed that European Union aid has declined for the second year in a row, with only 0.47% of countries' Gross National Income (GNI) reaching the world's poorest countries.

The report found that EU failed to meet the target set by the United Nations, requiring all developed countries to donate 0.7% of its GNI to the official development assistance (ODA). EU's combined GNI last year was only 0.47%, down from 0.49% in 2017 and 0.51% in 2016.

From the countries surveyed, only Denmark, Luxembourg, Sweden, and

the UK met the 0.7% commitment while countries like Austria, Finland, Greece, and Italy cut their donation by 10%.

Despite being the biggest development donor group in the world, Concord also noted that EU's €71.9 billion ODA in 2018 dropped by €4.4 billion in absolute terms, about 5.8% lower than its contribution in 2017.

Europe annually gives over €50 billion to help support low-income countries overcome poverty. Despite the reduction in EU aid, the report also noted progress such as increase in countries including domestic spending on students and refugees.



**USAID**  
 DEVELOPING AMERICAN PEOPLE  
**new digital tool to improve foreign assistance**

A new digital tool which assesses the digital ecosystem of countries is being developed by the United States Agency for International Development to advance foreign assistance.

The Digital Ecosystem Country Assessment (DECA) tool studies a country's digital governance, censorship, regulations, digital financial services, platforms, access, and use to evaluate its digital ecosystem. The data gathered will be shared to help donors on how they should approach investment in low-income countries.

DECA will be piloted in Colombia and Kenya next year and is a part of USAID's first-ever digital strategy. Michelle Parker of USAID's Center for Digital Development said that they are planning to add two more countries to pilot the tool in before formally launching it in August.



## Cuba most sustainably developed country, study finds

Cuba outperforms big countries such as the U.S. and United Kingdom in the latest report designed by anthropologist and author Jason Hickel. The Sustainable Development Index (SDI) is an alternative to the Human Development Index (HDI) used by the United Nations Development Programme since the 1990s. The SDI calculates the results based on the country's CO<sub>2</sub> emissions per capita, in contrast to HDI which favours life expectancy, education, and gross

national income per capita.

The 2015 data puts Cuba as the most sustainably developed country, with a score of 0.859. Countries who ranked high in HDI fell to the bottom list in the SDI, with U.K. at the 131<sup>st</sup> and the U.S. at 159<sup>th</sup> spot.

According to Hickel, the SDI is meant to reveal which countries contribute the most to climate change brought by their economic growth. He

further added that the SDI ranking indicates that all countries are still "developing"—countries with the highest human development still need to lessen their ecological impact, while countries with low ecological impact still need to improve their performance on social indicators.

Critics have pointed to selective statistics and dubbed the SDI as left-leaning propaganda.



## .Org Ownership Change: What Does It Mean for You?

In November, PIR (Public Interest Registry), which maintains the .org domain, announced that it would be acquired by little-known private equity firm Ethos Capital. The deal is expected to close in the first quarter of 2020.

In effect, that means that your .org domain, which was earlier owned by a non-profit, will soon be owned by a private equity firm. Combined with the fact that ICANN, the non-profit organization that manages all domain names on the internet, announced

earlier in the year that price caps for .org domain names will be removed, it as many in the sector worried about the future of their web sites.

Even though the move on price caps invited comments from the public, which were overwhelmingly against removal of price caps, the move was pushed through. There are about 10 million .org domain names registered worldwide, and this could foreshadow ICANN doing away with all price caps.

In a statement, Ethos said that it plans to "live within the spirit of historic practice when it comes to pricing, which means, potentially, annual price increases of up to 10 percent on average."

The long-term effects of this ownership change remain to be seen, but the move leaves the door open for price changes in the future, something to keep an eye out for. [i](#)

**The climate movement does not need any more awards.**

**Greta Thunberg,** *Student and environmental activist, turning down a 500,000 kronor (USD 50,000) award from the Nordic Council*

**Per Heggnes,**  
*CEO of IKEA Foundation at the Social Enterprise World Forum 2019 in Ethiopia*

**Doing good and doing good business are not mutually exclusive... The right time to do right is always right now.**

**Gen Z is a very young generation needing to be understood and supported. We have to make ourselves into people they can trust, people who can understand their struggle— then they can come to us.**

**Dr. Cornelio Banaag Jr.,**  
*Filipino psychiatrist on the increasing number of depression and suicide rate in Philippine youth*

**Many people don't believe in it (globalization) because it is not inclusive. How can we improve it? We can make more developing countries get involved.**

**Jack Ma,**  
*Co-founder and executive chairman of the Alibaba Group*

**I realize how much more complex doing philanthropy initiatives is, as compared to running a business.**

**Azim Premji,**  
*Indian philanthropist and chairperson of Wipro Limited*

**To innovate, and to do anything successfully in business, you need to have people of different backgrounds, and people who think differently when they are looking at the same situation you are, with a different set of eyes.**

**Shamina Singh,**  
*Executive director of MasterCard*

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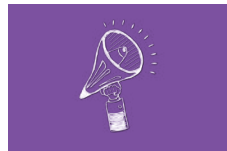
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# Breaking the Gender Barrier

About **200 million** girls subjected to female genital mutilation (FGM) across **30 countries** which are mostly in African



BRIGHT SPOT

**25%**

Decline in prevalence of FGM in these countries between **2000-2018**

About **750 million** women and girls are married before the age of **18**, globally



BRIGHT SPOT

**1/4<sup>th</sup>**

Decrease in a girl's risk of marrying in childhood, in South Asia. Between **2013 and 2018**

Only **13 from 69 countries** surveyed in 2018 have a comprehensive system to track budget allocations for gender equality.



BRIGHT SPOT

More than **100**

countries have now committed to actively track budget allocations for gender equality.



## The 2019 SDG Gender Index on Equality



TOP **10**

1. Denmark
2. Finland
3. Sweden
4. Norway
5. Netherlands,
6. Slovenia
7. Germany
8. Canada
9. Ireland
10. Australia

BOTTOM **10**

129. Chad
128. Democratic Republic of Congo
127. Republic of Congo
126. Yemen
125. Niger
124. Mauritania
123. Mali
122. Nigeria
121. Liberia
120. Sierra Leone



More than **150 million** girls will marry before their eighteenth birthday by 2030 if efforts on SDG 5 are not be accelerated.

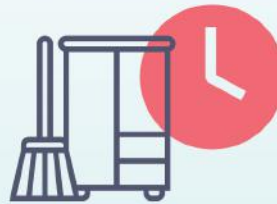


More than **3M**

**BRIGHT SPOT**

Adolescent girls have been helped to attend school and gain life-skills training in 2018 by The Global Programme to Accelerate Action to End Child Marriage by UNFPA

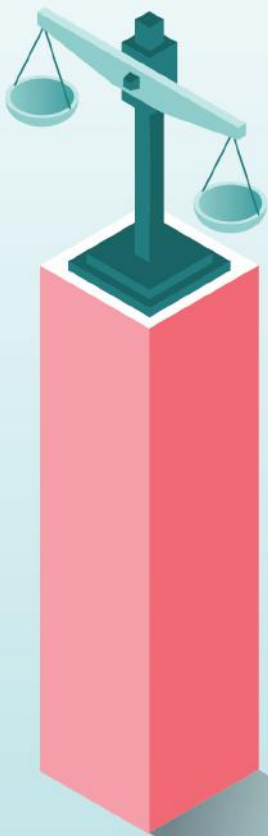
Women devote about **3x as many hours** a day to unpaid care and domestic work as men..



Over the past **25** Years

**BRIGHT SPOT**

progress has been made towards gender equality particularly in low and middle income countries through adoption of new legislation and reform of existing laws.



In India for example, women entrepreneurs account for about **78%** in **2016** as part of the government's MUDRA scheme to support micro and small enterprises and direct benefit transfers.



The government of Thailand launched its Gender Equality Act in **2015** to protect all individuals from gender-based discrimination.



In **2018**, the Philippines scored a gender parity score of **0.73** on gender equality in work, the highest in Asia-Pacific.

**SOURCES**

1. Goal 5: Achieve gender equality and empower all women and girls, United Nations
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6. Five facts on Goal 5 of UN Sustainable Development Goals, Michigan State University, 2016
7. SDG 5: Achieve gender equality and empower all women and girls, UN Women
8. Gender Equality: Women's Economic Empowerment, UN India Business Forum
9. Thailand promises education to cultivate acceptance of gender equality, UN Women
10. The Power of Parity: Advancing Women's Equality in Asia Pacific, McKinsey Global Institute (MGI), 2018



## The Eyes Have It

It's all in the eyes, they say. It's especially true for refugees in Jordan, where a project combines iris scanning and blockchain to help refugees access groceries and food at World Food Programme (WFP)-contracted supermarkets. The "Building Blocks" project by the WFP helps refugees do away with cards and vouchers, which are susceptible to theft and loss.

The whole process takes just about three seconds and is considered beneficial especially for women, who are constantly worried about purse-snatchers.



## Now You See It, Now You Don't

It isn't only horses that need to be protected from distraction; these days, it's all of us. Wellness technology company Narbis has developed a pair of smart glasses that help reduce distraction by darkening the lenses when one is distracted.

The glasses use neurofeedback through sensors—one behind each ear and one on top of the head—to track the wearer's brain waves. The glasses darken when the person is distracted, and clear up when the wearer is concentrating. Available for \$590, the glasses come with a tablet device to monitor the wearer's progress.



## Dirty Water No More

A paper derived from algae is opening up new ways to produce clean drinking water.

Scientists from Uppsala University in Sweden and Dhaka University in Bangladesh created paper filters made of nanocellulose fibers from the algae *Pithaphora*, which are commonly found in freshwater habitats of Bangladesh.

During lab tests, the paper filters were over 99.99% efficient in removing pathogens in dirty water. Unlike traditional paper filters, the *Pithaphora* algae can be inexpensively grown and harvested, requiring little use of heavy machinery typically used in creating water filters.



## What Pine Paper

A specialty paper from the Philippines made from discarded pineapple leaves recently won the Wood Pencil award at the Design and Art Direction Future Impact Awards 2019 for its potential to create a huge impact on environment and sustainability.

Called “pinyapel”, the sustainable paper was a result of a research and development initiative led by the Design Center of the Philippines. Discarded leaves from pineapple plantations are harvested and dried before being pulped to create a specialty paper that can be used for gift bags and paper cup sleeves.



## All in the Mind

What if a virtual world can help recognize real-world conditions? This is what psychologists at Emory University studied: a simulated town to help understand the human brain and its functions.

“Neuralville” consists of eight buildings spread over four quadrants that surround a park. The buildings came in pairs: two coffee shops, dental clinics, hardware stores, and gyms. Participants in the study were placed in random parts of Neuralville and advised to “walk” around specific locations using a keyboard.

Data found that the brain uses three distinct systems to identify environments: one for recognizing a place, another for navigating that place, and a third for navigating from one place to another. Psychologists hope that Neuralville will help develop better brain rehabilitation methods for people with problems in scene recognition and navigation.





## What Does Your Gut Say?

You might think your selfie is crap, but a team of scientists is asking for exactly that: a picture of your poop! But before you protest, know it's for science!


Microbial sciences company Seed Health is requesting volunteers to send photos of their faeces to create a database of 100,000 images, for a team of gastroenterologists to classify each photo under the Bristol stool scale.

Scientists hope the database will help build an AI for research into bowel-related diseases and provide doctors an extra diagnostic tool to speed up their diagnosis.

## Lit Night

When night falls, solar energy does too. Now, scientists have discovered a new way to harness energy from the night sky.

The innovation is achieved through a thermoelectric device, where energy is sourced from the cold of space despite not having an active heat input—a process known as radiative cooling.

The new energy source is meant to create a night-time version of solar energy. Scientists claim that energy from the night sky can generate enough electricity to power an LED light. 





Pic courtesy: Wellbeing Cluster, The Philippines

# The Wisdom of the Cluster

*A collaborative, preventative, bottom-up approach to well-being might hold the key to better mental health for development professionals globally, writes Hitendra Solanki.*

The Wellbeing Cluster story originally began in 2016, as part of the work of the Mindfulness and Wellbeing component of the Start Network's "Transforming Surge Capacity" project, funded by the UK's Department for International Development (DFID), which ran between 2015 to 2018.

The project explored how wider well-being approaches could be improved and transformed within the humanitarian sector. Along with the UK, Thailand, Pakistan, and the Philippines were the focal countries for the project.

## Limited well-being infrastructure

At the time, in the midst of growing evidence regarding the impact of humanitarian work on the mental health of aid workers, it became clear that mechanisms and infrastructure for supporting the mental health and well-being of humanitarian aid workers seemed poorly developed, both within agencies, and across the sector in general.

As the project progressed, it became increasingly clear that where well-being structures did exist, mostly in well-

funded and resourced INGOs, these actually tended to be patchy at best, and focused mainly on the recovery and treatment end of the spectrum, with very little emphasis placed on establishing preventative approaches to mitigate mental ill-health.

## Grassroots learning

Importantly, smaller, local NGOs in-country, with fewer resources, which are often the first-responders during natural disasters and emergencies, and whose personnel bear the brunt of such stressful interventions, were often the least prepared, despite having potentially greater needs for well-being and mental health support.

Even with hundreds of discussions with senior management and chief executives of local and international agencies across countries, there was a realization that for a variety of reasons, a top-down approach to tackle the mental health crisis individually within each agency, and one by one, may possibly entail a long, slow, and arduous journey towards addressing this urgent need.

With this realisation, the focus shifted from an individual top-down approach,

to exploring how a pluralistic grassroots bottom-up approach may offer a better alternative and catalyst for change. The Wellbeing Cluster<sup>1</sup> approach was a result of these deliberations.

**For a variety of reasons, a top-down approach to tackle the mental health crisis individually within each agency, and one by one, may possibly entail a long, slow, and arduous journey towards addressing this urgent need.**

“

<sup>1</sup>The Wellbeing Cluster is an entirely different entity from the UN emergency cluster system, and the term was chosen as a benign way to highlight the need for mental well-being to be equally prioritized within the humanitarian sector.



*Pic courtesy: Wellbeing Cluster, The Philippines*

## “Wellbeing Cluster” approach

This first pilot Wellbeing Cluster was launched in July 2018, in Cebu City, in the Philippines<sup>2</sup>

Simply defined, the Wellbeing Cluster is multi-stakeholder platform to link local and national NGOs with INGOs, governmental departments, academia, communities, youth organisations, mental health experts, and other key stakeholders, in working together and strategically building the resilience and capacity of individual aid workers and their respective organisations in relation to well-being and mental health.

The aim was to develop a practical new approach within the humanitarian architecture, whereby local agencies work together altruistically in pooling and sharing their resources around well-being. This multi-stakeholder approach also offers value for money, as costs are effectively reduced, trainings are shared, and the capacity of organisations are increased.

Ultimately, the Wellbeing Cluster would be a collaborative environment to connect and elevate good practice across all stakeholders and communities, especially local NGOs.

In practice, as the Cluster evolves, this would entail regular planning

<sup>2</sup>Led by the Ramon Aboitiz Foundation Inc. (RAFI) and The Central Visayas Network of NGOs (CENVISNET), the project was initially created and funded by Action Against Hunger UK (ACF-UK), with additional funding from the Humanitarian Leadership Academy (HLA).

and coordination meetings, pre-deployment trainings, coordination mechanism and support services during crises, and post-deployment debriefings and learning to further improve and inform good practice.

The implications for resilience building and preparedness at a grassroots level, in a locally contextual manner are positive, allowing greater planning and coordination in relation to well-being support before, during, and after an emergency.

## Evolving and growing


The Wellbeing Cluster in Cebu has now been operating for 18 months.

In this short time, it has brought together an impressive array of stakeholders, from INGOs, NGOs, Philippines Red Cross, universities, youth groups, community-based organisations, and has been recognized by the Philippines Department of Health, various other local government departments, as well as UNOCHA (United Nations Office for the Coordination of Humanitarian Affairs).

The Cluster has also helped provide psychosocial responses following critical typhoon and earthquake emergencies within this period, organized several high-profile mental health awareness events, and is now a recognized humanitarian player within the Philippines.

In essence, the Cebu example demonstrates that the “cluster” model works.

The success of the Wellbeing Cluster is due to a genuine grassroots and community-led approach and the pragmatic spirit from local leadership within RAFI and CENVISNET. Despite numerous challenges of funding and resources, and a lack of blueprints guiding the way, the Wellbeing Cluster has nonetheless trailblazed boldly on its journey. This has major implications in how well-being might pragmatically be addressed and supported within the humanitarian sector, and how the model could be replicated and expanded.

Sharing their learning journey thus far may potentially offer real solutions, and critically, provide a new blueprint that may guide others towards resilience and mental well-being. 

**The aim was to develop a practical new approach within the humanitarian architecture, whereby local agencies work together altruistically in pooling and sharing their resources around well-being.**

“



*Hitendra Solanki is currently the mindfulness & well-being adviser for Simply Mindful. He has been active in the development and humanitarian sector for 17 years—most recently, with Action Against Hunger UK, he led the 3-year Mindfulness & Wellbeing project.*



# Be well, Do Good

*The humanitarian sector is full of inherent and external stress factors. What's behind the stress, and how can professionals and the sector respond? Meera Rajagopalan reports.*

*"Why we (social sector professionals) start getting heart problems in our 40s is because we try to understand people's pain. When we try to understand their pain, it becomes part of us." -Satish Tarnas, program manager, ActionAid Chennai*

*"You can really never forget the face of the dead patient because you are face to face during CPR ... squished ..."*

*"Most of the focus is on the victim and then they just say "Thank you" to the responders, including hashtag thank you or whatever ... Our time is free. Our energy is free. However, the ambulance doesn't run on love."*

The last two are among the responses of emergency response personnel who explain how it feels to be a first responder when disaster strikes, in a 2019 study, *"The psychological well-being of emergency response personnel in the province of Cebu"*

While not every job in the social sector requires one to deal with crisis situations every day, the situation is far from ideal. A recent Dalberg Associates study, *"Mental Health of Social Sector*

*Hannah Mae T. Corpuz, Laurriemae Silver V. Sabordo, Nicole Danielle E. Allanic & Paolo Miguel P. Bulan (2019): The psychological well-being of emergency response personnel in the province of Cebu, World Federation of Occupational Therapists Bulletin, DOI: 10.1080/14473828.2019.1649350*

*Professionals: A Blindspot Needing Immediate Attention*" revealed startling statistics: 71% of those surveyed said they felt a loss of faith and belief in their work, and 67% said they feel an increasing indifference to creating social change. Two in five social sector professionals felt guilty or worthless, and were overcritical of themselves at work. Compounding the problem is an inability to dissociate themselves from work—with all effects being more pronounced in women.

What's interesting is also what staff think: 78% of the respondents think that the sector is not doing enough to recognize and address mental health issues.

The issue of mental health among people working in the humanitarian sector gained international headlines after the 2018 suicides of two employees of Amnesty International, and an ensuing report that stated that well-being efforts at the organization were often piecemeal and sporadic. While one of the main findings cited "organisational culture and management failures as the root cause of staff well-being issues" the event trailed a spotlight on how much, if any, efforts are taken toward staff well-being in the development sector.

Stress, however, is rarely talked about.

That is not surprising, says Hitendra

**"They (people) will continue plodding and doing the things that they do, but you can make out that they are not half the person they were before... there is erosion."**

*Vaishnavi Jayakumar, co-founder, The Banyan*

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Solanki, a mindfulness<sup>2</sup> trainer and formerly Mindfulness and Wellbeing Advisor at Action Against Hunger UK, where he helped set up a "well-being cluster" in the Philippines (see article "The Wisdom of the Cluster"). "There is a feeling that you need a gung-ho metro toughness. There's almost a feeling that in order to be a humanitarian worker, this is what you go through."

<sup>2</sup>Mindfulness, which is becoming popular, is the state of being engaged completely in the present, usually with the aid of meditation techniques. It is considered to have significant implications in mental health and well-being.



Solanki remembers the resistance he met with when he approached Boards of aid organizations in London a few years ago, advocating that the organization look at the resilience of their colleagues, along with that of the communities they work in. "People literally rolled their eyes when I mentioned this (mindfulness) as a way to make people more resilient," he says.

Stress itself can arise out of either the nature of work—the constant exposure to social inequities, and the magnitude of the problem itself—or can arise due to the nature of the organization: whether employees are expected to overwork, whether the work culture fosters excitement and purpose, for instance. Add to that uncertainty of funds, and the different constituents to serve—donors, communities, and government—and it seems like stress is a given. There are slight differences, though: between large non-profits and smaller ones, and between the founders and staff.

Most times, people working in the sector don't even realize they need help, until they get it. "People who fall off the edge are usually the last to know," says Solanki.

## Found Stress

Founders have the most stress, in some organizations, akin to start-ups.

Almost all the founders we spoke with said they had experienced burnout, and only paused when acted upon by either their Board, or when it began to manifest physically.

Vaishnavi Jayakumar, co-founder of The Banyan, an organization working in the space of mental health, says, "In one sense, we don't have a choice; we have to make things happen. The money part of things was very, very stressful. The kind of pace at which things go, the kind of obstacles, yes, all of that can definitely take a toll."

Pooja Taparia, who runs Mumbai-based Arpan, a 120-employee organization that works in the space of child sexual abuse, says that she is still learning to manage her stress and well-being. "Managing a large organization itself is stressful, and then, working on CSA (child sexual abuse) is doubly stressful," she says, adding that what has helped her, as a founder and CEO, is to take a break of about a month every year, to try and disconnect from the day-to-day operations of the organization.

Breaks from the work, both physical and mental, is important for both staff and founders, says Iyyappan Subramanian, who runs Sri Arunodayam Charitable Trust, a home for abandoned mentally challenged children in Chennai, India.

"It's important for us to take a break, or the mind does not refresh or generate new ideas," he says, adding that he has been trying to take a long break for years!

The effect of this constant stress can lead to something long-lasting, especially for founders. The choice is not whether to stay or leave, says Jayakumar, but what happens to them (people in the sector) during this process. "They will continue plodding

and doing the things that they do, but you can make out that they are not half the person they were before... there is erosion."

## Stressed for Staff

Staff pressures may seem lower than that of founders, but there is an undercurrent of job insecurity. Satish says that there is constant work pressure, as well as a lack of systems to take care of staff, especially in smaller NGOs. He says there is zero job security for the staff of

many NGOs, and even more pitiable than those who are fired indiscriminately are people "who are not even told they are fired!" It is not uncommon for salaries to follow the receipt of donations, leading to uncertainty in when or if staff get paid.

The Dalberg study, while a small-scale one, points to two other factors that were surprising: that people felt that there was a lack of recognition in the sector, and that about 70% of those surveyed said that they were unable to dissociate from work.

Add to that another factor rarely talked about: the passion mismatch between the founder and the staff. One non-profit professional who did not wish to be named says, "Our founder is extremely passionate about the cause, and expects us to carry the same amount of fire in our bellies. They just cannot understand that for some of us, this can just be a job that we want to do well."

Several organizations are already addressing these through various measures. Some of the measures, like two-day weekends at Arpan,

may seem like a given to a corporate worker. Iyyappan has also instituted compulsory time off for his 50-strong staff, many of whom live and work with the special children. "That made a lot of difference," he says, adding that he is not able to take care of staff issues like low compensation yet.

At Arpan, employees are pushed to take their due vacations whenever possible. Added to that are staff wellness programs, and a monthly therapeutic allowance for all staff that helps them with their mental health.

"When you enter Arpan you will feel happy, not broody," says Pooja. "In the entire environment there is a lot of hope; there is a lot of courage—basically a lot of motivation."

In spite of all the measures in place, there is still an attrition of counsellors at Arpan, as there are in many non-profit organizations.

Staff of smaller NGOs are often juggling several tasks at the same time, and that makes it even more of a challenge, says Satish. "There's a large difference in the way professionally run NGOs look at things," he says. "Large organizations like ActionAid consider their staff their ambassadors and ensure that they take care of them. So even if there is pressure, there are ways to deal with it."

Rhea Yadav, who worked on the Dalberg study, says that while larger organizations may have the financial wherewithal to create well-being programs, smaller organizations may

**There is now a culture where people are not willing to being their human selves to the workplace. This work (humanitarian aid) is built upon compassion and humanity and it seems we have lost that quality for ourselves.**

*Gemma Houldey, researcher and aid worker*

““

have the edge when it comes to being able to foster a culture of well-being.



U.K.-based researcher and aid worker Gemma Houldey says that well-being policies within organizations are a non-negotiable, but there must be a cultural shift. "There is now a culture where people are not willing to being their human selves to the workplace. This work (humanitarian aid) is built upon compassion and humanity and it seems we have lost that quality for ourselves."

Solanki says that during his mindfulness sessions, for instance, the participants said that they were happy that someone finally wants to talk about it, sometimes unaware that their colleagues down the hall were experiencing the same traumas and stress.

## Stressed Sector?

Organizations and their initiatives can only go so far, and a sector-wide rethink seems to be on the cards, as more conversations around this occur.

Houldey says that there is a need for a sector-wide rethink. As part of her PhD thesis, she was in Kenya for a year, and interviewed 125 aid workers, both international and national. Her results reveal an often-underreported fact of the aid world: there were clear North-South disparities within the sector in terms of the underlying factors that lead to stress, including but not limited to salaries, benefits, and other protections employees received (See "Some More Equal than Others" box).

"Organizations needs to think very carefully about what's currently on offer (as staff well-being measures) and whether that meets the needs of all staff," says Houldey.

While some advocate that the sector step up and take measures, others, like Jayakumar, point to society, or more specifically, to the apathy of society.

She spares no quarter for them. "This (burnout) is happening more because

**There is a feeling that you need a gung-ho metro toughness. There's almost a feeling that in order to be a humanitarian worker, this is what you go through.**

*-Hiten Solanki, mindfulness adviser and aid worker*


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one bunch of people are relinquishing their responsibility, and choosing to live two-sided lives. Life is 360 degrees, and not just work and family: It's so much more. It's about neighbourhood, society, expanding horizons, equity, justice."

There are positive signs ahead, though, with the WHO declaring burnout as a work-related phenomenon and embarking on the development of evidence-based guidelines on mental well-being in the workplace. Solanki and his team are working on creating a body of research on the topic, and working on ground-up measures like the Wellbeing Cluster in the Philippines.

Meanwhile, as the interconnectedness of social issues—climate change and health, for instance—becomes clear, the onus is on everyone to take action: it's not the work of the professional anymore. Jayakumar says, "It's not a question of whether I can switch on or off anymore; it's a question of others ever switching on." 

## Some More Equal Than Others?

That the aid sector is skewed toward the international aid worker is no matter of dispute, but recent research brings that into sharp focus with a lens on stress and mental well-being of the aid professional.

U.K.-based Gemma Houldey's research, "The vulnerable humanitarian: discourses of stress and meaning-making among aid workers in Kenya"<sup>3</sup> exposes the fault lines between national and international aid workers even further, through ethnographic research conducted in Nairobi and Turkana. The study sought to understand how people managed stress, and how their identities linked to how they were treated in the workplace, while also looking at

how people understood their emotional experiences.


The research produced several findings, Houldey says, including the fact that "the [development] sector is primarily focussed on the ideas and experiences of one demographic: white people from the global North."

While many Kenyans and Somalis she interviewed mentioned that stress wasn't a term that they used, she also found that several factors fed into that, including an ever-present situation of hardship. Disparities in salaries, benefits, and protections all fed into the feeling of insecurity and stress for the local aid worker.

Psychotherapist and development aid specialist Karen Abbs, of Rakuba, in her article titled, "Caring for National Staff: Supporting the 92%" makes a case for the well-being of national staff of international aid organizations, most of whom "receive little, if any formal support after a traumatic incident."

Statistics by Aid Worker Security<sup>4</sup> reveals that 98% of the victims of attacks on aid workers were national workers. While the rate of attacks per capita are proportionate to their population, fatality rates of local aid workers are more than three times that of international aid workers, revealing the fact that international aid workers are not often present in the most conflict-ridden regions.

Houldey says that a lack of support for mental health is part of the sector's failure to address these systemic issues.

"A lot of the stress is not from the critical nature of their work, but from the organization. There's poor management, bullying, contracts that are often only lasting a year, and continuous restructuring. Those sort of factors need to be looked at. The sector needs to think through how can things be done differently," Houldey says. 

<sup>3</sup><http://sro.sussex.ac.uk/id/eprint/84087/>

<sup>4</sup><https://aidworkersecurity.org/incidents>



# Stress Out !

## A Non-Profit Professional's Calendar.

By Subbu Parameswaran

So here's a popular belief about the non-profit world – we who have sacrificed cushy jobs and careers so that we may plunge our lives in the service of others, have risen up through the hierarchy that Maslow theorised around, and are now leading the life of self-actualized individuals.

A load of crap. At best. At worst, a terrible misrepresentation of the life of professionals in this space, who feel as vulnerable, stressed, and anxious as the bank salesman who needs to meet his monthly targets. We don't need research to tell us we're stressed: we can feel it in our fingers, we feel it in our toes.

Let's take a closer look at the typical year of a senior professional in the non-profit world, and then I think we can all reconcile better with their mental health and well-being. Or not.

**The weeks are spent carefully working out the algorithm of following-up with your committed amounts – frequent enough to ensure that they don't give away your money to someone else with a sadder looking child in their brochure, and spaced out well enough so you don't look desperate.**

Preparing, refining, and re-refining grant renewal proposals, and hoping to God for one more year's extension. Mastering wordsmithing and semantics (just read the impact report)!

So much for mental health.

January

March

Basically worrying about how the hell we'll survive the coming year (i.e., pay salaries that no donor wants to pay for). Even if said salaries are cleverly disguised as team step-backs, strategy sessions, and "reflective conversations," they do absolutely nothing to calm you down. Instead, they raise your anxiety levels a notch higher.



April

August

Basically hiring (because you managed to, against all odds, get a new CSR partner), training the new hire, and wondering how on earth the candidate got the job in the first place. (For the record, it's likely lack of options, coupled with terrible interviewing skills, both of the non-profit.)

Trying to figure out how your program works (a.k.a reading the strategy section of your earlier grant proposals three times a day). Meeting endlessly

with your team members, who have a completely different view of the program (that's how you measure training effectiveness). Somehow managing to get them all together in their heads with a basic common understanding of what to do (how to ensure that we show effective utilization of donor money).

Responding to endless and meaningless questions from your auditor whose firm considers it their moral obligation to ask you why you and the team are drawing salaries – particularly because you are an NGO, and it is repeated, have taken the plunge in the service of others.

Counting to 10 every time you get asked this question, and then with unprintable words in your head, giving polite responses such as "Our donor has approved it" or "We're providing dedicated service to our beneficiaries".

Holding responses to the auditor till the filing deadline comes, in a who-will-blink-first scenario. Most of the time, the auditor gives up and files the accounts, because otherwise he can't bill you. Just answer me this: How come they won't do your filing for free, but expect you to give your life away for free?

By this time, we've given up on being, let alone well-being.

September

December

Basically trying to cover the hole in your budget that you haven't found a donor for. More importantly, hoping and praying that the CSR commitment that you were promised eight months ago comes through – else you're screwed. The weeks are spent carefully working out

the algorithm of following-up with your committed amounts – frequent enough to ensure that they don't give away your money to someone else with a sadder-looking child in their brochure, and spaced out well enough so you don't look desperate (so what else is new?).

While doing all this, also putting on a brave face for the team (much like a duck who's paddling furiously underwater). Also planning team events, buying ice cream for everyone just because everyone needs to "chill", doing learning circles ("Learning is a journey"-type logic). After all, don't we non-profit folks derive our energy from challenges?

Looking at funding visibility for the upcoming year, and furiously counting the years since you "started" operations, and figuring out if you are eligible to receive foreign funds, as if there is a long queue of foreign funders simply waiting for you. And as if the government is simply waiting to approve said certification.

And of course, we're back to January – the only resolution we take is that we should at least take one break the next year. Too much work. Not enough downtime.

And then you see a social media debate around work-life balance for NGOs. After all, saving the world can't stop at 5.30 p.m., right?

Mental health and well-being be damned.

Thud. 



*Subbu Parameswaran is the co-founder and CEO of Learning Curve Life Skills Foundation, a non-profit organization that empowers children from under resourced and vulnerable backgrounds through a social-emotional development approach.*

# On a Wing and a Prayer

*Social sector professionals in trying circumstances find succour in faith, as spiritual practices gain traction, finds Swati Sanyal Tarafdar.*

More than thirty years ago, while working with women considered lower caste in the infamous Chambal district in India, Blessina Kumar, then 21, was routinely threatened with rape. Now in her 50s, as an International Public Health Consultant and CEO of the Global Coalition of TB Activists, her challenges have changed and so have the stress factors. "Not a single day passes when I don't find myself crying with another calling for help. Seeing their difficulties, we get affected in various ways," she says.

Witnessing human suffering from close quarters can cause depression in some, while bitterness or anger in

others. It upsets people and erodes motivation. Experienced development and impact professionals admit to using psychological therapy and counselling, as well as calming procedures such as meditation, chanting and reading scriptures to find context and meaning to their work, and to find relief from stress.

Can religion, faith, and spiritual practices help tackle mental health issues stemming from our daily witnessing of human suffering?

## Faith inspires

A research titled International Religious NGOs at The United Nations published in The Journal of Humanitarian Assistance recorded that of the 3,183 NGOs with consultative status at ECOSOC (Economic and Social Council) of the United Nations, 320 are religious—i.e., stated that religion inspires and motivates them.

While working with aid professionals in Kenya, as a part of her doctoral thesis, UK-based researcher Gemma Houldey observed how faith and religion help



combat overwhelm and stress. In her thesis titled, *The Vulnerable Humanitarian: Discourses of Stress and Meaning-Making Among Aid Workers in Kenya*, she recorded:

*"... many of my Kenyan and Somali informants appeared to brush off certain difficulties in their working lives, and this was partly attributed to their religious faith. "God's will" was both rationale for doing the work, and a way of gaining strength from its challenges."* Houldey notes their faith also helped them face security threats without fear.

A monk from a Ramakrishna Mission-inspired organization, who doesn't want to be identified, agrees. "We are executing God's will. The love and fear of God help us stay focused and accountable," he says.

Many of the sources, including Kumar, pointed out the problems with organizations mixing religion with development work, especially in a heterogeneous community comprising followers of different religions.

"They (religious organizations) make you do things out of fear and that's what leads to fanaticism," Kumar says.



**"There's a central role that religion also plays in motivating staff, in helping them to rebuild, promote compassion among each other, and this is something we should explore more in the context of the developing sector.**

*- Gemma Houldey, aid sector professional and UK-based researcher*

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**Prayers and meditation help, but doing these mechanically is very different from actually believing in something.**

*- Joy Christina, head of media relations, communications and creative, World Vision India*



## Faith unites

Over Skype, Houldey tells iMPACT that conducting religious rituals can reduce the structural gap development professionals should ethically maintain from their beneficiaries. Though not recommended, in certain special situations of conflict and abuse, observing religious practices together helps build mutual trust.

In Kenya, which stands 122nd out of 152 countries in the Global Inequality Index, aid professionals mixed more with people from a similar religious background, probably because they had nowhere to go for entertainment. Religious meetings gave them a sense of community. "I understand the valuable role that the ritual of praying together in a community may play in building trust and bringing both sets of people (aid professionals and beneficiaries) together. There's a central role that religion also plays in motivating staff, in helping them to rebuild, promote compassion among each other, and this is something we should explore more in the context of the developing sector."

Kumar agrees. "We find comfort in being a part of a community. In the absence of larger families, we tend to find replacements."

## Faith heals

Faith helps development professionals, especially those who work at the grassroots, to deal with the pain and suffering they see every day. Joy Christina, head of media relations, communications and creative, World Vision India says, "Having something to lean back on definitely helps us on a daily basis. The object of our faith is God, and how I understand God is as someone who has absolute control over everything." As human beings, we don't have control over most things. The belief that there's a God gives us a lot of hope, she explains.

For 18 years now, a devout Jones Manikonda counsels people at the grassroots against addiction, abuse, and violence, in Andhra Pradesh, India. "People confide in us, but we have nowhere to go. Religion helps us in rising above our petty interests and staying strong on the path of righteousness," she says.

Knowing that there's a higher power that corrects everything, even those that are beyond our mortal limits, provides relief. "I speak at the


highest level, with the most powerful. But I can do so much. For what's beyond me, in my quiet moments, I hand them over to a higher power," Kumar says.

The key, though, is belief, says Joy Christina. "Prayers and meditation help, but doing these mechanically is very different from actually believing in something."

## Spiritual practices soar

Of late, organizations have started to promote spiritual practices such as mindfulness and other forms of meditation, especially within secular contexts.

Houldey, who doesn't follow a religion, accedes the healing power of spiritual practices. "Meditative practices supported me, brought me back to myself, and allowed me to touch deeper into a source of humanity," she says.

Manikonda says both religion and spirituality help. "If religion is the body, spirituality is the soul. Spiritual practices help us stay calm and strong against adversities, our religious grooming and values help us take the right decision," she says. 



## Study reveals worldwide giving trends

The United States is the most giving country over the last ten years, according to Charities Aid Foundation's World Giving Report. The report throws up interesting results year after year, and the trends indicate, as always, that there is no magic bullet to giving.

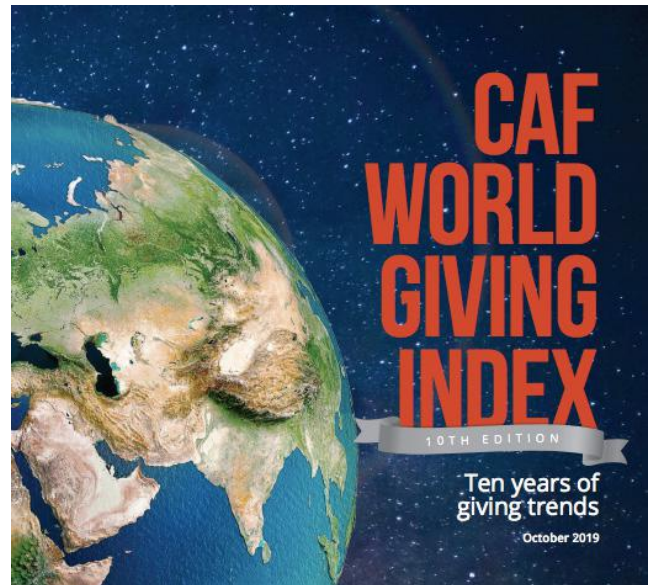
This year's report, its 10th edition, looked at trends over the past decade, and revealed how countries and its people fared in giving across three parameters, using data compiled in the Gallup Poll.

The data, based on nearly 1.3 million respondents over ten years, throws up interesting results. The data was culled from three questions from the Gallup World poll.

Have you done any of the following in the past month:

- Helped a stranger, or someone you didn't know who needed help?
- Donated money to a charity?
- Volunteered your time to an organisation?

The United States, even if giving has come down in recent years, occupies the top spot in terms of overall giving. The country



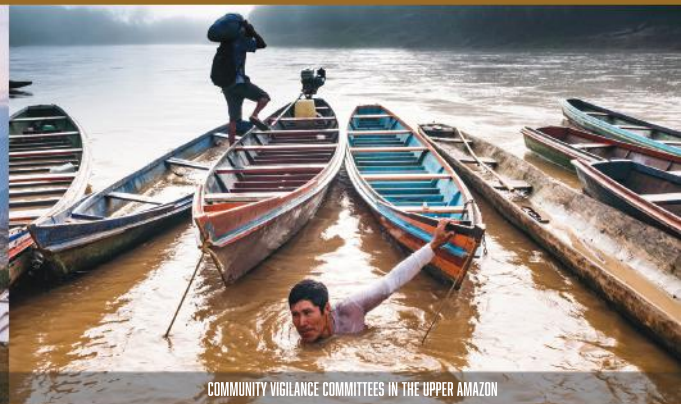
ranks third in helping strangers, 11th in donating money, and fifth in volunteering time. On the other side of the spectrum is China, which ranks low in all three parameters.

Among the South Asian and Southeast Asian countries, worldwide rankings are interesting. No South Asian or Southeast Asian country, other than Cambodia, rank below 85th worldwide. ⓘ

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# For the Right frame of Mind

*Taking care of employees' mental well-being must be a priority for the sector, writes Shrutee Ganguly.*

Earlier this year, the WHO recognized burnout as an occupational phenomenon, bringing into sharp focus the correlation between work and mental health. However, in the social development sector, several factors combine to magnify the problem.

Whether in disaster scenarios, or otherwise, the emotional needs of the communities served are addressed immediately, as they should be. However, social workers who might be struggling with their own mental wellbeing are often left out.

The term vicarious trauma, compassion fatigue, or secondary traumatic

disorder is often used to describe the occupational challenge of people working and volunteering in the fields of victim services and other allied professions.

A recent survey carried out by Dalberg Advisors and Youth Alliance on the mental health of social impact professionals working in India provided several alarming findings, including the fact that two of five professionals reported disrupted sleep pattern or reduced quality of sleep due to work-related stress<sup>1</sup>

Part of what makes some non-profit work psychologically challenging for professionals is the compressed, intensified nature of operations. Some

of the workers in this situation are more vulnerable than others. It could be because of any prior traumatic experience, lack of preparation for the role, constant exposure to trauma, lack of support function in the job, or just being reserved with personal emotions.

Some of the symptoms to look out for could be: continuous fatigue, frequent emotional outbursts, physical challenges, and lack of participation.

To better manage the mental health of the workers and respondents, it is crucial to regularly engage with them and assess their mental health. At Sattva, for instance, employees are frequently tested on these even during a regular workday.

<https://thewire.in/health/mental-health-social-impact-professionals/>



Image Courtesy: Sattva

This district in Gujarat has one of the highest numbers of BPL households and is entirely dependent on being rain-fed for agriculture and facing the problem of soil salinity, farmers are barely able to grow even 1 season of monsoon crop.

Interviewing commercial sex workers on their challenges in rehabilitation as part of programme evaluation, or analysing numbers showing abysmal figures on acute undernourishment of children can be extremely intense. Many times one feels helpless and hopeless. Being firmly grounded in solving problems and unwavering focus on the larger purpose help. But how do we ensure that we take care of it for everyone?

Providing guidelines for working during difficult situations, along with adequate training in physiological and mental aspects can help build resilience. In the face of adversity, lack of systems, poorly prepared infrastructure to facilitate operations, inadequate response capacity, and no mental health component embedded in support services build frustration and stress.

Organizations and workers need to be aware of these challenges along

with the cultural aspects of the affected demography to prepare well prior to dealing with such incidents. At Sattva, for instance, we have introduced several initiatives (see box), and more importantly, a safe environment where mental well-being can be discussed openly. Recognizing efforts and empowering the staff can have a positive effect in such volatile environments. **i**



Shrutee Ganguly is a principal consultant at Sattva and leads engagements with corporate and strategic account clients.

## Sattva Wellness Initiatives

**Induction with Immersion:** Pairing up a work buddy with new employees when they join. This builds a system where new recruits can take the help of more experienced employees in any situation.

**Mindfulness Rituals:** Rituals where employees get together regularly to focus on mindfulness and being present in the moment.

**Employee Happiness Survey:** An internal framework using which employees periodically report on their state of well-being, connectedness with the purpose and issues that are bothering them.

**Mentoring and Counselling:** Access to experienced senior mentors, and to professional counsellors. Mechanisms for employees to know that safe spaces and qualified help are always available.



# Seeing the Big Picture

*Photographer Jason Houston makes a case for a modified version of participatory photography, one which breaks the creator-audience barrier and helps understand social and environmental issues facing a community.*

The media landscape has changed, a lot, and many times throughout my career as a photographer. I've seen it go from being a specialized and niche skill; to driven by the accelerated learning (albeit with expense) made possible by digital; to the endless stream of images on phones and social media feeds that is mainstreaming both the creation and consumption of visual information. Photography is no longer the exclusive domain of the professional, but has become a common language and democratizing tool of its own that can offer intimate insight into others' lives, transcending preconceived assumptions on values and behaviors and even traditional language barriers.

For the concerned photographer—those of us who intentionally use photography to inspire awareness, engagement, and change in the world—this evolution of accessibility and visual literacy presents many opportunities, including some that no longer involve us making our own photographs.

One of these opportunities I have been experimenting with is a collaborative form of participatory photography that focuses not on making photographs, but on how photographs can be used to deeply understand the social and environmental issues affecting a community.

Traditional participatory photography is focused on teaching photography and empowering the individuals who participate in the program. This has value, especially for the participants, who become representatives for the issues and ambassadors for change in their communities. But it is also still exclusive and sets up the hierarchy of creator vs. audience. Other voices in the community are discounted, compartmentalized, or left out.

In this modified approach, I am not concerned with participants becoming photographers, but on deepening and expanding the impact of socio-environmental work by using the power that photography and the photographic process has for anyone—and everyone—to engage in conversations about what matters most to them. By recognizing the increasingly social ways people now use photography, and by adding community-wide discussions, non-hierarchical meetings, and public exhibition and other photography-focused events,

we can use photography in a variety of ways: allowing those who participate to explore and share their own lives, building trust, and engaging more people in conversations addressing common concerns. Depending on how one designs the projects, there are also opportunities for those working on these issues to build programs based on a more nuanced understanding of the community's needs.

I have had the opportunity to do several different pilot projects, including one with The Nature Conservancy, focused on traditional participatory photography combined with communications skills development with youth in the First Nations community of Klemtu on the pacific coast of Canada, and one with Rare and fishermen in the small coastal village of Závora in southern Mozambique as part of a larger user-centered design process. In each case, we focused less on technique or creativity in the photography, and more on understanding the different ways photography is and could be used in the community. This also lessens the burden on the participatory project organizers to supply equipment or to have professional-level photographic knowledge. That said, each situation also widely varied in their existing capacity to pull off the project. The youth in Klemtu were technological savvy, familiar with photographers who often visited to photograph the



wildlife, and the community actively used Facebook. In contrast, many in the fishing community in Závora didn't have regular electricity, cellular service with reliable data, or any effective way to download and share the images they made. As a result, Mozambique required more oversight and assistance to keep the community involved with the participants' photography, whereas in Klemtu we were able to add elements ad hoc, such as a Facebook-hosted photo competition juried by the youth that became one more way to engage the whole community. Still, in both cases we added only what was necessary for the project, using their existing tools and habits rather than introduce new technology. By meeting each community where they were, we were able to quickly move beyond logistics and processes, and focus on the goal of using their photography as a catalyst for more meaningful conversations.

Results from cause-driven communications efforts, like any marketing effort, are usually subtle and anecdotal by nature. But additive incremental changes in behavior and shifts in values are what will ultimately lead to sustainable change in social and environmental issues.

Klemtu was a community deeply rooted in its rich cultural history, but

**In this modified approach, I am not concerned with participants becoming photographers, but on deepening and expanding the impact of socio-environmental work by using the power that photography and the photographic process has for anyone—and everyone—to engage in conversations about what matters most to them.**



A participatory photography and storytelling workshop was held with the youth of Klemtu, Canada, through The Nature Conservancy.

Photo by Melissa Dale



A young lady photographs flora during the participatory photography workshop in Klemtu, Canada.

Photo by Jason Houston



Photo by Jason Houston



Photo by Brian Ullmann



Photo by Jason Houston



Photo by Brian Ullmann



Photo by Brian Ullmann

also at times struggling with poverty, depression, and addiction. After one of the open meetings where the youth presented their work, I was forwarded a Facebook post that read: "Went to an awesome photo art exhibit...I put down the [gaming] controller and enjoyed part of my heritage for a change :)". In Závora one of the participants, a fisherman, photographed a large grouper in the back of a truck. In addition to fishing, dive tourism is important for this community, and fish like groupers are key attractions for divers. When he shared this photograph at a community meeting it led to a lively and sometimes heated discussion about the need for better regulations. Some photographs don't directly address the main issues, but serve to add useful complexity to the conversations.



Photo by Jason Houston

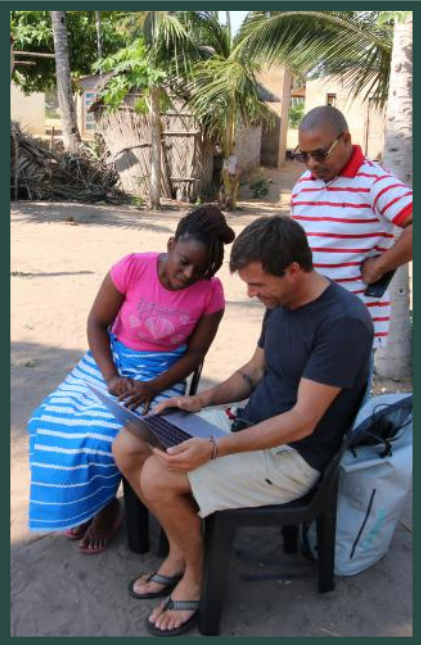



Photo by Brian Ullmann

I believe in photography and its unique power to inspire change. And there are times when we need the professional photographer as an interpreter to contextualize and amplify the stories of those otherwise without a voice. Today, we are all interconnected in myriad ways, and we communicate more than ever before. Breaking down the barriers between photographer and subject, and listening to, learning from, and collaborating with each other can help make photography an even more powerful tool. 



This image of a grouper led to discussions about the need for better regulation.

Photo by Jason Houston



Jason Houston's photography explores how we live on the planet and with each other. His work on social and environmental awareness and action has taken him to over 30 countries for editorial outlets and NGOs around the world. His work can be viewed at [www.jasonhouston.com](http://www.jasonhouston.com)



PHILIPPINE SOCIETY FOR QUALITY • SINCE 1969

Are you seeking for Professional growth? Join us!

The **Philippine Society for Quality, Inc. (PSQ)** is a non-stock, non-profit organization established in 1969 in cooperation with the Productivity Development Center and 64 Charter members (representatives of different companies and individuals). The group laid down the groundwork for setting up a quality organization that can serve as a catalyst for action in the application of quality management.

## Our Vision

We will be the Leading Source of Quality Knowledge for a globally competitive nation.

## PSQ Objectives

The Society aims to promote quality awareness and practices in both the private and public sectors through seminars, conferences, publications and awareness campaigns, promote the development of members in quality leadership and technology, advocate total quality management and recognition of outstanding quality companies as a way of institutionalizing quality, link with international organizations for updates in recent trends and latest technologies.

## Our Values



## Programs & Activities

- Organize quality dialogues and symposia, seminars and training programs
- Organize the annual National Quality Forum (NQF)
- Establish linkage with government agencies in promoting quality practices
- Administer the Philippine Quality Award (PQA) for the Private Sector in coordination with the Award Manager (DTI-Competitiveness Bureau) and the Administrator for the Public Sector (Development Academy of the Philippines)
- Coordinate sharing of best practices among its member companies through "Ugnayan" and Quality Afternoons, and feature excellent practices and new technologies and updates during General Membership Meetings
- Disseminate quality information and updates through the PSQ Website

## PSQ Membership Benefits

Corporate Membership ■ Individual Membership

- Professional growth and development
- Access to latest developments and trends in quality
- Increased network with local and international quality organizations
- Increased network with other quality practitioners, advocates and experts
- Training discounts and some free learning sessions/events

Be Recognized

Be Involved

Be Developed

Be Engaged

Advocacy ■ Education and Training ■ Networking and Integration ■ Innovation and Benchmarking

PSQ Secretariat • Suite 3-2 Sunshine Condominium, 9633 Kamagong St., San Antonio Village, Makati City  
Telephone No.: 403-6619 • Fax No.: 899-5925 • Email Address: [secretariat@psq.org.ph](mailto:secretariat@psq.org.ph) • Website: [www.psq.org.ph](http://www.psq.org.ph)

INTERVIEW

# “Social Enterprises Are Drivers of Social Change Too”

**Dr. Marie Lisa Dacanay,**  
Founding President  
of ISEA

**“If a social enterprise must be successful, the first thing that should happen is that the people around them must reframe the way they appreciate the role of social enterprises.”**

“



*The moment Dr. Marie Lisa Dacanay graced her office with a beaming smile, I knew we're headed for a purposeful conversation.*

*Her perky persona felt like a foreshadow of her vision for upscaling the concept of social entrepreneurship in the Asia-Pacific: bright and full of optimism. Marie Lisa Dacanay, Ph.D. is the founding president of the Institute for Social, Entrepreneurship in Asia (ISEA), a learning and action network led by social enterprises and social enterprise resource institutions to catalyze knowledge creation, capacity development and movement-building for social entrepreneurship.*

*ISEA currently works in 10 countries in Asia, with focus on supporting social enterprises through development courses on best business practices as well as training sessions to understand the concept of social entrepreneurship. Dacanay's work at ISEA made her the first Asian woman to win the prestigious World Economic Forum Social Innovation Thought Leader Award. When asked about the award, she stressed that it was a product of her unwavering dedication to serve the community.*

*Since founding ISEA in 2008, Dacanay has been a social entrepreneurial champion. She has led research projects that proved the untapped potential of social enterprises in solving societal issues such as poverty. In the Philippines, for example, the number of social enterprises jumped nearly 450% in ten years: from 30,000 in 2007 to 164,000 in 2017. As more social enterprises enter the sector, better solutions at fighting poverty are being embraced.*

*Dacanay and ISEA played a fundamental role in the research and convening of stakeholders that led to the Poverty Reduction through Social Entrepreneurship (PRESENT) Bill, which aims to promote the growth and development of social enterprises through special incentives, benefits, and appropriating funds.*

*In an interview with iMPACT, Dacanay spoke about the concept of social entrepreneurship, its crusade in the Asia-Pacific region and her experiences that led to the award.*

**IMPACT: Can you tell us a little bit about yourself and the experiences that led to your recognition for the WEF award?**

**Dr. Lisa Dacanay:** I think the most important basis for the award is the work that we've been doing in building and promoting a movement for social entrepreneurship in Asia. The pioneering initiative would be the setting up of the institution itself.

We are an institute that's one of a kind because we do a lot of things, but mostly it's on education and research for social entrepreneurship to flourish in the region.

The other thought leaders that I met in the forum were mainly academics who were teaching and doing initiatives in universities whereas our network (ISEA) is really a consortium of practitioners, resource institutions, and the academe that work collaboratively to serve the social sector.

**Most banks require collaterals and social enterprises wouldn't be able to provide because they are micro-enterprises. It can be disheartening because it goes back to the lack of understanding as to how social enterprises operate.**

**One of the bases of the award is how you focused on giving attention to the needs of social enterprises through the ISEA network. What can you say about the current situation of social entrepreneurship in the Asia-Pacific region?**

It really depends per country. In the

Pacific, social enterprises are still in the process of being understood. For example, in ISEA, we still don't have members from the Pacific. But in the Philippines, it is more developed. Insufficient knowledge of people and lack of support from the government can be really detrimental to its development. This is the reason why we are working hard to push the concept of social entrepreneurship especially in countries not yet fully embracing the idea.

**How important is this rising social entrepreneurship in terms of solving issues such as poverty and inequality?**

Social enterprises are hybrid organizations. They create wealth like a business; but unlike ordinary businesses, they distribute that wealth to their primary stakeholders who are marginalized. In short, they engage the poor not only in a transactional way but in a transformational way—to help them become actors in their own development.

One example I can give are social enterprises assisting coffee farmers to become not only producers of coffee but also processors and sellers of their own coffee brands. This way, coffee farmers get more share of the value of their product which, in the long term, could help them get out of poverty.

**What do you think is the role of the government in helping further enable the development of social entrepreneurship?**

The government can play a developmental role and help recognize and scale up the impact of social enterprises. While the social enterprise sector saw development despite the lack of support from governments, a backing law would create an enabling environment to advance their initiatives such as those that help alleviate issues like poverty and inequality in society.

**Besides the lack of government support, what were the other challenges that you encountered during your work?**

Social enterprises face a lot of challenges and I think one of them which I've personally encountered is

access to financing. Most banks require collaterals that social enterprises wouldn't be able to provide because they are micro-enterprises. It can be disheartening because it goes back to the lack of understanding as to how social enterprises operate.

Another impediment is the response of the market and the business sector to the concept itself. Either they're anti-social enterprises at all or they choose to only give lukewarm support.

**With all those challenges mentioned, what must happen for social enterprises to be successful?**

Because social enterprises are hybrid organizations, they are harder to manage and it's more difficult to make them sustainable than ordinary businesses. And if you think of businesses, 80% of them don't succeed because there's a risk in setting up one. But social enterprises are different animals; they need to be understood and supported differently.

If a social enterprise must be successful, the first thing that should happen is that the people around them must reframe the way they appreciate the role of social enterprises. Most of us lack understanding of what a social enterprise is—they exist to build a strong social economy so that we may be able to solve issues that interfere with society's growth.

**What's next for you and the social entrepreneurial landscape?**

The award has given me and ISEA easier access to leaders of the business community, the government, and multilateral agencies; for them to seamlessly collaborate with us and further push our initiatives. As I mentioned, some other countries are still not fully receptive to the idea of social entrepreneurship and that is one thing we're really working on to improve next.

Next year, we are organizing a conference in March and UNESCAP (United Nations Economic and Social Commission for Asia and the Pacific) agreed to co-convene [the conference] with us in their headquarters in Bangkok. Hopefully this becomes an avenue for us to engage more sectors in different parts of the region. 📍



Central Farmers Association (CEFA) and the Eastern Visayas Partnerships for Rural Development (EVPRD) with Lisa Dacanay. The project has significantly improved the position and productivity of small abaca producers in Northern Samar, Philippines.

Image Courtesy ISEA

# Mind your Mind

## Seven Apps for Your Mental Well-Being

Can something be part of the problem and the solution to the same problem? These seven apps and games for mental well-being might convince you that they can!

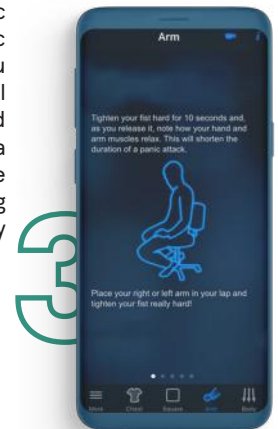
### Moodfit

Dealing with symptoms of stress and anxiety could be as easy as managing your mood. Moodfit is designed to help monitor mood activity by identifying what brings you up or down, whether it's sleep, diet, or exercise. It comes with a CBT (Cognitive Behavioral Therapy) feature that provides tips on how to deal with your triggers and negative thoughts



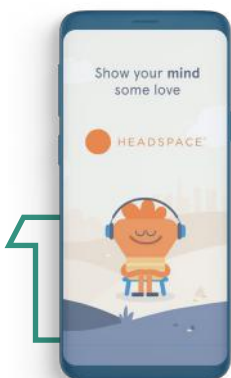
### Panic

Dealing with an anxiety or panic attack can be terrifying, but Panic Relief is designed to help you properly respond to those stressful situations. Through short animated illustrations, the app serves as a guide to help you remain calm while giving insights on what is happening to the body during a panic or anxiety attack.



### Headspace

Developed by a public speaker and former Tibetan Buddhist monk, Headspace aims to make meditation accessible for everyone. The app contains hundreds of themed sessions such as breathing exercises to help cope with stress; and sleep meditation techniques for sound sleep.





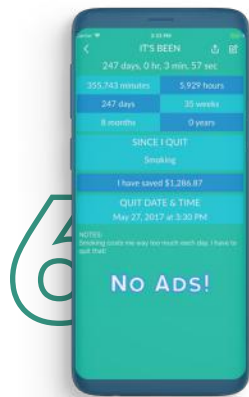
## notOK

Hannah Lucas developed anxiety and depression after being diagnosed with postural orthostatic tachycardia syndrome (POTS), a condition that causes rapid heartbeat and fainting upon standing. Following a suicide attempt, Hannah, with support from her brother Charlie, created notOK, which alerts five pre-selected contacts during a suicidal episode by sending a message that reads "Hey, I'm not OK. Please call me, text me, or come find me," along with a link of their current GPS location.



## Quit That!

Are you a chronic smoker? A heavy drinker? Or you just want to stop indulging in too many sweets? Quit That! is a habit-tracking app that lets users track all the stuff they want to quit. The app's intuitive interface features a calendar to monitor your progress and a section to see how much you've saved since you quit.




## Happify

Happify is an app that is aimed at improving overall well-being by inducing happiness through interactive games developed by experts in the fields of positive psychology and mindfulness. The goal is to spend a few minutes every day completing activities which strengthens one of the five happiness skills: savour, thankful, aspire, give, or empathize. As the user completes activities, they earn points to win prizes or unlock additional activities.



## Sandcastles

And finally, a game that is brilliant in its simplicity, and one you can play on the computer, to break that stress between creating reports! In the anti-game, you build sandcastles (surprise!) on a beach, knowing well that a wave will wash them away shortly. It bucks the trend of points and challenges, and is a great stressbuster, reminding you of the impermanence of everything, including your current problems. 





United Nations  
Educational, Scientific and  
Cultural Organization



Sustainable  
Development  
Goals

**Bangkok Office**  
Asia and Pacific Regional Bureau  
for Education

# How do we raise young digital citizens to become productive citizens of the future?

Today, microchips can be implanted into people’s bodies, devices talk and by all appearances “think” on their own, and almost all our collective knowledge is available at the touch of a finger. Is it still valuable to chastise children over time spent on phones?

As more parents raise kids with tablets and smartphones, it is no surprise that children are among the fastest-growing group for internet use. In the latest UNESCO research, “Digital Kids Asia-Pacific: Insights into Children’s Digital Citizenship” (DKAP), which was launched in May 2019, over 60 per cent of 15-year-olds across all socioeconomic backgrounds in different countries were already spending more than three hours a day online, while about 8 per cent were online for more than seven hours daily. Most of this time was spent on socializing with friends or entertainment than for learning.

The Internet presents opportunities for children, such as access to world-class learning through MOOCs and open educational resources, to participate in and contribute to global communities, and to build an understanding of different cultures, people and countries. At the same time, children who are online are vulnerable to risks, including cyberbullying, encountering extreme, violent or uncomfortable content, invasion of privacy, identity theft, and scams.

## **How can we make sure that children are using their Internet time productively while building their ability to cope with the inevitable risks?**

Children must understand and apply what it means to be a digital citizen. However, they must not do it alone. Parents, educators, companies, and the government all play a role in supporting how children learn and develop their digital citizenship competencies. Under the DKAP project, UNESCO developed the DKAP Framework for Education (DKAP Framework) and validated survey to understand children’s competencies and guide efforts to promote children’s digital citizenship.

The DKAP Framework is based on a holistic and child-centered approach and consists of five domains: Digital Literacy, Digital Safety and Resilience, Digital Participation and Agency, Digital Emotional Intelligence, and Digital Creativity and Innovation. These five domains present a comprehensive structure for the holistic development of young digital citizens.

UNESCO believes that all Member States can work together to make the Internet better for children. As the Internet and technology become more integral in children’s lives, there is an increasing need to gain a coordinated and cohesive understanding of children’s experiences that would inform interventions. Instead of projecting our fears about how we think children behave and should live with technology, we should seek to understand what their realities are. UNESCO’s comprehensive, free and publicly available DKAP survey and research resources can empower policymakers and educators to understand these realities by starting with asking the children themselves. [i](#)

*Visit [dkap.org](http://dkap.org) to learn how you can support the digital kids of Asia-Pacific.*



# IDEAS & INNOVATIONS



# Get Active with Fundraising

With growing activism around the networked world, the opportunity for effective change through activism seems more possible than ever. However, even with digitally enabled ease of donating, non-profits working in the advocacy space struggle with the paradox of dwindling funds, and soaring online engagement with their causes.

Organizations that provide a service are better able to project their needs in an increasingly visual and attention-deficit world, while advocacy-based organizations are unable to battle the mindset that advocacy needs nothing more than a Like or a Tweet.

Four experts from around the world share their thoughts on how advocacy fundraising can yield better results.



**The donations can come from stakeholders themselves, including communities [served], through fees, membership, or subscriptions**

*Prasanna, Aram Porul Consulting*

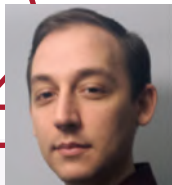


For an advocacy organisation, the best is individual and retail donation; CSR (corporate) funds are tough to come by. Not depending on large donors is not just good funding strategy, but also a desirable practice to maintain good governance for advocacy organizations. The donations can come from stakeholders themselves, including communities [served], through fees, membership, or subscriptions to widen the base of supporters.

For non-political, non-controversial organisations, it might be easy to get in-kind donations from media organisations. Several advocacy groups tend to combine services with their advocacy. Communities also respond better to advocacy combined with projects.

The key to raising funds is the positioning of the work and the organization, which plays an important role in educating and persuading donors.

2



**Make those advocacy fights personal.**

*Rick Cohen, National Council of Nonprofits, Washington, D.C*

6.6

The key element of many fundraising appeals that are successful is an emotional connection, which is much easier to achieve when describing the direct service provided by a non-profit than when describing the organization's advocacy efforts. Further complicating matters is that a large portion of advocacy is defensive in nature, trying to keep a status quo in place, rather than some new change that can be more attractive to donors.

The remedy to this is to make those advocacy fights personal. When fundraising for advocacy, be specific about the potential harm inflicted if that organization wouldn't be able to

carry on those advocacy efforts. And bring both the big picture and the individual into the conversation. If the potential change the organization is defending against could cost millions of dollars, say that. But also recognize that, at a certain scale, numbers lose their meaning. So supplement that with something personal. Describe what the change would mean for one or two hypothetical individuals. These are the emotional appeals that are often missing when raising "advocacy dollars".

3



**Structure your own pitch close to what the corporate entity is looking out for.**

*Tarun Cherukuri, Indus Action*

6.6

Most CSR companies would be unwilling to support efforts on advocacy alone. If a non-profit does plan to tap this channel, they'll do well to link it with tangible outcomes and deliverables. CSR companies look out for successful, proven models and programmes that can deliver immediate impact. As CSR expenditure is reported in the annual report, the organisation should work towards setting up visibility and optics for the corporate entity who would be willing to support such initiatives. For example, if an organisation is working towards advocacy in education, they should present a plan that incorporates visible impact on the community served.

Most funding organisations have clearly mapped out sectors and initiatives that they work on. Trying to structure your own pitch close to what the corporate entity is looking out for will result in better engagement. For example, if Pepsi's mandate is to focus on water conservation only, it wouldn't make sense to approach them with anything

else.

4



**Localize impact that can be traced to tangible results.**

*Vincent Paul B. Atienza, ASSIST Creative Labs*

6.6

Specific to advocacy fundraising, it is imperative to tie in the funds raised into localized impact. To use our own experience, our pitches for both UNICEF and UNHCR lacked resonance to the target markets when the beneficiaries were from the Rohingya and Syria crises. With adjustments to our pitch and campaigns with a changed focus on the Marawi (Philippine) crisis and the like, we found a tangible and considerable positive uptick and response from donors. Worldwide/global advocacies, while indeed important, will probably fare relatively poorly compared to localized impact that can be traced to tangible results.

In connection to tangibility, it is imperative to trace the donation amounts to actual tangible outputs and products that can be secured with said funds.

Lastly, it is my opinion (one that is shared by many as well) to be able to fully account and be transparent about how funds are utilized, with the reality of a large portion of the proceeds going to necessary administrative, logistical, and even management spends. While this sometimes leaves a bitter taste in a large part of the donor market, the longevity of advocacy campaigns will, in part, depend on the managers' ability to map out allocations for funds accordingly, and educating the donor market on the harsh reality of mobilization costs. **i**



# TO BE OR NOT TO BE

*To actually make a difference, learn as much as possible about a non-profit Board before getting on it, writes Aarti Madhusudan.*



*Aarti Madhusudan runs Governance Counts, an initiative which helps non-profits build more effective Boards. She is associated with iVolunteer, India's largest volunteering organisation and Daan Utsav, India's festival of giving.*

In most countries, non-profits are required to have a Board, whose stated purpose is to advise the founder/CEO, and to ensure that the organization abides by the laws of the land, and that it pursues its objectives as publicly stated.

Usually, founders start off by inviting friends and family members—people who trust them and can, in turn, be trusted. This is actually a good way to get started, because it allows the founder entrepreneurial freedom to test and innovate ways to move towards the organization’s vision.

As the organization evolves, the need for support begin to diversify. From purely compliance, the role of the Board changes to one that can handle other functions as well: fundraising, strategic guidance, M&E, program support, etc.

At this point, many founders will start to reach out to change the composition of their Boards. Some will, of course, continue to work with existing members.

**Being on a Board is as much about gaining from the experience as it is about contributing.**



If you have been approached to be on the Board of a non-profit (or actually any) organization, should you say “yes” because it is an honour bestowed on you? Hold on. Here are some questions you might want to ask before pressing that “Yes” button.

First, figure out things from your perspective.

### What will I get from being on the Board?

Selfish though it may sound, remember that being on a Board is as much about gaining from the experience as it is about contributing. Being aware of this and articulating the same to the founder/ CEO establishes expectations at both ends. Learning from the experience is almost always an imperative for sustainable engagement beyond any other motivations you may have.

### Am I really suited for what the role needs?

Consider the possible constraints you may have that may impact the engagement. This could range from the type of personality you have, to other limitations based on your personal/professional stage of life. Take stock of this and clearly articulate it to the founder/CEO.

Then, if you think you are ready to consider it, find out more.

### What is the organization REALLY like?

Research the organization itself, even if you have been approached by a friend. The organization’s list of supporters, including large institutional donors, will generally indicate the credentials of the organization. However, it’s also helpful to ask questions socially around sources of income and expenditure as well as how finances are managed. There are other areas you would want to explore: for example, the compensation for the CEO/senior management team.

### Why have they invited me now?

Most people accept a position on the Board because of who has invited them, and not very often on why they have been invited. Ask what your specific role will be, and what contributions are mandatory in terms of time, skills, and effort. If there is clarity on this, then it becomes far simpler to make a decision.

### What is expected of the Board?

Ask questions about the role of the Board. What is the overall expectation from the Board itself? Is there adequate clarity on the role of the

**“Find out how the contribution of the Board members are monitored, if at all. This is an indication of how serious the organization is, in terms of Board engagement and expectation.”**



board and other individual members? What does each member bring to the table in their role?

### Will someone monitor my contribution? (Hint: the answer should be “yes”)

Find out how the contribution of the Board members are monitored, if at all. This is an indication of how serious the organization is, in terms of Board engagement and expectation. At the very least, the expectations should have been articulated.


### Can I have the minutes of previous Board meetings?

Past minutes will highlight key decisions that the Board has made, and the manner in which it made them.

### Can I meet the Board chair for a one-on-one? Actually, can I meet with or contact all the other Board members?

### Can I attend the Board meeting as an observer for a couple of meetings?

### Can I volunteer time with the NGO to understand the organization better?

Answers to these questions will help you get a grip on what being on the Board entails, and also whether you will be able to contribute meaningfully towards the cause the NGO espouses. 



*Be sure that you have a minimum of 10 hours a month, including mind space, to be able to contribute to the organization. Anything less will not be of use to anyone.*

# Pitch Perfect

*Delivering the pitch to prospective funders is stressful for entrepreneurs and non-profit heads alike.*

*Andrea Lopez walks us through the steps of creating a pitch that will impress.*



“What’s your pitch?” is a phrase that often strikes fear into the hearts of many entrepreneurs and fundraisers alike. But if you’re in the art of raising money, be it for your business or social

cause, you already know you have zero excuses.

Fortunately, mastering the art of the pitch isn’t as elusive as it seems. You

don’t need public speaking experience or any fancy tools to craft winning pitches. Just keep in mind these three vital points so you can upgrade your pitch from good to fool-proof: ✖



## 1. Tell a story ✖

From the moment we are born, we are fed stories: at home, at church, or at school. It has always been more difficult to sell products or ideas, but when you tell the right kind of story, it sticks. Studies have proven that stories enhance memory and even have the capacity to alter our brain’s chemistry.

### So what makes a good story?

According to Simon Sinek, the author of the best-selling book, *Start with Why: How Great Leaders Inspire Everyone to Take Action*, the first step in effective communication starts with articulating the “Why”. This starts with yourself. Dig deep so you can answer the question: “Why are you doing this?” Understand your own intentions, hopes, and aspirations. Only then can you crystallize this externally.

Once you have that down, we can start writing your business story. Not much of a writer? Don’t worry—we have you covered!





# INDUSTRY 4.0

## Workshop 2020

21 JANUARY 2020, SINGAPORE

### INDUSTRY 4.0 WORKSHOP

8.10am to: 11.00am (Inclusive of Morning Tea Break)

#### Creating a Digital Strategy: Pathing a Viable Roadmap to Digital Transformation for your Organization

Before embarking on a digital journey, it is important to have a roadmap in place. There is a need to understand your organization goals, have a comprehensive, flexible roadmap in place to ensure every investment made must align with your organization's targets and goals.

Learn how to create a Digital Strategy for your company, and convert your business vision into a realistic action plan that negotiates risk and ensures digital initiatives deliver ROI.

#### After attending this workshop, you'll be able to:

- ▶ Understand real-world challenges of Digital Transformation in the organization
- ▶ Discuss the possible impact of various challenges that may take effect on your new Business Model
- ▶ Exploring possible solutions and strategies that are the possible ways mitigate problems
- ▶ Explore possible best practices in each step of transformation of your business model
- ▶ Create a Organizations' Digital Strategy and path a viable roadmap for successful Digital Transformation



**For More Details,  
Please contact us:**

**PHONE** + 65 6376.0908

**EMAIL** [enquiry@equip-global.com](mailto:enquiry@equip-global.com)

Researched &  
Developed by:

**EQUIP  
GLOBAL**

## RESOURCES



### Hook

Every story starts with the question “What if...?” The rest of the story is spent attempting to answer this question.



### Who are you?

What do you have under your belt that will instill confidence in you? Here, you can flex your expertise, background, and the quality of your team.



### Why are you doing this?

What problem you are solving, and why is it of utmost importance that you do so? When done right, this gets anyone who listens be empathetic to your cause.



### What are you doing?

Try not to cram your entire business story here. Try to quickly explain your solution to the aforementioned problem in one or two sentences.



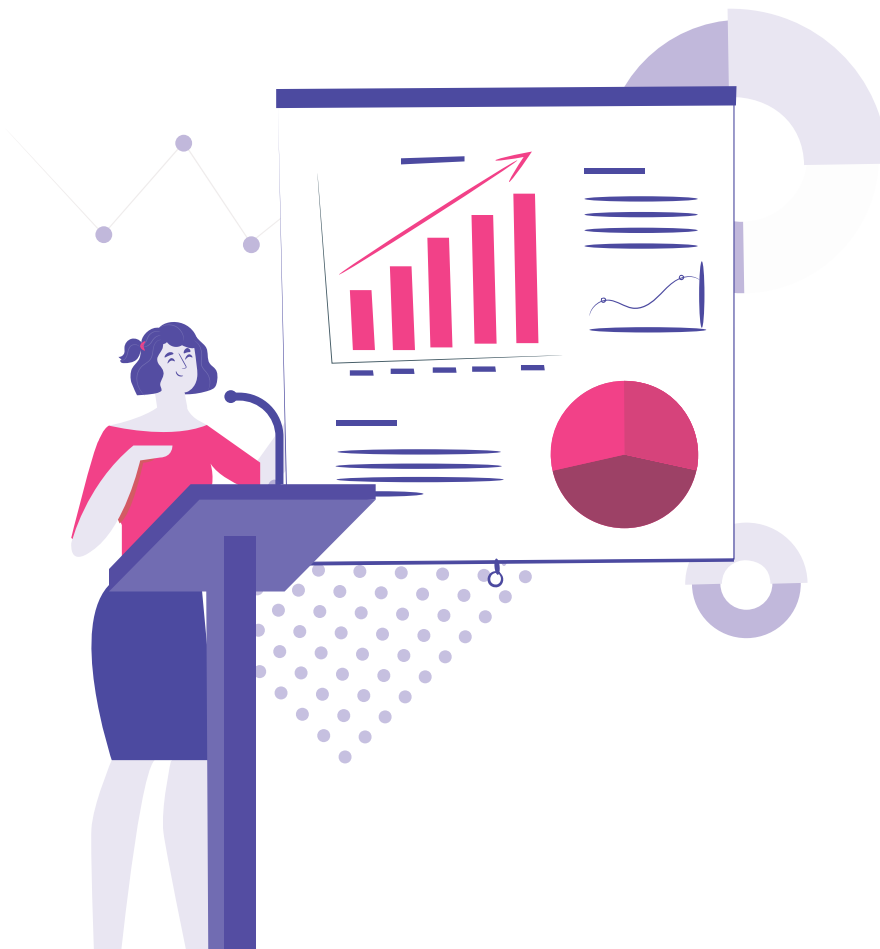
### How will you do it?

This is the time to dive into details; how will you deliver your value proposition? What are the most important features? How is your solution innovative and how will it differ from the competition?



### Call to action

Now that you’ve told your story, what’s next? Don’t be shy in making the ask, but make sure you’re clear on what you want your client to do. Be it money, partners, clients, or even website visits, make sure you’ve made your vision and ultimate goals crystal clear.



## 2. Practice Your Pitch

*(and don't memorize it!)*

Your written pitch can be absolute gold, Pulitzer Prize-worthy, but if you can't verbalize it without reading it from a card (or worse, robotically reciting what you've memorized), all that effort may amount to nothing.

Practice, practice, practice. This is key, but many entrepreneurs fall into the trap of unfounded optimism. Tell your pitch to everyone who'll listen - your mom, your Uber driver, your dog - then practice some more. You'll be surprised by the wealth of responses you get.

Your effort will translate into confidence, which will translate into ease and body language. In no time, you'll have familiarized yourself with your pitch not just by heart, but by muscle memory.

### 3. Build Relationships

Remember, not every pitch will get you a deal. But it can help you grow something just as valuable: a network.

Every person you speak to is a potential partner: perhaps not now, but in the future. They may become brand advocates or even point you towards your next potential lead. They may even be your first customer!

It's easy to lose sight of this, but every pitch is also a human encounter, so treat it as such. Talk about yourself and the business idea, but don't be narcissistic. Be genuine in your curiosity to find out more ways your idea can serve people. At the end of the day, social entrepreneurship is all about solving problems important to other people. People are the heart of everything we do.

After the pitch, follow up! A lot of people forget this crucial step of the process and are surprised at the radio silence that follows. Take control of the momentum and reach out. Most people appreciate a quick thank you.

Showing genuine interest in building a relationship outside of business is often reciprocated at best, and received warmly at worst.

Still doubting the power of an amazing pitch? Allow me to share a quick story!

During our first incubation program, we supported Exceptional Sports, a social enterprise that provides customized sports programs to children with special needs. After a year of operations, the founders realized that they were only impacting the lives of a small number of kids every month, and so they conceptualized a sports handbook that would enable parents from across the Philippines to train their kids from the comfort of their home.

It was a great idea with lots of potential to create impact, but the team just didn't have the resources to properly launch and scale their handbook.

While we were incubating Exceptional Sports, we were exploring partnership opportunities with Decathlon, one of the largest sports retail stores in the

**At the end of the day, social entrepreneurship is all about solving problems important to other people. People are the heart of everything we do.**



globe! One thing led to another, and we ended up introducing the Exceptional Sports team to the heads of Decathlon Philippines. Our team trained the Exceptional Sports team in mastering their pitch to Decathlon and the team landed a partnership. Decathlon co-branded the sports handbook with Exceptional Sports, and also used their resources to properly launch and scale the product. All of that thanks to an amazing, well-practiced pitch. 🎯

## Happy pitching!



*Andrea Lopez is the communications manager for makesense Philippines, working to further grow the visibility and reach of social impact efforts in the Philippines.*



# Feeling the Heat :

## A Case against Empathy

By Meera Rajagopalan

Finally. I feel a load lifted off my shoulders.

As I complete the book “Against Empathy” by Paul Bloom, I realize it’s rational (and completely okay) to wonder about the efficacy of donating to online crowdsourcing campaigns for medical causes. The thought that an expensive and complicated surgery for a one-year old may be put to good use elsewhere finds validation in his book. In fact, Bloom takes it up a notch: he examines the cost of a single wish at the Make-A-Wish foundation, and unapologetically makes the case for more optimal use of funds.

Bloom, whose earlier book, “*Just Babies: The Origins of Good and Evil*” drew significantly from his work on babies and the development of morality, trains his guns on that often-deified nebulous virtue: Empathy. He makes a case that empathy, considered as feeling what others feel, can impede good. He takes readers through his arguments, laying bare the facts and scientific backing in the first couple of chapters. He argues that “what matters for kindness... is not empathy but capacities such as self-control and intelligence and a more diffuse compassion.” He makes the case that “rational compassion” makes for a more effective way to kindness.

Bloom contrasts the “identifiable victim effect” with various examples from the U.S.—the girls who fell into wells, an American teen who was found missing in Aruba, and the Sandy Hook Elementary School killings—with global events such as the genocide in Rwanda and deaths due to preventable diseases. He posits that empathy is an awful guide, and “its inherent narrow focus, specificity, and innumeracy mean that it’s always going to be influenced by what captures our attention.”

Bloom also examines empathy in politics, arguing that liberals are not necessarily more empathic than conservatives. He also takes a swipe at day-to-day relationships and the idea that evil is birthed by a lack of Vitamin E for Empathy. He argues that truly evil people actually possess extreme cognitive empathy.

The most relevant parts of the book for us, however, lie in his exposition of the relationship between doing good and empathy.

Bloom says that the problem with specificity in philanthropy is not even that it allows for bias in the quantum of giving; it is the reasoning behind it. If giving is associated with a “feel-good” factor a.k.a the Dopamine effect, the donation might even do some harm, rather than good, he says, adding that a charity may spend more to process a small donation that it can possibly use.

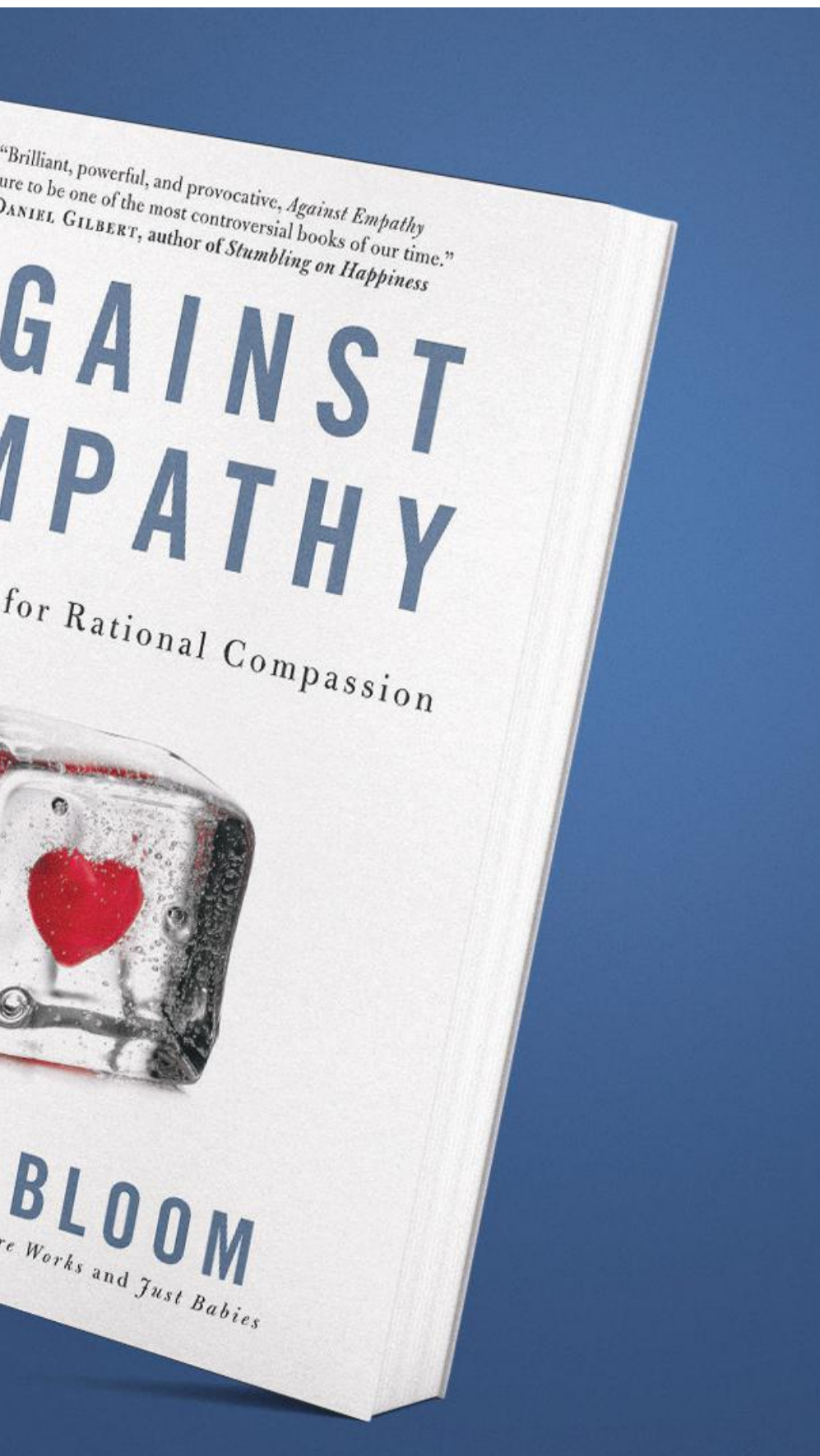
**[Empathy’s] inherent narrow focus, specificity, and innumeracy mean that it’s always going to be influenced by what captures our attention.**

“

Bloom also takes a long view on external aid, saying that aid from outside stunts local processes and systems. He takes Peter Singer’s side on the question of Effective Altruism, arguing that taking an evidence-based view, but one based on essential compassion, is the way forward.



*Against Empathy* by Paul Bloom  
Ecco, 2016  
\$5.22 on Kindle



The book also examines the effect of empathy on the empathizer—that it can paralyze the one feeling it.

Bloom weaves in several researchers' ideas into the tapestry of his book, while taking pot-shots at champions of empathy. To buttress his arguments, he often dips into the paradigm he is familiar with—parenting—and that sometimes seems like a stretch. He also zooms in to parenting and zooms out to international aid to make the same point, and that, while interesting, feels jarring at times.

However, the book is an interesting take on empathy, which gets bandied about as the fix-all for all ills in society. It is, essentially, a paternity suit of kindness, with empathy emerging as one of the possible fathers.

The book, while three years old, is evermore relevant today, as people turn to social media to “take care” of their empathy, voicing concern for this cause or the other, without a deep understanding of the complex mechanisms surrounding doing good.

For us, as social changemakers, the book is a valuable tool that offers two things: an alternate view of empathy and, more importantly, an understanding of how empathy actually works. The latter can be valuable to help us understand our donors, answering questions that we are often unable to answer with confidence: What motivates our donors to give? How can we create better experiences for our donors?

For some of us working in the advocacy space, it might also provide us with the tools to understand how we can help people understand our work without the specificity that empathy demands.

All in all, an interesting book that challenges your assumptions about empathy and its centrality in the philanthropic space.

Is my next going to be, “Against Fairness”? I don't think I'm quite ready for that yet! 📖



# OUR PICKS

Looking for your next read, documentary to watch, or organization to follow? Look no further, for we share some of our favourites in the development space.

If you'd like to suggest a resource for inclusion in this list, email us at [editor@asiango.org](mailto:editor@asiango.org)

## What We're Reading



### Do the KIND Thing (2015)

by Daniel Lubetzky

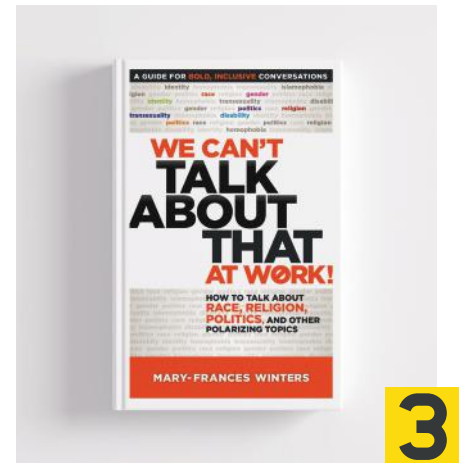
Philanthropist and founder and CEO of snack company Kind LLC Daniel Lubetzky presents the principles behind KIND's business model that eventually led to its success, while offering a personal look into the mind of a pioneering social entrepreneur.



### The Happy, Healthy Non-profit: Strategies for Impact without Burnout (2016)

by Beth Kanter and Aliza Sherman

How do you boost your organization's performance without falling out quickly? The Happy Health Nonprofit serves as a handbook of strategies to help leaders optimize policies such as employee wellbeing and resource management to achieve organizational achievement.



### We Can't Talk about That at Work! (2017)

Philanthropist and founder and CEO of snack company Kind LLC Daniel Lubetzky presents the principles behind KIND's business model that eventually led to its success, while offering a personal look into the mind of a pioneering social entrepreneur.

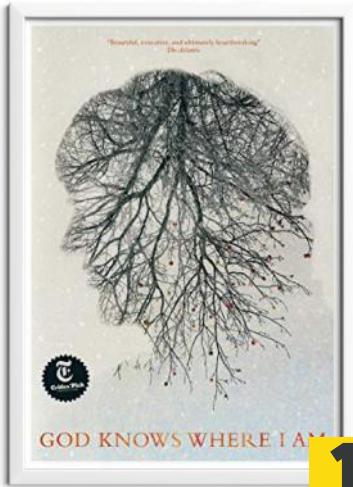
## What We're Following

### Shareable

Shareable.net is a non-profit media outlet and action network that encourages social change by empowering people to share stories and tools that pique the interest of the development space.



What We're Watching



1



2

**God Knows Where I Am 2016**

Directed by Todd Wider and Jedd Wider

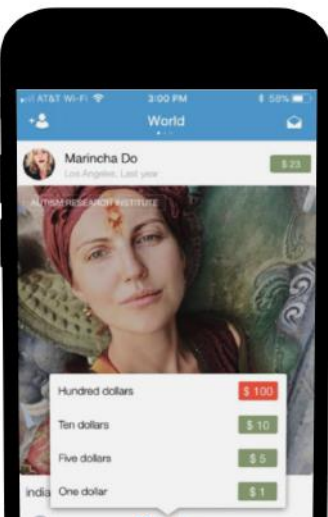
Philanthropist and founder and CEO of snack company Kind LLC Daniel Lubetzky presents the principles behind KIND's business model that eventually led to its success, while offering a personal look into the mind of a pioneering social entrepreneur.

**Support the Girls, 2018**

Directed by Andrew Bujalski

Support the Girls follows Lisa, an optimistic general manager at a sports bar, who's challenged by the misogynistic and racist culture of her workplace. The film is a subtle commentary—blending funny antics with social awareness to promote diversity, inclusion, and racial sensitivity in the modern workplace.

What We're Downloading



**Mi People**

Social media meets social good in Mi People. The social networking app is a philanthropy platform on its own where every post and like translates into donations for non-profit organizations around the world.

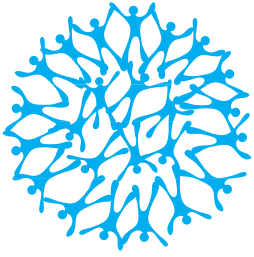
What We're Studying

**Tackling the Triple Transition in Global Health Procurement 2019**

Dirk Mittenzwei, Till Bruckermann, Jeffrey Nordine and Ute Harms

Global health has seen drastic improvements over the past 20 years, thanks to the expansion of medicines, vaccines, and other essential health products. This study conducted by non-profit think tank Center for Global Development analyses the role of procurement in improving access to health services especially to low and middle-income countries and how it can be maintained efficiently. [i](#)





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NEXT GENERATION LEADERS.  
CIRCULAR ECONOMY JOBS OF THE FUTURE.



Under the theme “Circularity 2030”, RBF 2019, the Responsible Business Forum on Sustainable Development (RBF), was held on 18 - 19 November 2019.

The two-day forum closed with overwhelming agreement that the circular approach is imperative for government, business and society if we want to achieve a sustainable future by 2030.

As 2030 draws closer, the question is no longer, “What is the business case for being sustainable?” but rather, “What is the business case of not being sustainable?”

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# Open Grants and Prizes

## Grant Opportunities

This is a curated list of grants and prizes. For more, please visit [www.asianngo.org](http://www.asianngo.org)

## Open Grants

### 1. Call for Applications: 11th Hour Racing's Grant

**Deadline:** January 15, 2020

**Grant amount:** USD 100,000

<http://11thhourracing.org/apply/>

*Aims to mobilize maritime communities and foster environmentally sustainable practices to create systemic change to restore ocean health.*

### 2. Call for Applications: Urban Health Initiative (UHI) Program

**Deadline:** January 21, 2020

**Grant amount:** Up to USD 104,000,000

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=322745>

*The UHI program is a new USAID activity which aims to improve public and private health services delivery in five major urban cities in Afghanistan*

### 3. Call for Applications: Public Health Intervention Development

**Deadline:** January 22, 2020

**Grant amount:** £150,000

<https://mrc.ukri.org/funding/browse/pre-call-public-health-intervention-development>

*Seeks to encourage the development of innovative, novel, and scalable interventions which address an important UK or global public health issue.*

### 4. Call for Applications: Innovation for Inclusive Trade Challenge

**Deadline:** January 31, 2020

**Grant amount:** Up to USD 1,000,000

<https://makingprosperity.com/all-cohorts>

*The Innovation for Inclusive Trade Challenge seeks to support solutions that enable inclusive trade to create better livelihoods in rural communities.*

### 5. Call for Applications: Education Grant 2020

**Deadline:** February 4, 2020

**Grant amount:** £250,000

<https://www.almadadfoundation.org/education-grant-2020>

*Seeks to support civil society and educational institutions in addressing problems currently facing refugee education by giving them the resources to deliver creative and innovative solutions.*

### 6. Options for Pregnancy Termination Innovation (OPTions) Initiative Round 2

**Deadline:** February 11, 2020

**Grant amount:** Up to CAD 250,000

<https://optionsinitiative.org/rfp/>

*Aims to save and improve the lives of women and girls in low- and middle-income countries through improved access to safe and legal abortion.*

### 7. Call for Applications: Food for Good Challenge

**Deadline:** February 14, 2020

**Grant amount:** €15,000 - 2,000,000

<https://www.famae.earth/en/food>

*Aims to develop an innovative and concrete solution from field to fork, to deliver fair, sustainable, and healthy food, for everybody, everywhere.*

### 8. Call for Proposals: Innovate and Learn Grant

**Deadline:** February 14, 2020

**Grant amount:** €5,000 - 200,000

<https://voice.global/call-for-proposal/from-open-to-inclusive-governance-global-innovate-and-learn-grant-v-1885-xg-il/>

*Seeks projects focused on human-centered innovations particularly on these target groups: People living with disabilities, indigenous groups and ethnic minorities, women facing exploitation, abuse and/or violence, lesbian, gay, bisexual, transgender and intersex (LGBTI) people, and the young and the elderly.*

### 9. Call for Proposals: Kosovo Justice Sector Programme

**Deadline:** February 18, 2020

**Grant amount:** USD 150,000

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=318998>

*Aims to stimulate new and impactful research towards the development of stigma reduction interventions leading to better outcomes for the prevention and treatment of HIV/AIDS and on the quality of life of People Living with HIV/AIDS (PLWH) in low- and middle-income countries.*

### 10. Call for Proposals: Primate Conservation

**Deadline:** April 15, 2020

**Grant amount:** USD 5,000

[http://www.primates.org/grant\\_in.htm](http://www.primates.org/grant_in.htm)

*Seeks to support conservation programs for wild populations of primates, with priority on projects that study their natural habitat and the least known and most endangered species.*

## Open Prizes

### 1. 2020 UNHCR Nansen Refugee Award

**Deadline:** February 9, 2020

**Prize:** USD 150,000

<https://www.unhcr.org/nominate.html>

*Awards any individual, group of people or organization that showed extraordinary humanitarian work on behalf of refugees, displaced, or stateless people.*

### 2. Call for Applications: Keeling Curve Prize 2020

**Deadline:** February 10, 2020

**Prize:** USD 25,000

<https://www.kcurveprize.org/category-descriptions>

*Recognizes projects that reduce, eliminate, and/or increase uptake of heat-trapping greenhouse gas emissions to combat climate change.*

### 3. UNESCO/Guillermo Cano World Press Freedom Prize 2020

**Deadline:** February 15, 2020

**Prize:** USD 25,000

<https://en.unesco.org/news/unesco-seeking-nominations-unescoguillermo-cano-world-press-freedom-prize-2020>

*Honours a person, organization, or institution that has made a notable contribution to the defense and/or promotion of press freedom anywhere in the world, in accordance with freedom of expression and information.*

### 4. 2019-2020 UNESCO-Hamdan Prize

**Deadline:** February 15, 2019

**Prize:** USD 300,000

<https://en.unesco.org/news/call-nominations-2019-2020-unesco-hamdan-prize-now-open>

*Recognizes initiatives that contribute to improving educational practices around the world, mainly in developing countries and to marginalized and disadvantaged communities.*

### 5. Rainforest XPRIZE

**Deadline:** June 30, 2020

**Prize:** USD 10,000,000

<https://rainforest.xprize.org/prizes/rainforest>

*Recognizes teams that can develop effective new technology to capture the true biological diversity of rainforests to protect natural resources. 🌳*

TITLE OF ARTICLE	ORGANIZATION	WEBSITE
This Caught our Eye: The Eyes Have It	World Food Programme	<a href="http://www.innovation.wfp.org/project/building-blocks">www.innovation.wfp.org/project/building-blocks</a>
This Caught our Eye: Now You See It, Now You Don't	Narbis	<a href="http://www.narbis.com">www.narbis.com</a>
This Caught our Eye: What Pine Paper	Pinyapel	<a href="http://www.dandad.org/awards/impact/2019/future/391/pinyapel">www.dandad.org/awards/impact/2019/future/391/pinyapel</a>
This Caught our Eye: Dirty Water No More	Uppsala University	<a href="http://www.uu.se/en/news-media/news/article/?id=12940&amp;typ=artikel">www.uu.se/en/news-media/news/article/?id=12940&amp;typ=artikel</a>
This Caught our Eye: What Does the Gut Say?	University of Dhaka	<a href="http://www.du.ac.bd">www.du.ac.bd</a>
This Caught our Eye: Lit Night	Seed Health	<a href="http://www.seedhealth.com">www.seedhealth.com</a>
This Caught our Eye: All in the Mind	University of California, Los Angeles	<a href="http://www.ucla.edu">www.ucla.edu</a>
The Wisdom of the Cluster	Emory University	<a href="http://www.emory.edu/home/index.html">www.emory.edu/home/index.html</a>
Be Well, Do Good	Wellbeing Cluster PH	<a href="http://www.facebook.com/WellbeingClusterPH">www.facebook.com/WellbeingClusterPH</a>
	ActionAid Chennai	<a href="http://www.actionaidindia.org">www.actionaidindia.org</a>
	Wellbeing Cluster PH	<a href="http://www.facebook.com/WellbeingClusterPH">www.facebook.com/WellbeingClusterPH</a>
	The Banyan	<a href="http://www.thebanyan.org">www.thebanyan.org</a>
	Arpan	<a href="http://www.arpan.org.in">www.arpan.org.in</a>
	Sri Arunodayam Charitable Trust	<a href="http://www.sriarunodayam.org">www.sriarunodayam.org</a>
	Dalberg Associates	<a href="http://www.dalberg.com">www.dalberg.com</a>
	Gemma Houldey	<a href="http://www.gemmahouldey.com">www.gemmahouldey.com</a>
	Karen Abbs, Rakuba	<a href="http://www.rakuba.org">www.rakuba.org</a>
Humour in Development	Learning Curve Life Skills Foundation	<a href="http://www.learning-curve.co.in">www.learning-curve.co.in</a>
On a Wing and a Prayer	Global Coalition of TB Activists	<a href="http://www.gctacomunity.org">www.gctacomunity.org</a>
The Sattva View	World Vision India	<a href="http://www.worldvision.in">www.worldvision.in</a>
Seeing the Big Picture Through the Lens of Participatory Photography	Sattva	<a href="http://www.sattva.in">www.sattva.in</a>
Social Enterprises Are Drivers of Social Change Too	Jason Houston	<a href="http://www.jasonhouston.com">www.jasonhouston.com</a>
Mind Your Mind: Seven Apps for Your Mental Well-Being	ISEA	<a href="http://www.isea-group.net">www.isea-group.net</a>
	Headspace	<a href="http://www.headspace.com">www.headspace.com</a>
	Moodfit	<a href="http://www.getmoodfit.com">www.getmoodfit.com</a>
	Panic Relief	<a href="http://www.apps.apple.com/us/app/panic-relief/id649055083">www.apps.apple.com/us/app/panic-relief/id649055083</a>
	notOK	<a href="http://www.notokapp.com">www.notokapp.com</a>
	Quit That!	<a href="http://www.cozyapps.com/quitthat">www.cozyapps.com/quitthat</a>
	Happify	<a href="http://www.my.happify.com">www.my.happify.com</a>
	Sandcastles	<a href="http://www.vectorpark.com/sandcastles">www.vectorpark.com/sandcastles</a>
Get Active with Fundraising!	Aram Porul Consulting	<a href="http://www.facebook.com/aramporul">www.facebook.com/aramporul</a>
	National Council of Nonprofits, Washington, D.C.	<a href="http://www.councilofnonprofits.org">www.councilofnonprofits.org</a>
	Indus Action	<a href="http://www.indusaction.org">www.indusaction.org</a>
To Be or Not To Be, on the Board	iVolunteer	<a href="http://www.ivolunteer.in">www.ivolunteer.in</a>
Pitch Perfect	makesense Philippines	<a href="http://philippines.makesense.org">philippines.makesense.org</a>

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- Community Engagement
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- Creative Content Development
- Research, Writing, and Reporting
- Event Management
- Resource Mobilization
- Business Development and Sales
- Accounting
- Human Resource Management
- Communications and Marketing

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