

PHILANTHROPY  
IN MOTION

**M O D E L  
F O U N D  
A T I O N  
2 0 1 8**

Sany Foundation | Yale Center Beijing

**AUGUST 6-12 2018**



FROM PROBLEMS TO

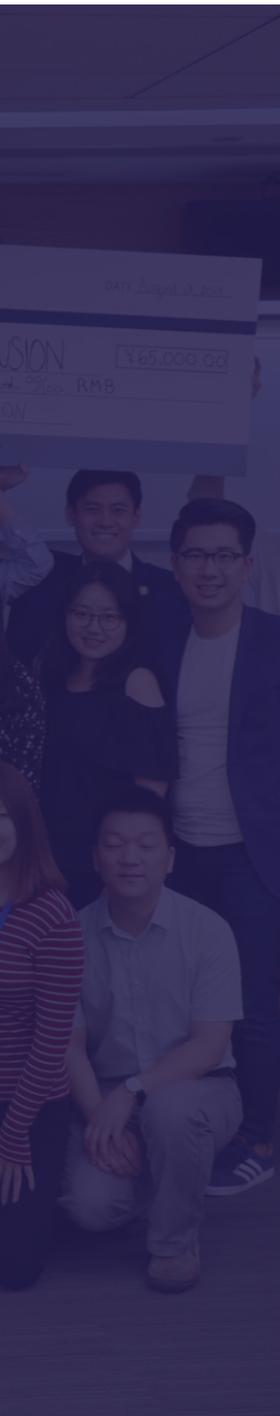
**SOLUTIONS**

FROM IMPOSSIBLE TO

**IMPACT**

FROM INDIVIDUALS TO

**CHANGEMAKER**



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Philanthropy in Motion (PIM) empowers millennials with the funding, training, and networks to become mission-driven leaders and amplify their social impact. We run experiential education programs that advocate a “learning by doing” model to solving social problems. Since our founding in 2013, we have empowered hundreds of young people to fund and support social ventures across Greater China. Our clients and partners range from the likes of World Bank to Peking University, and we have been recognized by Forbes, the Economist, and other news media for our work in the social impact space.

## **ABOUT PIM**

**\$100,000+**

invested in social causes via  
crowdfunding and matched  
donations



**40+**  
social ventures  
in seven cities

**1000+**  
students and young  
professionals



# MODEL FOUNDATION

Model Foundation is an experiential education program designed to transform rising leaders into highly effective changemakers, hosted at Yale Center Beijing and sponsored by Sany Foundation. Following a process for social innovation, participants investigate a complex social issue, explore the ecosystem's gaps and levers, identify and select promising social ventures, before coming together in consensus for how to make sustainable impact with a 20,000 USD philanthropic fund. Through "learning by doing," participants gain essential skills related to effective social impact, while making progress towards advancing the UN Sustainable Development Goals.



# PHILANTHROPY

IS NOT ABOUT THE MONEY.

IT'S ABOUT USING

WHATEVER

RESOURCES

YOU HAVE AT YOUR

FINGERTIPS

AND APPLYING THEM TO

IMPROVING

THE WORLD

- MELINDA GATES

# WELCOME NOTE



Dear Grant Committee Officers,

It is our honor and great pleasure to welcome you to Model Foundation 2018. We founded PIM to realize a vision: together, our generation can change the traditional definition of success so that it's not just about the position you hold or salary you make, but also the social impact you can have. Through the platform that PIM has created, you as individuals can translate your entrepreneurial drive and your desire to do good into a catalyst for supporting the growth of China's social innovation sector - to ultimately achieve greater impact and more sustainable results.

When we first started Model Foundation five years ago, we envisioned it as not just a simple educational program, but as an opportunity to create a philanthropic community of young people to represent our generation's voices and interest. As a member of the Model Foundation 2018 cohort, you are part of a decision-making body that has the responsibility to invest a charitable fund of 20,000 USD to create the most impact.

You have already embarked on a changemaking strategy – investigating an urgent issue, understanding the ecosystem's gaps and levers, identifying and selecting promising organizations, and coming together in consensus for how to best make sustainable impact. Through learning by doing, you will become familiar with skills essential to becoming an effective change-maker, such as systems thinking, design thinking, impact evaluation, and applied business models. In addition, you will present your findings to local foundation members so that your work can have broader influence.

By pooling together resources – no just financial assets but also talent and ideas – we hope that you will become a part of a community that, through mutual support, commitment, and inspiration will generate lasting momentum for social change. We look forward to this year's deliberations and, together, inspiring the next generation to give early, give smarter.

A handwritten signature in black ink, appearing to read 'Jasmine Lau'.

Jasmine Lau

*PIM Co-founder & Executive Director*

# PROGRAM

MONDAY  
AUG 6

9:30AM-11:00AM

**Model Foundation  
Orientation &  
Challenge Framing**

Opening welcome from Sany Foundation and challenge framing; align on collective expectations & individual motivations.

11:00AM-12:00PM

**From Impossible  
to Impact**

Introduce systems thinking & understanding the structures.

1:00PM-5:30PM

**Organization &  
Expert Site Visits**

Site visits to start-up organizations, companies, non-profits and other practitioners working in early childhood development.

TUESDAY  
AUG 7

9:30AM-5:30PM

**Partner Organization  
Site Visits**

Site visits to start-up organizations, companies, non-profits and other practitioners working in early childhood development.

6:00PM

**Community Dinner**

Dinner & community building at Jasmine's house.

WEDNESDAY  
AUG 8

9:30AM-5:30PM

**Systems Practice**

Use systems practice to identify gaps, levers, opportunities and strategize for the future.

THURSDAY  
AUG 9

9:30AM-

**Systems**

Workshop using tools to understand landscape of and solutions

1:00PM-

**Measuring**

Develop and theory of change outcome indicators partner organizations

3:00PM-

**Lean Business**

Explore the business models and how organizations strategies for their work using business canvas

# SCHEDULE

THURSDAY  
AUG 9

11:30PM

**Practice**

ing mapping  
rstand the  
problems

3:00PM

**ing Impact**

explore  
nge and  
icators for  
nizations.

5:00PM

**ess Canvas**

usiness  
ow partner  
determine  
sustaining  
ng lean  
vas.

FRIDAY  
AUG 10

9:30AM-11:30PM

**Project Worktime**

Participants prepare  
to present Impact Gap  
Canvas in groups.

1:00PM-3:00PM

**Impact Gap Canvas  
Presentation**

Groups present Impact  
Gap Canvas findings to  
judges & Sany Foundation  
representatives.

3:00PM-5:00PM

**Grantmakers' Panel  
Discussion: Effective  
Changemaking**

Sany Foundation  
and Ford Foundation  
representatives discuss  
concepts core to PIM's  
model.

SATURDAY  
AUG 11

9:30AM-5:30PM

**Millennial Impact  
Social Innovation  
Summit**

Public summit featuring  
leaders in philanthropy  
and social innovation  
including Jet Li,  
One Foundation; Xu  
Yongguang, Narada  
Foundation; Howard Li,  
Forbes, and more.

*Co-Hosted by PIM, Yiqiao,  
& Yale Center Beijing*

SUNDAY  
AUG 12

9:30AM-3:00PM

**Investment  
Deliberations**

Participant-led  
grantmaking deliberations  
and final decision-making  
on 20,000USD investment.

3:00PM-5:30PM

**Reflection & Personal  
Next Steps**

7:00PM

**Closing Ceremony**

Celebration & ceremony  
with partner organizations



# PROGRAM SESSIONS



# FORMING A YOUNG PEOPLE'S FOUNDATION

## Welcoming Remarks & Framing the Challenge

Leaders across sectors—in business, philanthropy, education, health care, research science, government, and technology—have concluded that the first few years of a child's life lay the foundation for future success. In China and around the world, there is an urgent need to translate research into widespread practice and scalable models for transformative change. In 2018, Sany Foundation's board of directors identified early childhood development as a strategic grantmaking priority. Your challenge as part of Model Foundation this summer is to explore this landscape of issues and innovative solutions, finding ways to make the most effective impact guided by this question: How might we ensure that each and every child in China has access to quality care during their first four years of life?

### **Jasmine Lau**

*Co-Founder and Executive Director of PIM*

Jasmine is a social entrepreneur and educator from Hong Kong. Through education and technology, she strives to amplify the role and voice of young people in solving social challenges in addition to channeling philanthropic resources in a more strategic manner. Jasmine graduated from Yale University with a B.A. in Economics and Peking University with a Masters in International Studies. Other than PIM, Jasmine founded EMBER (a girls education program in rural China) and Kliptap (a crowdfunding platform for causes). She has also worked in the fields of investment banking, Internet technology, and philanthropic foundations.

Jasmine has been named to the Forbes 30 Under 30 Asia list for her work in social entrepreneurship and is a World Economic Forum Global Shaper. She is a recipient of the Richard Rockefeller Fellowship and the Hong Kong Youth Service Award.



# START-UP SITE VISITS



广州市法泽城市  
与公益研究中心

**FAZE Urbanization and  
Wellbeing Institute  
(Guangzhou)**

广州法泽城市与公益研究中心



**Vibrant Community**  
活力社区

**betterkids**  
Emotional Intelligence through play

**Better Kids**



sesameworkshop™

**Sesame Workshop**  
芝麻街



阳光书屋

**Sunshine Library**  
阳光书屋



参与式教育中心  
举社区之力养育孩子

**Immersive Education  
Center**  
参与式教育中心

Through site visits and video calls to start-up organizations, companies, non-profits and other practitioners working in the early childhood development space, we will gain a deeper understanding of innovations happening on the ground, while conducting due diligence in order to make an investment decision.



# SYSTEMS PRACTICE

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Systems Practice is both a specific methodology and a more general approach to grappling with intractable problems in complex environments with the aim of making enduring social change at scale. Through a series of workshops, we will seek to answer three basic questions: How does the environment within which we are working operate as a complex, dynamic system? How can we support people and groups as they develop the skills to accelerate progress on intractable problems collectively? How can we design strategies that engage the system in order to have highly leveraged impact?

## **Yunlan Ni**

*Academy for Systems Change*

Yunlan is a fellow and faculty at the Academy for Systems Change. After graduating from London School of Economics, Yunlan worked in banking as an analyst, before returning to China to lead her family business' transition.

Currently Yunlan works with Peter Senge focusing on systems thinking capacity building work for government, business and civil society. Her interest is in how shifts in mental models and evolution of consciousness help with organizational and societal transformation.

She is a board member of "Future+ Academy," founder of an education project 2030 in collaboration with Beijing Normal University. She also served on the facilitator team of the MIT - Tsinghua IDEAS program for the Central Organizational Department of the Chinese Government. She has serviced corporates such as HSBC, Citigroup, Ping An, ICBC, Huawei, Alibaba, Bertelsmaan, along with government offices such as Shanghai Municipal Government, and Shenzhen Urban Planning Bureau. She is also a translator and one of her recent works is "Triple Focus" by Peter Senge and Daniel Goldman.



# IMPACT & SUSTAINABILITY

## Elsie Tsui

*Project Director, Center for Entrepreneurship, Chinese University of Hong Kong*

Elsie has extensive experience as a corporate executive and a management consultant. Prior to setting up her consulting business, she worked for the Asia office of !What If? Innovation Partner, a leading innovation consultancy, based in Shanghai. Specializing in innovation management, innovation capability building through design thinking, and organization transformation strategy, she led many high impact training workshops for Fortune 500 companies across Europe and Asia. Before her consulting career, Elsie worked for Coca-Cola China as the deputy head of the Public Affairs & Communications, where she led a cross-regional team covering Greater China. She now teaches Social Entrepreneurship and Impact Investment at The Chinese University of Hong Kong (MBA).

She holds an MBA from Judge Business School, University of Cambridge, and is now pursuing her DBA at Grenoble School of Management researching collaboration and learning networks of social enterprises in Hong Kong.



## Measuring Impact

Philanthropists, impact investors and social organizations often face the challenge of ensuring that the activities they engage in have the impact they intend. In this workshop, participants learn a basic framework for determining the theories of change underpinning nonprofit and philanthropic work, and explore different methods to measuring and evaluating impact. We will discuss how organizations can leverage impact measures to communicate with donors, stakeholders, investors, and more.

## Business Models for Good

To understand an organization's ability to act on its theory of change in both the short-term and long-term (or until its mission and vision are met), we must investigate the different strategies organizations can adopt for sustainability. We will use the Business Model Canvas as a tool to explore the business models underlying social enterprise organizations, while identifying ways to communicate different business models with stakeholders and brainstorming new ones.



# IMPACT GAP CANVAS PRESENTATION & GRANTMAKERS' DIALOGUE



Mapping out the system allows us to think about context and the many interacting factors that contribute to the development of the issues facing us – be they economic forces, political movements, or global trends. Using the Impact Gaps Canvas, created at the Oxford's Skoll Centre for Social Entrepreneurship, participants present their findings, identify strategies to most effectively make an impact, and share their findings with a panel of judges and practitioners.

Then, through a dialogue with grantmakers and decisionmakers at innovative funding organizations, participants will reflect on their role as grantmaking philanthropists, gaining important insights from the stories of sector experts.

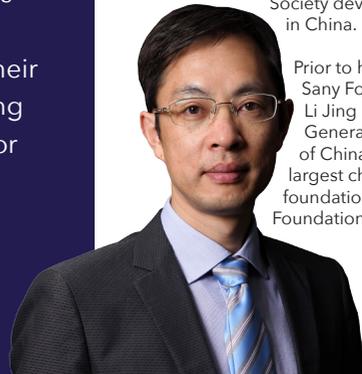
## **Li Jing**

*Secretary General, Sany Foundation*

Li Jing is the First Vice Chair of the Board and the Secretary General of Sany Foundation.

Li Jing graduated with a Bachelor Degree in Mechanical Engineering from Shanghai Jiaotong University, a Masters Degree in Political Science from Peking University, and a Masters Degree in Public Policy from Harvard Kennedy School of Government where he studied International Development and Management of NGOs. After returning to China, he joined Plan International's China Office as Program Director. He also served as a Senior Program Officer at UNDP, managing their programme portfolio of Governance and Civil Society development in China.

Prior to his role at Sany Foundation, Li Jing Secretary General (CEO) of China's largest charitable foundation, One Foundation.



## Elsie Tsui

*Project Director, Center for Entrepreneurship, Chinese University of Hong Kong*

Elsie has extensive experience as a corporate executive and a management consultant. Prior to setting up her consulting business, she worked for the Asia office of I!What If? Innovation Partner, a leading innovation consultancy, based in Shanghai. Specializing in innovation management, innovation capability building through design thinking, and organization transformation strategy, she led many high impact training workshops for Fortune 500 companies across Europe and Asia. Before her consulting career, Elsie worked for Coca-Cola China as the deputy head of the Public Affairs & Communications, where she led a cross-regional team covering Greater China. She now teaches Social Entrepreneurship and Impact Investment at The Chinese University of Hong Kong (MBA).

She holds an MBA from Judge Business School, University of Cambridge, and is now pursuing her DBA at Grenoble School of Management researching collaboration and learning networks of social enterprises in Hong Kong.



## Elizabeth Knup

*Country Director (China), Ford Foundation*

Elizabeth Knup is Country Director and Chief Representative for the Ford Foundation in China, overseeing all the foundation's grantmaking and operations in the country from the office in Beijing. Elizabeth focuses on strengthening the philanthropic sector, impact investing, and US-China relations.

Throughout her career, Elizabeth has worked to develop stronger ties between China and the rest of the world in the not-for-profit, education, and business sectors. She has worked at the National Committee on US-China Relations, focusing on the Committee's work in education, environment, and social development, and served as the American Co-Director of the Hopkins-Nanjing Center. Elizabeth currently serves on the boards of the National Committee on US-China Relations and the Institute for Sustainable Communities, where she serves on the Governance Committee and as Board Secretary.

Elizabeth has a Master's degree from the University of Michigan's Center for Chinese Studies and a Bachelor's degree in Political Science from Middlebury College.



## Gu Qing

*Program Officer (China), Ford Foundation*

Gu Qing develops programming in philanthropy and social finance. In addition to grant making, she is responsible for building relationships with Chinese foundations and philanthropy thought leaders for peer learning and collaboration.

Prior to joining Ford, Qing served as assistant country director for Poverty, Equity, and Governance at UNDP in China, where she worked with government agencies, think tanks, the philanthropy sector, and the private sector on programs aimed at reducing poverty, enhancing equity, achieving good governance and rule of law, and promoting sustainable development. Qing created UNDP's philanthropy portfolio and oversaw reports on the development of philanthropy in China. She also served as a senior expert member to the consultation committee of the SDGs Innovation Pilot Zone and supervised international judicial cooperation in the government of China.

Qing was a Chevening Scholar and received a Masters Degree with Distinction at the Faculty of Law at Oxford University, where she assisted with research

at the Centre for Criminology. She was a visiting fellow at the Center on Democracy, Development, and the Rule of Law at Stanford University.



SATURDAY, AUGUST 11

# MILLENNIAL IMPACT SUMMIT



The Millennial Impact Summit gathers a diverse array of professionals from technology, business, philanthropy and public service backgrounds, with the goal of re-conceptualizing philanthropy. Together with Yiqiao China and Yale Center Beijing, we aim to inspire the next generation of changemakers by showcasing influential leaders from all sectors working to make the world a better place.

*See page 24 for detailed program.*

# DELIBERATIONS

## Ashwin Kaja

*Senior Associate, Covington & Burling*

Ashwin is a founding member and part of the Steering Committee at PIM, focused on strategy and external resources. He also designs and leads negotiation, deliberations, and consensus-building workshops for PIM's educational programs.

As an American lawyer based mainly in Beijing, Ashwin serves on the global policy team of the international law firm Covington & Burling, assisting companies, organizations, and governments to develop strategies for navigating challenging policy contexts and solving complex policy problems in key jurisdictions around the world. Beyond his legal practice, Ashwin has been a Visiting Professor at Renmin University Law School (China) and has taught courses on international negotiation at Renmin University, Jindal Global University (India), American University in Cairo (Egypt), and the National University of Malaysia. Ashwin holds a B.A. degree, magna cum laude, in Economics and Government from Harvard College, and a J.D. from Harvard Law School. He is fluent in Chinese and Spanish, and conversational in Telugu.



Using a value alignment, decision-making and consensus building process, we collectively determine how to sustainably invest a fund of 20,000 USD. We first reflect on our own personal philanthropic values, before proceeding to define our own collective mission. Through multiple rounds of deliberations, we determine an investment strategy that aligns closely with our vision for change.





# MILLENNIAL IMPACT SUMMIT PROGRAM





**Jet Li 李连杰**  
*Founder of One Foundation*

Jet Li is best known as a film actor, martial artist, philanthropist and the founder of One Foundation. With the vision of mobilizing all for philanthropy, Mr. Li emphasizes the importance of creating a transparent funding platform for disaster relief, child development, and social innovation.



**Siwei Li 李思卫**  
*CEO of Forbes China*



**Xingzui Wang 王行最**  
*Executive Vice President of China Foundation for Poverty Alleviation*

Wang Xingzui has over two decades of experience in rural development and poverty alleviation. Prior to CFPA, Wang worked at the State Council Poverty Reduction Office and the Ministry of Agriculture. Mr. Wang is a 2013 Yale World Fellow and has a MBA from Renmin University of China.



**Jiang Jian 蒋健**  
*Vice President of Bosch China*

Jiang Jian is the Vice President of Bosch China, and leads the branding and corporate communications work in China. Mr. Jiang graduated from the School of Journalism of Fudan University and received an EMBA degree from Washington University.



**Jamy Yang 杨明浩**  
*Founder of YANG DESIGN and YANG HOUSE*

Jamy Yang is a "Top Influential Chinese Designer" on Forbes. YANG DESIGN is one of the most forward-thinking design consultancies in China, and have made social responsibility a core part of their work.

**MILLE  
IMPACT  
PROG**

## MORNING SESSIONS

### WELCOME SPEECH

9:30AM - 10:00AM

### KEYNOTE SPEECHES

#### Q&A | PANEL DISCUSSION

10:00AM - 12:30PM

### A Cross-Generational Conversation about Philanthropy: Trends in China's Philanthropic Sector

**Xingzui Wang**

*Yale World Fellow, Executive Vice President of  
China Foundation for Poverty Alleviation*

### How Enterprise Supports Young People's Social Innovation

**Siwei Li**

*CEO of Forbes China*

### Design for a More Perfect Life

**Mingjie Yang**

*Founder of YANG DESIGN and YANG HOUSE*

### The Era of Interconnection: Technology and the Good Life

**Jian Jiang**

*Vice President of Bosch China*

### Rethinking Philanthropy

**Jet Li**

*Founder of One Foundation*

ANNUAL  
SUMMIT  
PROGRAM

## AFTERNOON SESSIONS

### PANEL DISCUSSIONS

2:00PM - 4:15PM

#### Cultural Innovation for Social Impact

Jian Jiang, Mary, Xiaoyuan Ren, Penghui Lu

Art requires imagination and inspiration. In the design world, the fashion industry, and the film industry, people constantly explore the integration of art and public welfare. Whether it is to use public welfare activities to guide people's artistic thinking, promote cultural exchanges, or use art and culture to spread public welfare ideas, the collision of art and public welfare will bring countless possibilities for life.

#### Technology for Social Impact

Jet Li, Jason Cheng, Jiaming Su, Lunjie An

With the advancements in artificial intelligence, big data analysis, blockchain, autonomous driving and other technological breakthroughs, technology is becoming increasingly integrated with our daily lives, changing lives through innovation. In this panel, speakers discuss how work in the technology sector has the potential to create social impact and enduring change.

#### Closing Remarks

Yongguang Xu

*Chairman of Narada Foundation*

### NETWORKING SESSION

4:15PM - 5:00PM



**Lunjie An** 安伦杰

*Co-founder of TraditioNow*

An Lunjie co-founded TraditioNow in 2017 with the goal of protecting endangered Chinese traditional intangible culture. Through innovative means, TraditioNow combines traditional cultural elements with enterprising products to create to truly integrate non-legacy into everyone's lives and realize an "Oriental Renaissance."



**Jason Cheng 程致远**  
Co-Founder of Make A Point

Cheng Zhiyuan aims to promote sustainable development through "philanthropic design". He completed a Masters degree at Parsons School of Design in New York, and co-founded Make-a-Point in 2016, a nomadic innovation that facilitates businesses for the common good.



**Jiaming Su 苏家铭**  
Founder of Zizai Yingxiang 自在影像

Su Jiaming has won the Best Documentary and Best Short Film Award at the Shanghai International Film Festival. He is dedicated to the construction and communication of CSR brands for public welfare organizations and enterprises. His main brand, 自在影像, focuses on enhancing the influence of public welfare.



**Mary 玛丽**  
Founder of Lingxi

Mary founded Lingxi in 2012 with a strong social mission: to build a future where everyone can bring positive impact to the world. Lingxi is a supplier of software and services that is committed to serve nonprofit organizations in China.

**Xiaoyuan Ren 任晓媛**  
Founder, MyH2O

MyH2O aims at improving the water resources in China, especially focusing on connecting rural areas to quality drinking water. Through its visible water map platform, it provides transparency and draws the public's attention to clean water and safety issues in China.



**Yongguang Xu 徐永光**  
Chairman of Narada Foundation

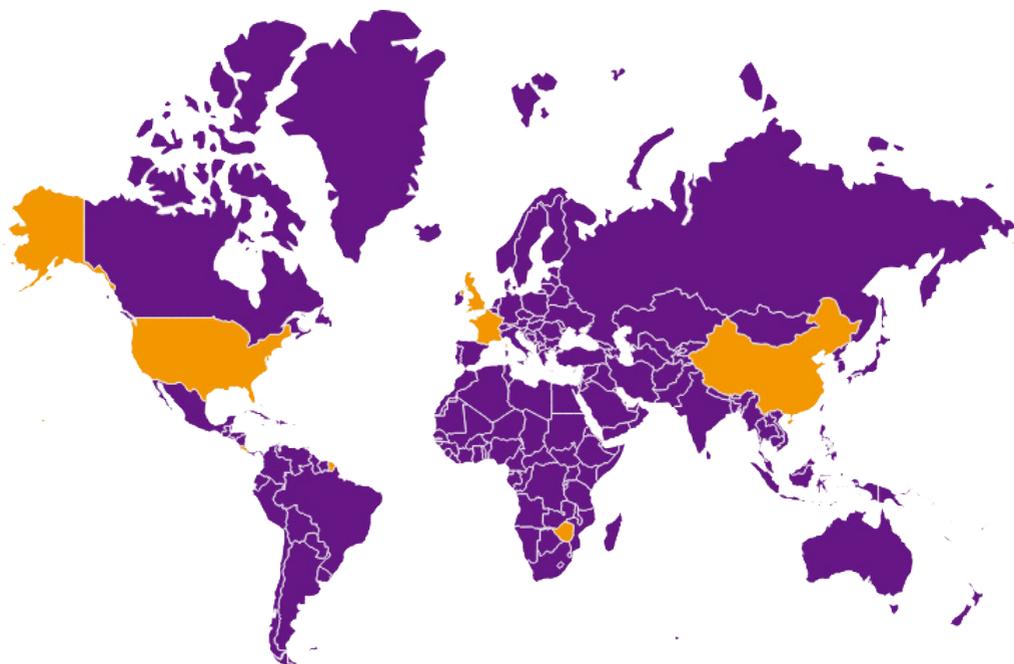
Xu Yongguang created the China Youth Development Foundation and founded the Hope Project. In 2007, he co-founded Narada Foundation, which is committed to promoting the development and innovation of the charity industry with the mission of "supporting non-governmental public welfare".



**Penghui Lu 吕鹏辉**  
Vice President of Business Development, Alesca Life

Penghui leads Alesca Life's China Region business development spearheading partnerships and deployment of data-driven urban farming projects. He is passionate about sustainability and applying emerging technologies to improve environmental conservation and reform agricultural practices.

# MODEL FOUNDATION 2018 GRANTMAKING COMMITTEE OFFICERS



2018 Grant Committee Officers are undergraduates, graduates and young professionals from 6 countries and regions around the world.

**Loren Carrillo**  
*University of Gonzaga*

**Onki Chan**  
*Tsinghua University*

**Grace Chen**  
*Princeton University*

**Kaiyue Duan**  
*University of Macau*

**Kevin Kuate Fodouop**  
*Harvard University*

**Yuting Fu**  
*North East Normal University*

**Chinny Lee**  
*United World College Li Po Chun*

**Miaoler Li**  
*New York University Shanghai*

**Yimin Li**  
*Fudan University*

**Yue Li**  
*Nanjing University*

**Yue Li**  
*Beijing Normal University*

**Wenkui Liu**  
*London School of Economics  
and Political Science*

**Danyi Peng**  
*Fordham University*

**Siming Peng**  
*Illinois Wesleyan University*

**Yali Peng**  
*The University of Chicago Law  
School*

**Jeanneatte Elizabeth Neto**  
*Baruch College CUNY*

**Zixin Wang**  
*New York University Shanghai*

**Junze Xia**  
*Williams College*

**Yujin Xie**  
*University of International  
Business and Economics (UIBE)*

**Lily Zhang**  
*Boston College*

**Jichen Zhang**  
*United World College Changshu  
China*

**Chenhao Zheng**  
*Henley Business School*

**Jo-Anne Zuze**  
*Zhejiang University of Science  
and Technology*

# PIM TEAM



**Jasmine Lau**  
*Executive Director*

## LEADERSHIP



**Connie Leong**  
*Co-founder*



**Joyce Zheng**  
*Founding Member*



**Ashwin Kaja**  
*Founding Member*



**Addison Yang**  
*Community Manager*



**Lulu Zhou**  
*Intern*



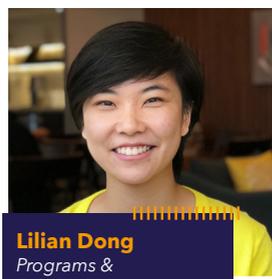
**Zibing Liao**  
*Intern*

## COMMUNICATIONS

## PROGRAMS



**Meg Rudy**  
Program Director



**Lilian Dong**  
Programs &  
Partnerships Manager



**Antonio Quiroz Soto**  
Program Associate



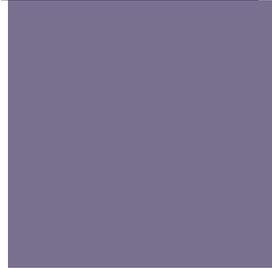
**Mingwei Ma**  
Program Associate



**Rainbow Cheng**  
Program Intern



**Joyce Tan**  
Program Intern



**Carl Hooks**  
Program Associate



**Liyan Peng**  
Program Intern



**Jessi Xi**  
Program Intern



# ACKNOWLEDGEMENTS



The PIM team would like to thank all our partners, supporters and sponsors, for their generous support to make Model Foundation 2018 possible.

## STRATEGIC PARTNERS & SPONSORS

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Yale Center BEIJING | 耶鲁北京中心

## TALENT SPONSOR

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## COMMUNITY PARTNERS

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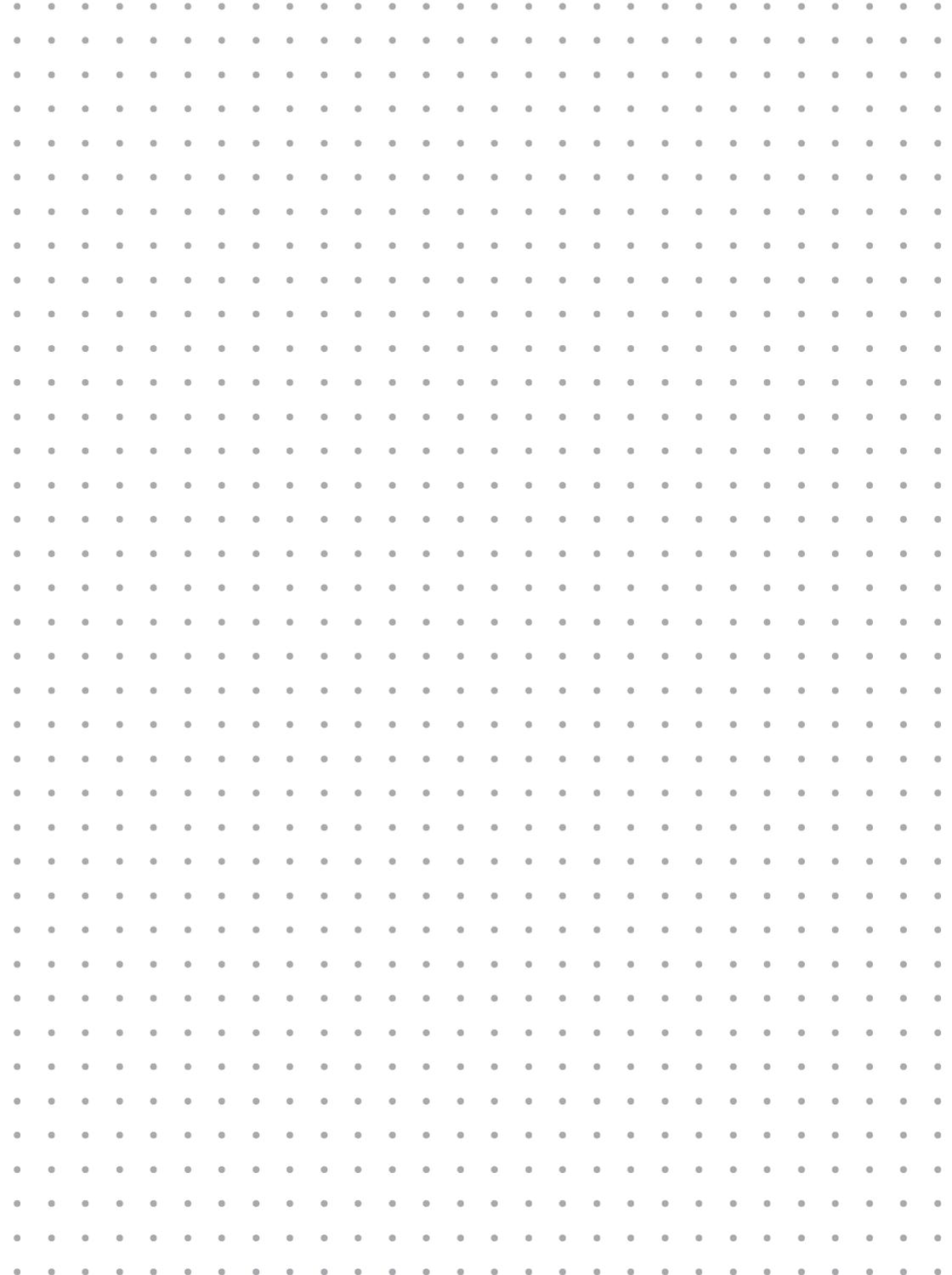


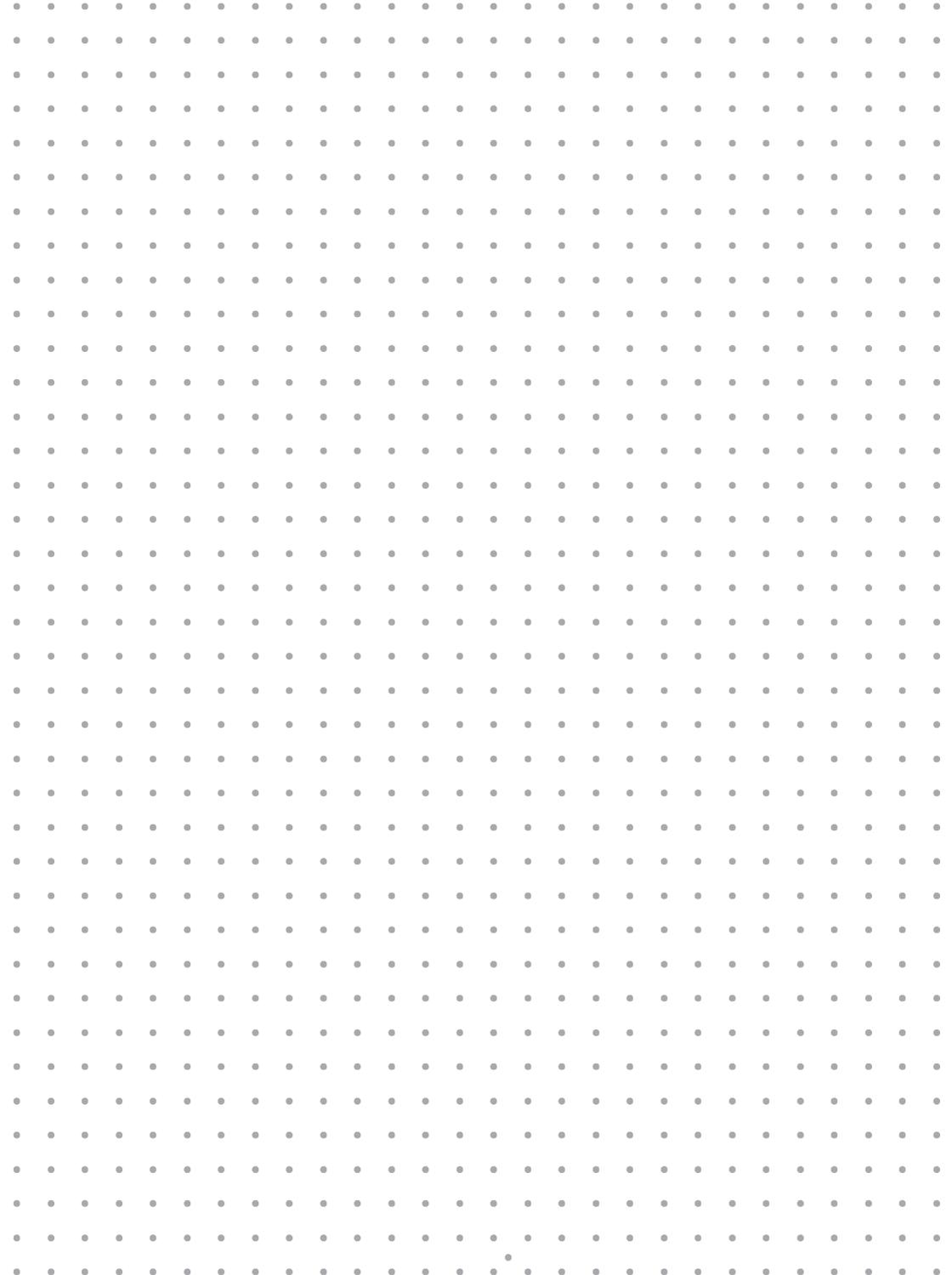
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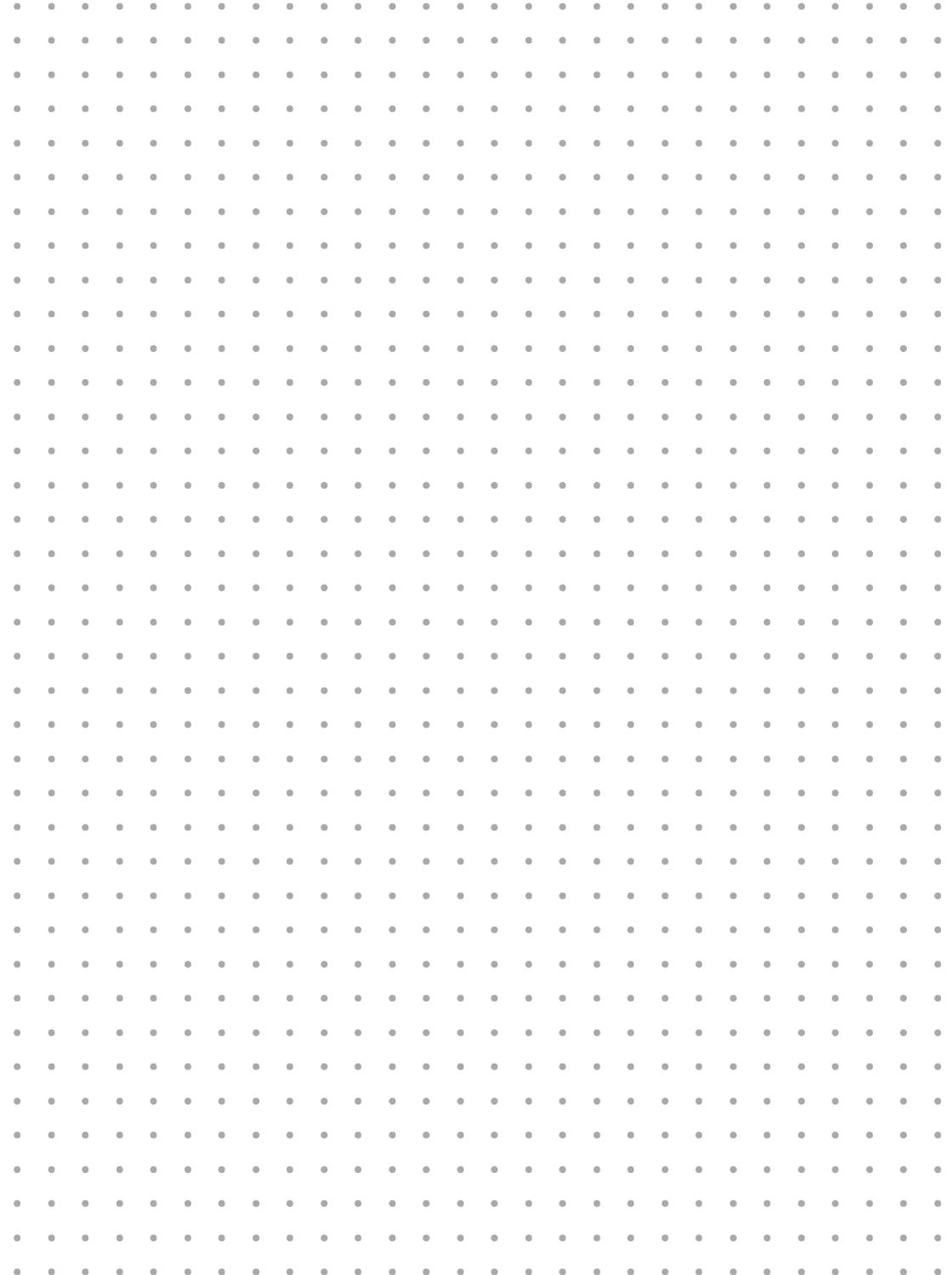
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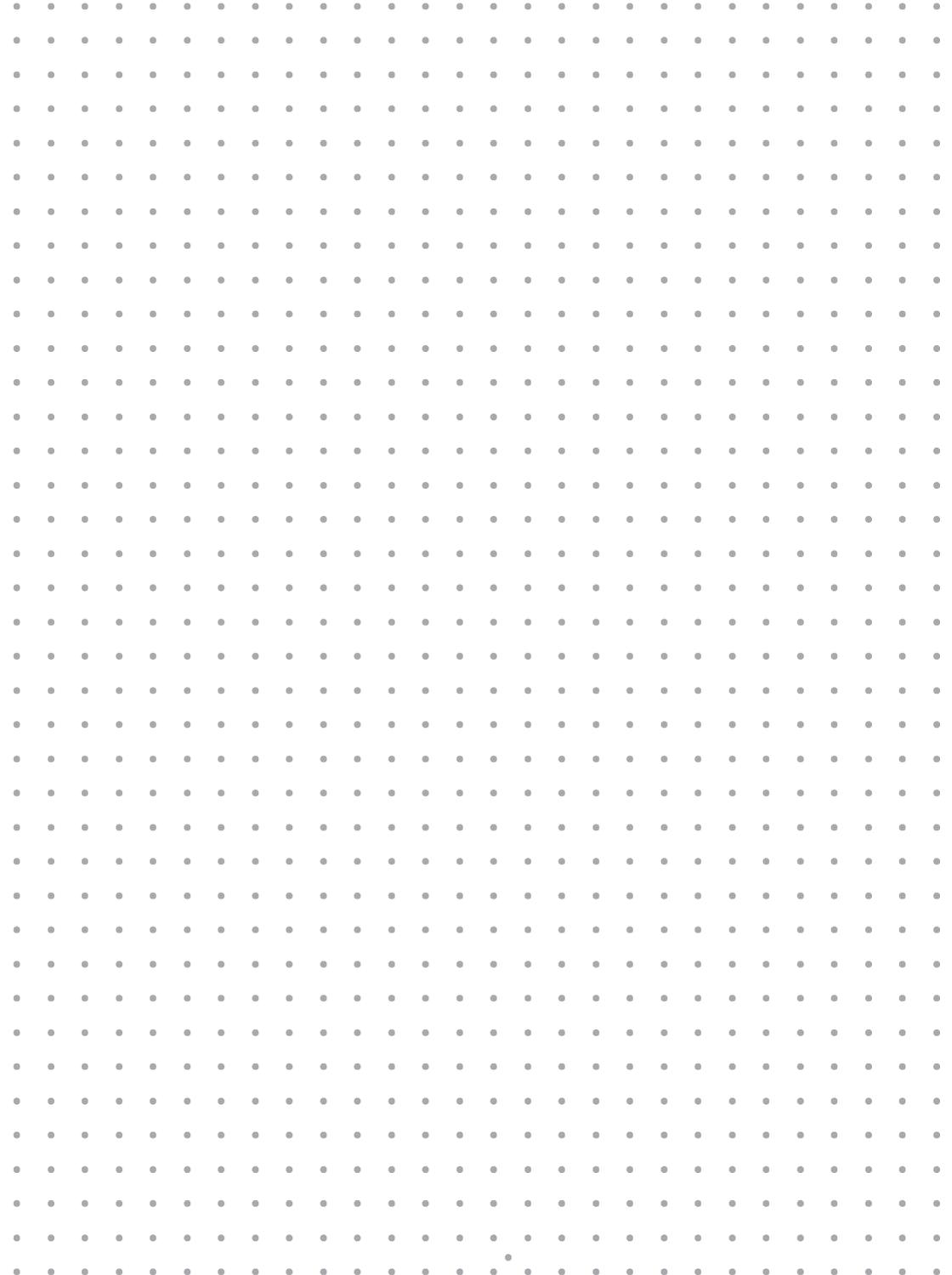


# NOTES & REFLECTIONS ● ● ●

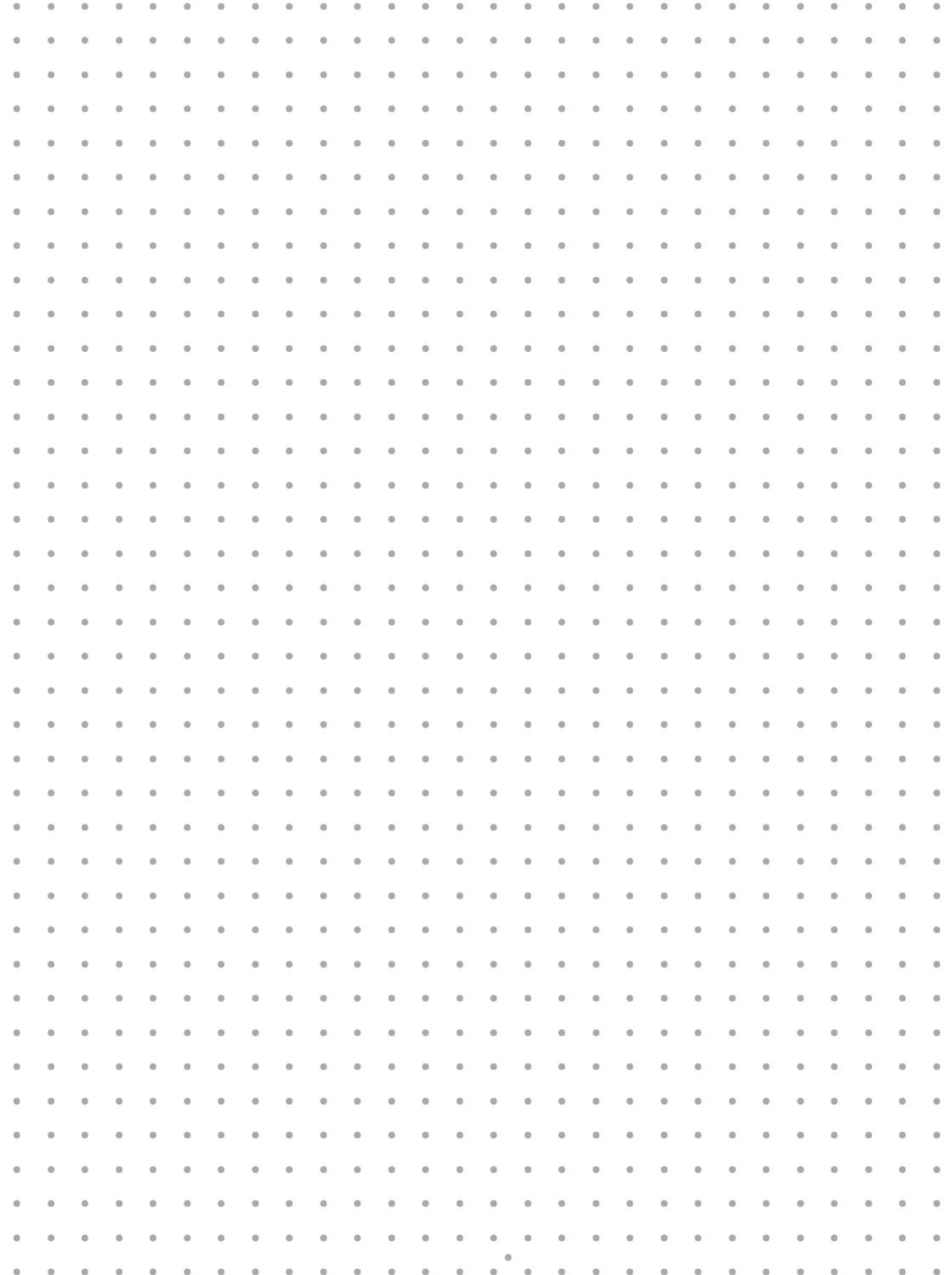




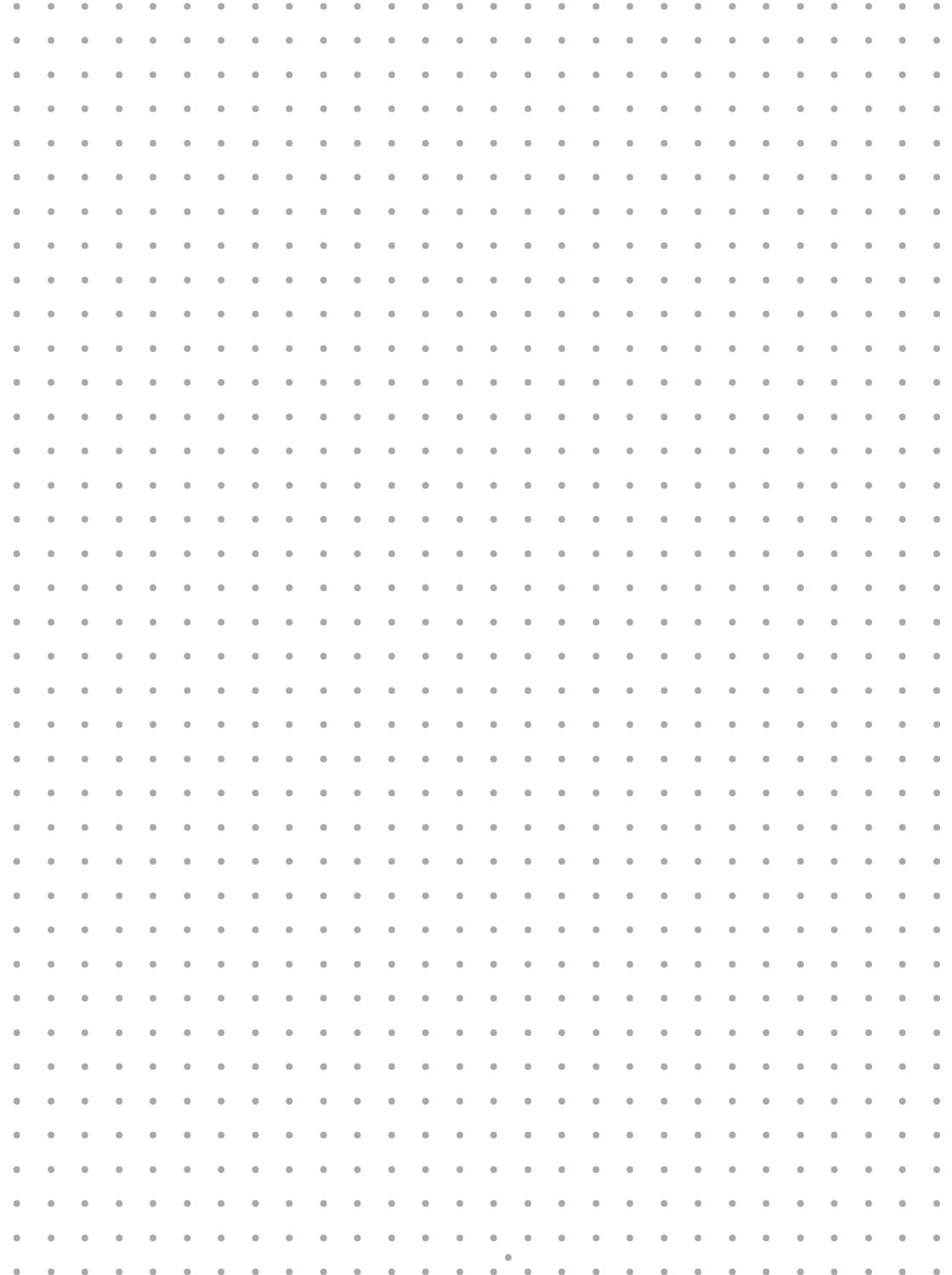












DO YOUR LITTLE  
BIT OF GOOD

**WHERE YOU ARE;**

IT'S THOSE LITTLE  
BITS OF GOOD PUT  
TOGETHER THAT

**O V E R W H E L M**

THE WORLD.

- DESMOND TUTU



PHILANTHROPY  
IN MOTION

益 | 启 | 慈 | 善

