



BADI FOUNDATION

ANNUAL REPORT

2020

CONTENTS

Letter from Badi Foundation	1
Introduction and Programmatic Areas	3
Conceptual Framework	5
School of the Nations	7
Moral Empowerment through Language Programme	11
Centre for Continuing Education	17
Early Childhood Education	19
Financial Report	20
Donations and Support	21
Governance	22



Dear Friends and Supporters of the Badi Foundation,

In light of the unprecedented challenges of 2020, we are grateful to share that the lines of action of the foundation were all able to continue to make progress, thanks to the devoted and sacrificial efforts and support of many.

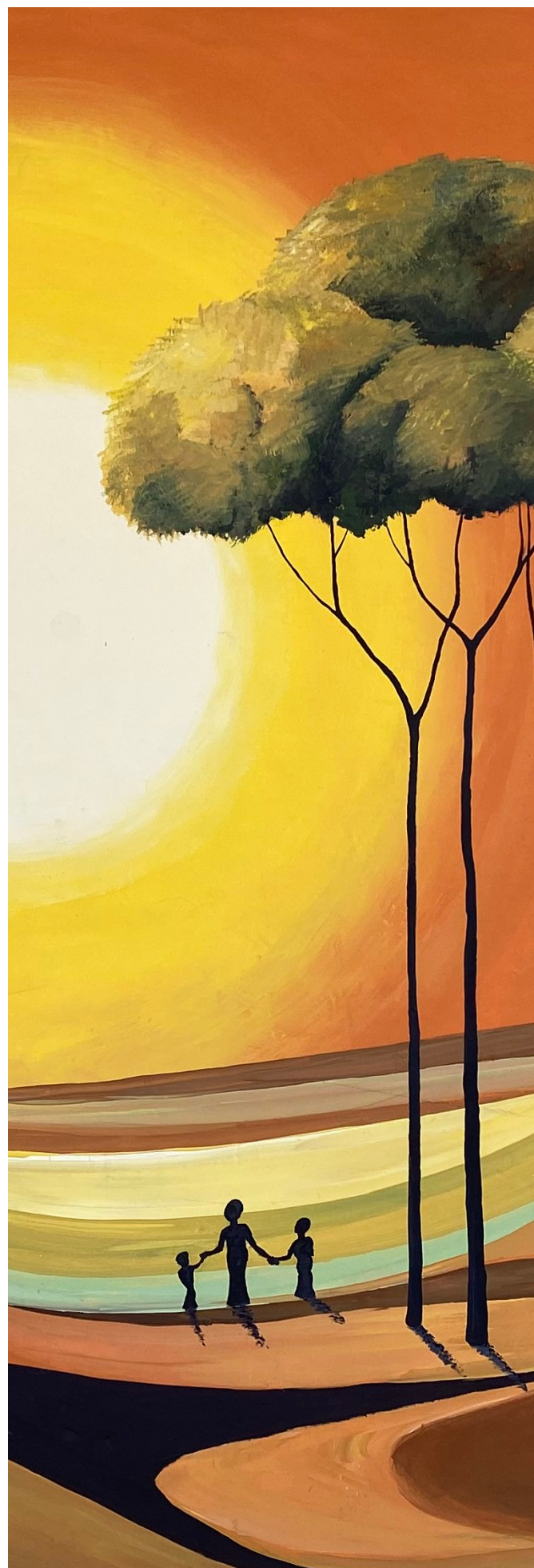
After an initial period of disruption in the early stages of the pandemic in Macao, the School of the Nations quickly adapted, developing and implementing a distance learning plan to ensure that the intellectual and spiritual education of its students continued. The continued provision of education in a safe and effective way required new levels of collaboration between teachers, students and families, as well as between the school and government authorities. While the experience was not without setbacks and difficulties, what stands out the most in reflecting on the last year is the resilience and solidarity of the school community, as well as the orientation towards learning that characterized its response to the challenges presented by the pandemic.

This year also provided deeper insight into the potential of youth to contribute to the well being of their communities, particularly during times of crisis. Form 4 students at the School of the Nations continued to work with groups of Primary 6 and Form 1 students, both online initially and in person when conditions allowed, to explore profound concepts related to themes such as hope, perseverance and unity and find ways to serve the needs of their communities. Some of the reflections from the Primary 6 participants that illustrate the positive impact of their experience with their older peers can be found on page 13 of this report.

A number of efforts were also made to engage teachers, both from the School of the Nations as well as other schools in Macao, in study and discussion related to the special characteristics of the period of early adolescence and to explore approaches and methods conducive to releasing the vast potential of junior youth. In a related vein, the foundation's efforts to collaborate with schools to implement the Moral Empowerment through Language Programme continued. Most notable in this regard was the ongoing collaboration with Pooi To Middle School, at which a group of Form 1 students participated on a weekly basis in programme activities in an after school setting.

More details about these and other developments can be found in the following pages of this report. As always, your trust and support are deeply appreciated, and we look forward with hope to the possibilities of the next year and beyond.

The Badi Foundation



INTRODUCTION

Badi Foundation is a non-profit, non-governmental organization dedicated to working with like-minded individuals, institutions and groups to contribute to the material and spiritual progress of Macao. Our efforts focus principally on learning about the development and implementation of educational programmes, and the evolution of institutional structures, that are conducive to releasing the potential of young people to take charge of their own growth and contribute to the advancement of society.

PROGRAMMATIC AREAS

Formal Education

School of the Nations offers education to 700 students from kindergarten through high school in Macao. The school offers programmes characterized by academic rigor and an integrated approach to the moral and intellectual development of its students.

Moral Empowerment of Junior Youth and Youth

Drawing on the talents of a group of youth volunteers and working in partnership with a number of local educational institutions, the Moral Empowerment through Language Programme seeks to release the potential of 12-15 year olds to contribute to the progress of their communities.

Teacher Training

In collaboration with local educational institutions, the Centre for Continuing Education supports teachers in their efforts to refine their educational practice through a process of study, consultation, action and reflection.

Early Childhood Education

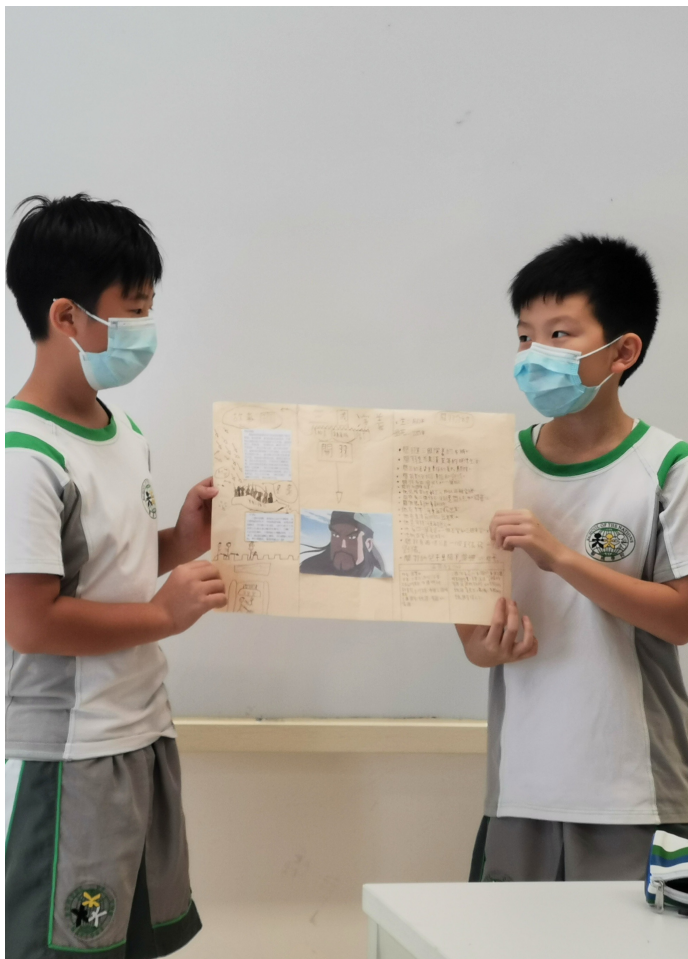
Implemented at the School of the Nations and by a number of other organizations in the region, the Hidden Gems Early Childhood Education Programme carefully integrates physical, intellectual and spiritual education over a three-year period starting at age 3.



CONCEPTUAL FRAMEWORK

The efforts of the Badi Foundation are governed by an overarching conceptual framework, which includes beliefs about fundamental issues of existence, principles, values, approaches and methods. This conceptual framework is elaborated and refined over time through a process of action, reflection, consultation and study. Key elements of this framework include the following:

- Humanity is evolving towards a unified global civilization that is both materially and spiritually prosperous.
- Every individual has the right and obligation to participate in the construction of a peaceful and materially and spiritually prosperous society.
- Beyond the provision of goods and services, the goal of development is to develop capacity in individuals, institutions and communities to participate in social progress.
- Development efforts are most effective when they begin at a modest scale and grow in scope and complexity as capacity is developed.
- Development initiatives should spring from the understandings and aspirations of participating populations and institutions.
- Group decision making should occur in a climate that permits different perspectives to be examined dispassionately, deepens understanding and allows appropriate courses of action to be selected.
- Efforts are undertaken in a learning mode in which action is interspersed with constant reflection to articulate lessons learned, overcome challenges and refine methods and approaches.
- Endeavors are guided by fundamental principles including recognition of the oneness of humanity, belief in the nobility of human beings, justice and the equality of women and men.





SCHOOL OF THE NATIONS

APPROACH

The core principle that guides the School of the Nations is derived from the conviction that every human being is “a mine rich in gems of inestimable value. Education can, alone, cause it to reveal its treasures, and enable mankind to benefit therefrom.” A profound belief in the vast potential of each student, and the critical role of education in releasing this potential, is the foundation of the school's approach.

One implication is that we see it as the task of educators to assist students to discover and develop the unique talents with which they have been endowed, rather than to fill empty receptacles with information. While enabling students to engage with rich educational content from various branches of knowledge, teachers strive to foster active participation and students' sense of responsibility for their own learning.

The school's approach to student development seeks to integrate being, knowing and doing. Students are supported as they strive to develop noble qualities, advance in understanding of intellectual and spiritual concepts and engage in constructive action to improve their own lives and the conditions of society.

In addition to rigorous academic training, the school offers students opportunities to grow, learn and contribute to the community through programmes that build capacity for meaningful service. This occurs in a manner that grows in complexity as they progress through their years at the school.

RESPONDING WITH RESILIENCE TO A GLOBAL PANDEMIC

After the first COVID-19 cases were discovered in Macao in January of 2020 and social distancing measures were put in place, the School of the Nations worked diligently to ensure the well being of its students and staff and to try to minimize disruption to students' learning. An early realization was that the school needed to develop a distance learning plan, to ensure that a consistent approach was being taken to meeting students' learning needs and supporting their well being under conditions of social distancing. The plan, which was developed by the school based on guidance from the Macao Education and Youth Affairs Bureau and in consultation with teachers, set out expectations, processes, roles and responsibilities for members of the School of the Nations community during the period of distance learning. The goal was to ensure that the school community had a unified vision and supportive environment. As it was implemented, the plan was adapted and refined based on reflection on experience, taking into account feedback received from students, parents and teachers as well as continued guidance from the Education Bureau.

A few key points stand out in reflecting on the experience of the school community during this challenging period. Students responded to the unexpected emergence of a global pandemic with great resilience and adaptability, quickly familiarizing themselves with online learning tools and approaches and demonstrating admirable qualities and attitudes. Parents played a critical role in supporting their children's learning at home, particularly for younger students, and communication and solidarity between parents and the school was enhanced. Teachers worked tirelessly to adapt their lessons to new formats and found creative ways to support students' learning, continued growth and well being.



Particularly heartwarming were the efforts made by many to care for and support one another to overcome challenges. Teachers delivered books to students' homes, Form 4 students continued to engage Primary 6 and Form 1 students in meaningful discussions online through the METL Programme even after their school year had finished, and families provided assistance to the school in a variety of forms that enabled it to reopen once conditions improved.

A further indicator of the strength and resilience of the school community is that in the midst of a global health crisis, the school's graduating Form 6 class achieved outstanding results in the IB Diploma Programme, including a 100% diploma rate with an average grade of 36 out of 45 and over 20% of students receiving 40 points or above. In addition, a member of the School of the Nations' graduating class was among the 141 students worldwide, and the first in Macao, to receive a full mark of 45.

While the COVID-19 situation improved significantly in Macao in the second half of 2020 and thankfully in person schooling resumed for the 2020-21 academic year, the pandemic has had a continued economic impact throughout the Special Administrative Region. In response, the school froze its fees for the 2020-21 academic year and allocated 10 scholarships to assist families experiencing financial difficulties.

Among the most significant outcomes of this year has been the heightened sense of the meaning and purpose of the school's educational mission to help students develop the vast potentialities latent within them and to dedicate themselves to the promotion of the welfare of the whole human race. At a time when the world is confronted with unprecedented global challenges and opportunities, it is becoming increasingly clear that building capacity for selfless service to humanity is an essential task of education. It is heartening to witness how members of the school community found tangible ways to assist one another, and their communities, during a time of crisis.

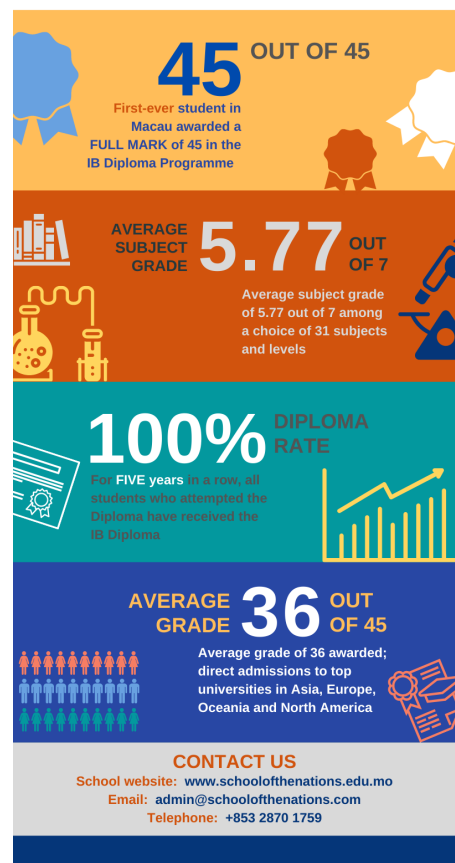


STATISTICS

INTERNATIONAL BACCALAUREATE
DIPLOMA PROGRAMME
MAY2020 Session



SCHOOL OF THE NATIONS
聯合國學校





PARENTS AND THE SCHOOL WORKING IN PARTNERSHIP - BOOK CLUB

Engaging with parents to support the development of students and the school community is an important aspect of the school's approach to education. Book club is a space in which the school engages with parents regularly to strengthen bonds of collaboration in support of students' development. The book club is held once a week, in parallel with the students' after school activities. The books that are chosen are related to parenting and how to support children's intellectual, social and moral development. During 2020, books that were discussed included Happy Family A+, edited by Dr. Kong Siew Huat, 2) Kids' Skills (Chinese version), by Ben Furman, and 3) The Book You Wish Your Parents Have Read (English and Chinese version), by Phillippa Perry. This year there were three groups (Cantonese, Mandarin and English) and each group had a parent or group of parents serving as facilitators. About 50 parents have participated in the book club since it was initiated two years ago. The school is happy to learn from parents' insights and to see how the book club has strengthened friendships and cooperation among parents and between parents and the school.

SPECIAL AND INCLUSIVE EDUCATION

The School of the Nations takes inspiration for its approach to special and inclusive education from the passage above, perceiving every human being as "a mine rich in gems of inestimable value", and seeking to create opportunities for all students to realize their potential.

Toward this end, the school's special education programme creates tailor-made individualized learning programmes for students with special needs. Specialized teachers create an enriching and loving atmosphere with a balance of appropriate academic and life skills. The programme includes individualized academic instruction, the development of life skills, community engagement and targeted inclusion along with speech therapy where necessary.

Additionally, resource teachers support inclusive students with special academic needs across all grades. An Individualized Educational Programme (IEP) is followed for each student, with active parental engagement. The progress made by the students involved in these programmes, and the contributions they have made to the school, are a source of great joy to the school community.

MORAL EMPOWERMENT THROUGH LANGUAGE PROGRAMME

Vision

As Macao has undergone rapid material development over the course of recent decades, the need for educational programmes that equip young people to understand the forces at work in society, assist them to develop their potential and respond to their desire to make a meaningful contribution to society has grown more and more apparent.

It has been widely appreciated that special attention needs to be paid to the well being and development of Macao's youth. Within this population, those between the ages of 11-15, known as "junior youth", have extraordinary potential. It is common in some spheres, however, to see early adolescence as a period of crisis, characterized by impulsiveness and rebellion. The limitations of this perspective, and the unhealthy patterns of behaviour it perpetuates, are increasingly being recognized. Educational programmes that see early adolescence as a stage that is full of promise, and respond to the noble qualities junior youth possess have shown great potential.

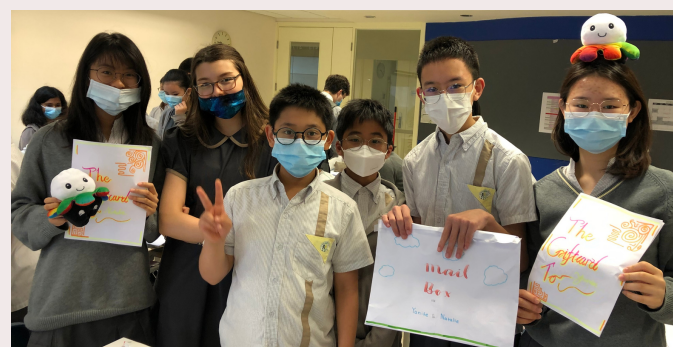
The Badi Foundation is engaging in a process of learning about the development of such an initiative—the Moral Empowerment through Language (METL) Programme—with like-minded organizations including schools, universities, and the Macao Education and Youth Affairs Bureau and drawing on the capacities of a pool of collaborators including older youth, university students and educators. The METL Programme uses a curriculum developed by a network of non-governmental organizations working with junior youth in diverse regions of the world, consisting of stories and activities that invite participants to consider spiritual concepts and meaningful themes within a participatory environment of encouragement and mutual support. The programme engages junior youth in an exploration of reality that helps them to analyse the constructive and destructive forces operating in society and to recognize the influence these forces exert on their thoughts and actions, sharpening their spiritual perception, enhancing their powers of expression and reinforcing moral structures that will serve them throughout their lives.

The METL Programme is implemented within the School of the Nations, as well as in other schools and social spaces in Macao, with the support of the Badi Foundation. Since it was initiated in 2007, over 5,000 junior youth in Macao have participated in the programme.

Participants have arisen to serve their communities in a number of ways, including in the areas of environmental protection, education and animal welfare. We have seen participants express themselves with growing confidence and clarity, apply moral concepts in their daily lives and strengthen bonds of collaboration and friendship within their schools.

EXPERIENCE IN THE SCHOOL OF THE NATIONS

The METL Programme has been implemented within the School of the Nations since 2007. The approach to the programme has evolved based on learning over the years to its current form, which is described as a “3+2 years approach.” This refers to the progression of students through 5 years of involvement with the programme, including three years spanning Primary 6 to Form 2 in which students participate in the METL programme as junior youth, followed by intensive training in their Form 3 year to prepare them for their service in their Form 4 year as animators of groups of junior youth. The activities across these levels are supporting by a specially trained group of teachers and administrators. This approach has proven to be a sustainable way of implementing the programme within the school, while also drawing on the unique ability of older youth to engage junior youth in meaningful conversations, and assist them to overcome challenges and explore opportunities to serve their communities.



While METL Programme activities were initially interrupted at the school in early 2020 due to the pandemic, when in person schooling subsequently resumed at the secondary level, the Form 4 students were able to use online tools to continue their study and discussions with the groups of junior youth they were working with from the Primary 6 level, even though Primary school did not resume in person activities until later. In addition, even after their academic lessons were completed for the academic year, the Form 4 students continued to return to school for several weeks to finish the remaining lessons in the book with their junior youth groups.

Efforts to learn about how the METL Programme is influencing participants also advanced during the year. In addition to learning from regular reflection among all those involved in the programme, an online survey was conducted with Primary 6 participants from School of the Nations in which they were invited to share their reflections. Some of the students' responses are highlighted below.

REFLECTIONS FROM PRIMARY 6 PARTICIPANTS

"I have learnt that confirmation is like a wind that pushes us to achieve our goals in daily life. I also learnt that unity in diversity is very important because if we don't have it, then our communities will tear apart."

"I've learnt that although life can be difficult, always persevere through and it will eventually become better."

"I learned in METL that even though people are in different regions, we all are the same, we are who we are. We learn to forgive and forget the bad things that happen to us and look bright at the future."

"The animator always gives us group activities and discussion to make us more united in a group, and this also helps me to express myself more clearly."

"I can speak out my thoughts truly in METL lesson."

"In METL, I learned that when having an extra hand, it can make the outcome much greater than doing it yourself."

"In METL, I have learnt that we should treat others equally and with kindness even if they have different culture or background. I've also learnt how to share my ideas with other group members and how to communicate with them."

"I have learned that we have to be united and we have to care about others. For example, when you are in a group project, we have to share ideas and when someone has another idea, you also have to consider their idea, not just your own idea."



COLLABORATION WITH OTHER PARTNERS

During the first half of 2020, due to the COVID-19 pandemic, in person school activities in Macao were suspended (from the end of January through early May). The suspension of school-based activities and strict social distancing measures affected the spaces for implementation of the METL programme in local schools in Macao. As engagement with the junior youth in the programme at present is primarily in the classroom setting, we were not able to continue the programme in two of the partner schools (Pui To and Pui Va) during the first half of the year.

During the second half of 2020, due to the favorable conditions in Macao in terms of the pandemic as a result the government's actions and the populations' disciplined adherence to social distancing measures, in person schooling was able to resume. Collaboration with Pui To Middle school resumed in September 2020 as a weekly 90 minute after school activity. A team comprised of two teacher volunteers and one university student volunteer recruited by the Badi Foundation worked with 27 students at Pui To over the course of the second half of 2020. This year the team decided to use the text *Walking the Straight Path*, which draws on the power of stories to convey moral concepts. The animators found that the use of this text assisted the junior youth to participate more actively. It was observed at the beginning of the term that most students were quite shy to express themselves in English. As a result, the team of animators organized opportunities for individualized interactions between themselves and the students, as well as peer interactions between the students, which resulted in increased confidence in some of the students to express their ideas. As one of the animators reflected, "At the moment, although not all students can express themselves with confidence, I see that the shy classmates are trying their best to participate. When I see their progress, I feel an indescribable joy in my heart."



Though METL activities resumed during the second half of 2020 in both the School of the Nations and Pooi To Middle School, we were not able to continue activities in Pui Va, the third school we had been collaborating with recently. METL is offered as a volunteer extra curricular activity in Chinese at Pui Va, and this year not enough students registered for the activity. We believe this may in part be due to the effects of the pandemic and are hopeful that activities in Pui Va may resume in the future.





EXPLORING NEW SPACES DURING THE PANDEMIC

During the first half of 2020, an opportunity emerged to conduct online study of texts from the METL Programme with a few teachers and parents. Through study of the texts, the participants become more familiar with the aims and methods of the programme, as well as the concepts it assists junior youth to understand and apply. Initially, 3 teachers from 3 different schools studied the text, *Habits of an Orderly Mind*, facilitated by two resources from the Badi Foundation. Upon completing their study, the group explored ways to reach out to and engage with junior youth online. Another opportunity that emerged was to study *Habits of an Orderly Mind* with a group of parents, two of whom were social workers. Similar to the experience with the teachers, the participants saw great value in the materials and the approach of the programme, and the study led to the formation of a new junior youth group.

ENGAGING IN DIALOGUE ABOUT THE MORAL EMPOWERMENT OF JUNIOR YOUTH

In November of 2020, a delegation of eight members of the Santa Rosa de Lima English Secondary School was invited to visit the School of Nations. Ms. Candy Ng (Principal), Ms. Daisy Li (Vice Principal), Ms. Joan (English Department Head) and others were accompanied by Dr. Andrina Lou, a consultant for Santa Rosa's English curriculum. It was their first visit to the School of the Nations. Mrs. Candy Fok Sayers, member of the Badi Foundation, and Mr. Vivek Nair, Director of the School of the Nations, and others from School of the Nations and the Centre for Continuing Education participated in receiving the guests. After a brief school tour and introduction, a presentation was shared about the METL Programme and the learning related to training high school students to serve as animators for lower grade students. At the end, the teachers from the two schools had a chance to have conversations about different topics. We are looking forward to further interaction with Santa Rosa and other schools.



CENTRE FOR CONTINUING EDUCATION

The Centre for Continuing Education (CCE) at School of the Nations offers educational programmes and courses seeking to promote community well-being and teacher development.

PROFESSIONAL DEVELOPMENT

During 2020, CCE made strides in its efforts to support teachers to refine their educational practice. An area of focus during the year was working with groups of teachers and administrators within the School of the Nations to explore educational principles, concepts and approaches conducive to empowering students to take charge of their own intellectual and moral growth and contribute to the progress of their communities. Altogether some 20 teachers and administrators participated in these workshops.

Due to the COVID-19 pandemic, a number of external professional development courses that had been planned by CCE had to be cancelled. However, plans are in place to offer these courses in the 2021-22 academic year, either in person or online.

SUMMER PROGRAMME

With the improvement in the situation with COVID-19 in Macao in the spring of 2020, CCE was able to offer a summer programme from mid-July to mid-August consisting of classes and activities for primary and middle school students. In total 140 primary students and 60 middle school aged students from throughout Macao participated.

The summer programme continues to be in high demand as families seek opportunities for their children to improve their English and develop other skills. Thanks to the efforts of parents, staff members and others assisting in the delivery of the programme, the classes offered were well received. After months of confinement and strict social distancing the summer programme provided an opportunity for students from different parts of Macao to come together and learn through a variety of activities and connect with old and new friends.



EARLY CHILDHOOD EDUCATION

The Hidden Gems Early Childhood Education Curriculum was developed by the Badi Foundation over a number of years in conjunction with the School of the Nations kindergarten section. The programme carefully integrates intellectual and spiritual education over a three-year period beginning at age 3 and is organized in three main areas: Character Development, Science, and Math.

Since 2019, a process has been underway to review and revise the curricular materials of the Hidden Gems Programme, drawing on the learning from teachers' experience implementing the programme over the years. Though the review experienced some disruption due to the pandemic in early 2020, it resumed in the latter part of the year. The process includes gathering input from kindergarten teachers at the School of the Nations and consulting about and deciding on changes to be made to the curricular materials. In addition to changes to the content of the programme, the layout and design of the materials, including illustrations and songs, are being refreshed as well. The goal is to have a preliminary version of the teacher's guide for level 1 of the character development materials printed for the 2021-22 academic year, and to draw on the learning from that experience to proceed with revising the remainder of the materials.



FINANCIAL REPORTS

BADI FOUNDATION	USD
INCOME	84,236
Donations and Grants	81,469
Individual Donations	32,957
Institutional Grants	48,512
Other Income	2,767
EXPENDITURES	98,362
Moral Empowerment through Language Programme	54,258
Programme Coordination	53,949
Other	309
Administration and Operations	44,104
Human Resources	36,402
Operational Costs	7,702
SURPLUS/(DEFICIT) for the period	(14,126)

Note: The unaudited financial statement presented above is for the period 1 January 2020 through 31 December 2020

SCHOOL OF THE NATIONS	USD
INCOME	10,006,819
Tuition Fee	7,577,869
Government Subsidy	1,827,550
Other Income	601,400
EXPENDITURES	9,850,289
Student Related Costs	8,397,169
Operating Costs	455,909
Depreciation	997,211
RESERVE	156,530

Note: The unaudited financial statement presented above is for the period 1 August 2019 through 31 July 2020.

DONATIONS AND SUPPORT

Instrumental to the efforts of the Badi Foundation to contribute to material and spiritual progress has been the financial support we have received from individuals, companies and a variety of grant-making organizations. Those who wish to offer financial support can do so in the following ways:

Macao

Donations in Macao currency (MOP) may be made via the following account:

Account Name: Badi Foundation

Bank: Tai Fung Bank

Account Number: 213-1-00067-7

International

Contributions in international currencies can be made via the following account:

Account Name: Badi Foundation

Account Number: 713-7-00941-7

Beneficiary Bank: Tai Fung Bank Ltd., Macao

Bank Address: 418 Alameda Dr. Carlos D'Assumpcao, Macao, China

SWIFT Code: TFB LMOMX

Please send an email to admin@badi-foundation.org so that we can follow up on your contribution.

We express our sincere gratitude for the generous support received in 2020 from individual and institutional donors, including the following organizations:



Vafa Foundation

GOVERNANCE

The Badi Foundation was established in 1990 under the regulations governing nonprofit, charitable organizations in the Macao Special Administrative Region of the People's Republic of China. Under the administrative laws of Macao, the foundation's administrative structure includes a Board of Curators (equivalent to a Board of Directors) and a Board of Administrators. The boards are comprised of members experienced in fields such as development, education, law, business and financial management.

The Board of Curators oversees the overall direction and policies of the foundation and ensures that it practices the highest levels of trustworthiness and accountability. The Board of Administrators, the senior management team of the Badi Foundation, assures that projects and activities are steadily advancing, pursuant to the guidelines established by the Board of Curators. The foundation's School of the Nations in Macau is administered by the school Director and administrative team, in consultation with the School of the Nations Council.

Board of Curators:

Mr. Bijan Farid
Mrs. Candy Fok Sayers
Mrs. Sheedvash Amirkia Farid
Dr. Sona Farid-Arbab
Mr. Victor Ali

Board of Administrators:

Mrs. Candy Fok Sayers
Mr. Victor Ali
Mr. Vivek Vasudevan Nair

Badi Foundation
School of the Nations Building, Rua do Minho, Taipa, Macao S.A.R.
Tel: +853 2884-1257
Fax: +853 2870-1724
Email: admin@badi-foundation.org
Web: www.badi-foundation.org