



BADI FOUNDATION  
巴迪基金会

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# Annual Report 2014



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# **Badi Foundation**

## **2014 Annual Report**

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## Governance

The Badi Foundation was established in 1990 under the regulations governing non-profit, charitable organizations in the Macau Special Administrative Region of the People's Republic of China. As such, the administrative structure of the foundation includes a Board of Curators (the functional equivalent of a Board of Directors) and a Board of Administrators. The Board of Curators, which is comprised of members with rich experience in fields such as development, education, law, business and financial management, 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 is comprised of the senior management team of the Badi Foundation and assures that projects and activities are steadily advancing pursuant to the guidelines established by the Board of Curators. Membership on both the Board of Curators and the Board of Administrators is on a strictly volunteer basis. Beyond the structure provided by the two boards, the president and executive director of the foundation oversee overall operations, the foundation's Beijing Representative Office, which coordinates programs in mainland China and was established in 1997, is overseen by a chief representative and coordinating team, and the School of the Nations is administered by a director and administrative team.

### Board of Curators

Mr. Bijan Farid  
Mrs. Sheedvash Amirkia Farid  
Mr. Tarrant Matthew Mahony  
Dr. Lori McLaughlin Noguchi  
Mr. Shane Tedjarati

### Board of Administrators

Mr. Victor Ali  
Ms. Shareen Ahmed Farhad  
Mr. Vivek Vasudevan Nair  
Dr. Lori McLaughlin Noguchi  
Ms. Zhang Wei

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The Badi Foundation wishes to express its heartfelt gratitude to the individual and institutional supporters who have contributed financial support during 2014, including the following organizations:



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# Introduction

Badi Foundation is dedicated to working shoulder to shoulder with like-minded individuals, institutions and groups, along with a network of collaborators at the grassroots, to contribute to the material and spiritual development of local communities in China.

Our work is rooted in a conviction that the human being is essentially noble and possesses vast potentialities; that each human has the right and responsibility to take charge of his or her own moral and intellectual development and to work for the betterment of the community.

As a result, the foundation's programs seek to support the establishment of locally-based institutions whose purpose is to work harmoniously with their governments and communities to contribute to the releasing of human potential.

The Badi Foundation was established in Macau in 1990, where it is registered as a non-profit charitable organization. We established a representative office in Beijing in 1997, registered with the State Administration of Industrial and Commercial Affairs.

## Program Areas:

- Through our Institutional Capacity Building Program, we support the establishment of community-based organizations in rural and semi-rural regions of China and strengthen their institutional capacity to effectively carry out programs that build capacity among youth and women.
- Our School of the Nations in Macau S.A.R and Macau Moral Empowerment through Language Program seek to nurture the physical, intellectual and spiritual development of children and youth, and to develop their capabilities to contribute to the well being of their families and communities.
- We engage in collaboration and exchange with like-minded national agencies in government and civil society on themes such as the participation of civil society in development efforts, the moral empowerment of junior youth and youth, and strengthening self-development capacity in rural populations.



*Participants at a seminar for reflecting on the empowerment of youth in their local communities*





## Badi Foundation's Approach to Development

Since its establishment in 1990, Badi Foundation has sought to empower and build capacity in local populations to promote the well-being of their local communities. Our work is rooted in the conviction that each human being possesses vast potential to grow, intellectually and spiritually, and contribute to the betterment of his or her community. We strive to work shoulder to shoulder with individuals, institutions and communities to contribute, however modestly, to the material and spiritual development of China.

Badi Foundation carefully avoids approaches to development that, deliberately or inadvertently, reduce people to passive consumers of goods and services or mere bundles of problems that can be resolved from the outside. We assess the success of programs and projects on the basis of the extent to which they:

- Are in accord with universal principles such as the oneness of humanity, the need for justice in society and the equality of women and men
- Spring from the aspirations of the participating populations and institutions
- Consider the existing capacities of the participating populations and institutions, and assist them to increase their capabilities
- Concentrate primarily on the liberation of human potential through educational processes
- Seek greater degrees of self-reliance and interdependency, and avoid relations of dependency
- Provide for the permanent and systematic exchange of ideas and opinions among all participants
- Consider not only the material aspect of life but also the social and spiritual components
- Recognize the interrelation of social structures and the individual, and work simultaneously for the development of the individual and the improvement of the social environment
- Utilize the fruits of advanced science and technology, and operate in accordance with the highest standards of human and cultural values and wisdom
- Are conducive to the best interests of society, and not to the vested interests of a few individuals or groups
- Do not entail responsibility for the implementation of large-scale development plans, but do enhance the capability of peoples and institutions to participate in such plans
- Contribute to the strengthening of unity and harmony and avoid any relationship with divisive forces or movements
- Promote cooperation and mutual assistance, and do not engender a competitive spirit



*Rural women participants of the Environmental Action Program in Yingjiang County, Yunnan Province*

## 2014 Overview

The year 2014 was a fruitful one, as the Badi Foundation continued to work shoulder to shoulder with friends and collaborators in mainland China and the Macau Special Administrative Region to contribute to the balanced material and spiritual development of local communities. As detailed below and in the following pages, the year saw significant growth across the foundation's programs as well as those of the community-based organizations with which we are collaborating, providing a sound basis for further progress in the coming year.

### Mainland China Program Developments

Through our Institutional Capacity Building Program, we continued to collaborate with a network of community-based organizations in rural and semi-rural regions of mainland China to learn to empower and build capacity in rural women and junior youth. In 2014, the Badi Foundation collaborated with 30 program groups and community-based organizations operating in 13 provinces of mainland China, including Qinghai, Gansu, Sha'anxi, Shanxi, Yunnan, Guangxi, Hebei, Liaoning, Shandong, Hunan, Anhui, Guangdong and the Ningxia Hui Autonomous Region. Of the 30 collaborating organizations, eight are registered as non-profit organizations under the laws of mainland China, and all organizations work in close collaboration with government agencies and institutions in their local communities.

During 2014, these community-based organizations worked with 9,377 rural women and junior youth – a 40% increase in participants reached over 2013. This brings the total number of program participants since the Institutional Capacity Building Program's inception in 2005 to more than 36,000. In addition to the increase in size, community-based organizations

accompanied rural women and junior youth to engage in a diverse range of service projects in their local communities – including those related to environmental awareness, public health and sanitation, nutrition, cultural enhancement and economic development. The programs of these organizations are concerned not with merely providing charitable goods and services to local populations, but rather empowering and strengthening capacity in local populations to actively contribute to the social and economic well-being of their local communities. That the community-based organizations are working with increasing numbers of rural women and junior youth, who, in turn, are engaging in acts of service to the community, is a promising trend that will hopefully lead to a rise in the capacity of human resources at the grassroots who can actively contribute to the social and economic development of local communities over time.

The community-based organizations also made efforts to strengthen their institutional capacity, particularly in the area of financial management. Two regional seminars designed to build capacity in Badi collaborating community-based organizations



to strengthen their financial management systems were held in collaboration with Enyou Finance—an agency specializing in strengthening financial management capacity in Chinese NGOs. Community-based organizations at each seminar studied principles and concepts related to the use of financial resources in non-profit organizations and participated in training in a

financial management system designed especially by Enyou for use by Badi Foundation collaborating community-based organizations. The majority of the organizations have already begun actively implementing modified financial management systems, with ongoing assistance and support from both Enyou and the Badi Foundation.

## Macau Special Administrative Region Program Developments

This year saw continued progress with the School of the Nations' efforts to nurture the physical, intellectual and spiritual development of children and youth, and to develop their capabilities to contribute to the well being of their families and communities. Along with the school's student body continuing to grow, notable developments during the year include the establishment of a new middle school division within the school—comprised of students from the classes of Primary 6, Form 1 and Form 2—designed to more effectively release the potentialities of this special age group and assist them to develop their capacity for service. The school also continued its efforts to serve as a resource for the advancement of educational processes in the Peoples' Republic of China through mutually enriching visits and exchanges with mainland schools and education bureaus. During 2014, this process was advanced through a visit of a delegation of teachers from the Jinhong Middle School in Lijiang Yunnan Province to the School of the Nations in February 2014 as well as a visit by a group of School of the Nations students to the Jinhong Middle School in October 2014.

The efforts of the foundation's Macau S.A.R. Moral Empowerment through Language Program were bolstered with the support of a growing number of volunteers committed

to service to their communities. In 2014, the program worked with over 20 volunteers to collaborate with 5 schools and the Macau Education and Youth Affairs Bureau to reach over 600 junior youth. This brings the total number of participants in the program since its inception in 2007 to over 2,400. The year saw junior youth participants in the program use their creative talents to begin to address needs they identified in their community, and the establishment of a relationship with Macau's Institute for Tourism Studies Volunteer Circle to offer trainings designed to assist university students to begin to serve their community by accompanying groups of junior youth as they study the texts of the program and undertake artistic, social and service activities.



*Students from the School of the Nations participate in an activity with students from Jinhong Middle School in Lijiang City, Yunnan Province*

## Government and Civil Society Collaboration Developments

In 2014, Badi Foundation collaborated with a variety of national-level agencies in government and civil society, including the International Cooperation Division of the National Development and Reform Commission, State Council Leading Group Office of Poverty Alleviation and Development, Macau Education and Youth Affairs Bureau, the China Association for NGO Cooperation, the Macau Foundation and the NGO Research Institute at Tsinghua University. Badi Foundation and the Tsinghua NGO Research Institute jointly hosted three roundtable meetings in 2014. The roundtable meetings brought together a diverse group of representatives from different segments of government, civil society, and the private sector, including grassroots non-profit organizations, international NGOs, foundations, corporations,

and national government agencies and government organized civil society organizations to engage in dialogue and exchange on themes such as the promotion of balanced material and spiritual development, and the strengthening of “self-development capacity” in rural populations.

For the fourth year, we continued to collaborate with the Macau Education and Youth Affairs Bureau (DSEJ) to offer elements of the Moral Empowerment through Language Program through the DSEJ's summer program. The foundation was also grateful to receive funding support for the Macau Moral Empowerment through Language Program from both the DSEJ and Macau Foundation in 2014.



*Badi Foundation staff accept an award for "Outstanding Contribution" from the China Charity Federation*

Badi Foundation also had the opportunity to collaborate with the Chinese Association of NGO to carry out a series of institutional capacity building trainings with grassroots NGOs operating in China's northwestern region, and to participate in a variety of seminars and conferences related to civil society and development, including the 2014 China Charity Fair organized by the Ministry of Civil Affairs.

## China Charity Federation-Badi Community Development Fund

In 2014, the China Charity Federation and Badi Foundation worked together to strengthen and develop the efforts of the China Charity Federation-Badi Community Development Fund ("CCF-Badi Fund") to support projects that promote capacity building of local populations in China's rural regions. Donations to the CCF-Badi Fund exceeded 1,000,000 RMB in 2014, enabling greater support for collaborating CBOs operating at the grassroots, as well as other worthy projects. Representatives from the China Charity Federation demonstrated their strong support for the CCF-Badi Fund by attending a seminar held in Lijiang, Yunnan Province for 8 CBOs in July of 2014. Also in 2014, the CCF-Badi Fund was among a select group of projects to be receive an award for "Outstanding Contribution" at an event commemorating the 20th anniversary of the China Charity Federation.

We are deeply grateful for the diverse support and contributions that helped make these developments possible, and look forward to working together in the coming year towards the releasing of the vast potential of China's people and institutions.

## 2014 Highlights

- Badi Foundation collaborated with 30 program groups and community-based organizations operating in 13 provinces.
- Collaborating community-based organizations and program groups reached 9,377 women and junior youth, a 40% increase over 2013.
- Badi Foundation collaborated with Enyou Finance to organize two regional seminars designed to build capacity in collaborating community-based organizations to strengthen their financial management systems.
- Badi Foundation and the Tsinghua NGO Research Institute jointly hosted three roundtable meetings in 2014 involving representatives from different segments of government, civil society, and the private sector exploring themes such as the promotion of balanced material and spiritual development and the strengthening of "self-development capacity" in rural populations.
- School of the Nations established a new middle school division designed to more effectively release the potentialities of this special age group and assist them to develop their capacity for service.
- School of the Nations continued its program of visits and exchanges with Jinhong Middle School in Lijiang Yunnan Province, with two such visits occurring in 2014.
- Macau Moral Empowerment through Language Program worked with over 20 volunteers to collaborate with 5 schools and the Macau Education and Youth Affairs Bureau to reach over 600 junior youth.
- Macau Moral Empowerment through Language Program received funding from the Macau Education and Youth Affairs Bureau, Macau Foundation and Vafa Foundation in 2014.
- The China Charity Federation-Badi Community Development Fund received an award for outstanding contribution at an event commemorating the 20th anniversary of the China Charity Federation.



*Members of grassroots community-based organizations and Badi Foundation at a seminar for strengthening financial management capacity in non-profit organizations*

## Institutional Capacity Building Program

The Institutional Capacity Building Program identifies individuals from China's rural and semi-rural regions who aspire to be of service to their local communities. Interested individuals are invited to attend a 3-month training to learn about social and economic development theory and practice, institutional capacity in non-profit organizations and the policy environment for NGOs operating in mainland China. Badi Foundation then assists individuals who have completed the training to establish their own community-based organizations in their hometowns. Support for these organizations is provided in the form of ongoing training and accompaniment as well as seed funding.

In 2014, Badi Foundation collaborated with 30 agencies in 13 provinces of mainland China, including Qinghai, Gansu, Sha'anxi, Shanxi, Yunnan, Guangxi, Hebei, Liaoning, Shandong, Hunan, Anhui, Guangdong and the Ningxia Hui Autonomous Region. Of these 30 collaborating organizations, eight are registered as non-profit organizations under the laws of mainland China, and all organizations work in close collaboration with government agencies and institutions in their local communities.

The basic program methodology and process is as follows:

*Identification of service-oriented individuals*

*3-month training in social and economic development, NGO policy and management*

*Establishment of community-based organization in hometown*

*Ongoing training, accompaniment, and seed funding*



## Location of Collaborating Community-Based Organizations and Program Groups



In 2014 the Badi Foundation supported **17** community-based organizations and program groups that implemented the Moral Empowerment through Language Program in **25** communities and local schools, working with **7,272** participants during the year. To date, the community-based organizations and program groups implementing the Moral Empowerment through Language Program have reached **26,954** participants.

In 2014 the Badi Foundation supported **13** community-based organizations and program groups that implemented the Environmental Action Program in **25** communities in collaboration with **39** local government agencies, working with **2,105** participants during the year. To date, Environmental Action Program trainings conducted by the community-based organizations, program groups and Badi Foundation have reached **9,642** participants.



## Developments in Program Size and Quality

A unique feature of the Institutional Capacity Building Program (“ICB”) is that it provides collaborating CBOs with the opportunity to study and implement educational programs that have been proven, on the basis of accumulated grassroots experience, to strengthen self-development capacity in local populations. This feature of the ICB is designed to enable collaborating CBOs to go beyond development programs that merely provide goods or services or reduce local populations to bundles of problems to be solved from the outside. Rather, the CBOs focus their efforts on empowering local populations and strengthening their capacity to identify and take fruitful initiative to promote the social and economic well-being of their local communities. In this manner the CBOs both benefit from the existing learning that has accumulated over time and generate new insights that can be shared for the benefit of others working towards the well being of their local communities.

The two programs that are currently available to collaborating CBOs are the Moral Empowerment through Language program (“METL”) and the Environmental Action Program (“EAP”). These two programs seek to empower and strengthen capacity in youth ages 12-15 (“junior youth”) and rural women, respectively. Of the 30 collaborating CBOs, 17 implemented the METL and 13 implemented the EAP in 2014. Both programs involve participants in an ongoing process of action and reflection on action aimed at identifying and addressing the development needs of their local community, supported by a strong component of study. More specific information on these programs is available in later sections of this report.

In 2014, the 17 agencies implementing the METL worked with a total of 7,273 junior youth, representing a 37% increase over 2013. In addition to the increase in the numbers of junior youth participants, junior youth also initiated numerous service projects, including those related to public health and sanitation, environmental awareness and care of younger children and youth. Gradually, we are seeing how the program can engage the interests of junior youth and channel their energies into service to the wider community. We are also seeing how the service activities carried out by the youth can naturally increase in complexity over time and have a greater impact on

community development. For example, one group of youth in Shanxi province initially decided to promote the well-being of their village through a project to pick up trash that had been littered in common areas. In the process of cleaning up the trash, they noticed that a great deal of the accumulated refuse was made up of packaging from junk food that had been purchased by primary school children on their way home from school. This led to an effort to educate the primary school

children about the importance of good nutrition as well as to encourage local shopkeepers to stock healthy snacks. While the effort is a simple and small one, it is a demonstration of how an appropriate educational environment can enable junior youth to gradually develop a more complex understanding of their community and take increasingly sophisticated action to identify and address development needs.

**This feature of the ICB is designed to enable collaborating CBOs to go beyond development programs that merely provide goods or services or reduce local populations to bundles of problems to be solved from the outside. Rather, the CBOs focus their efforts on empowering local populations and strengthening their capacity to identify and take fruitful initiative to promote the social and economic well-being of their local communities.**

Similar advances were made in the implementation of the Environmental Action Program from among the 13 CBOs who implemented the program in 2014. In 2014, these CBOs worked with a total of 2,105 program participants, an increase of 53% over 2013. 2014 also saw a rise in the community development projects initiated by rural women engaged in the program, including those related to public health and sanitation, cultural enhancement (especially through performance of traditional dances) and small-scale economic and agricultural development. For example, in one local community in the Ningxia Hui Autonomous Region, a group of local women, after their participation in the EAP, decided to begin carrying out traditional dance performances for their local community. The regular meetings to practice dance routines have also served as an informal women’s support and empowerment group, in which participants formed strong bonds of friendship and supported each other as they faced common challenges in their families and personal lives. The women are now trying to incorporate an element of environmental awareness into their performances by writing and performing “couplets” or traditional two-verse poetry focused on themes related to environmental protection.

In both programs, the foundation is also witnessing the emergence of a growing number of human resources that

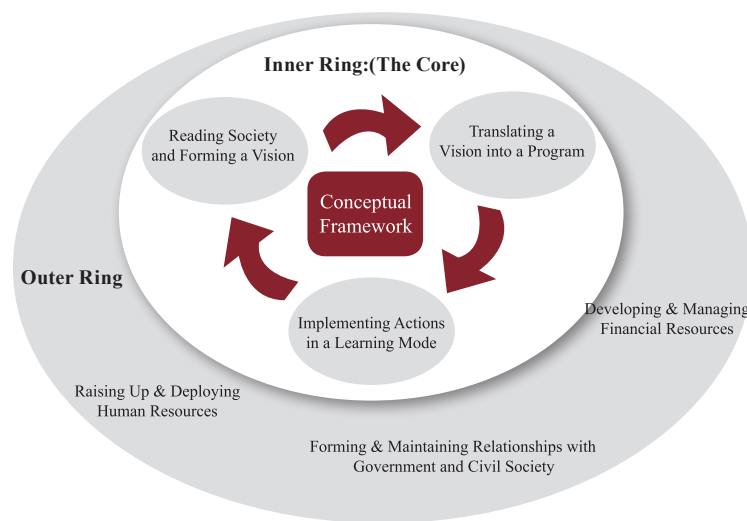
can take on increasing responsibility for expanding and consolidating the program in their local region. For example, in a number of the METL CBOs, youth who have completed the program and gone on to study in high school or university are returning to work as volunteers to assist younger youth to study

the program texts and carry out service activities. For CBOs carrying out the EAP, a number of rural women are emerging from groups of program participants that are naturally engaging other rural women in the program and in some cases even serving as facilitators of the EAP course material.

## Developments in Institutional Capacity

The ICB also seeks to strengthen a set of seven institutional capabilities in collaborating CBOs. These institutional capabilities and their relationship to each other are depicted in the chart below:

In 2014, the Badi Foundation made special efforts to strengthen financial management capacity in collaborating CBOs. Badi Foundation partnered with Enyou Finance – an agency specializing in building financial capacity in Chinese NGOs – to assist CBOs to develop their financial management capacity. Initially, Enyou carried out on-site evaluations of five collaborating CBOs to identify common financial management needs. On the basis of identified needs, Enyou developed a comprehensive financial management system for use by Badi collaborating CBOs. Finally, collaborating CBOs were trained to use this system during two regional seminars that took place in the summer of 2014 in Lijiang City, Yunnan Province and Beijing, respectively. Badi staff and Enyou are continuing to partner to provide follow up accompaniment and support to implement the financial management system, as well as to ensure that CBOs develop an enhanced understanding of financial management principles and practices relevant to non-profit organizations.



Parallel to strengthening financial management capacity, many CBOs are also learning to develop funds from the wider community. While Badi Foundation provides CBOs with seed funding during their earlier years, CBOs from the very outset strive to develop material support from the wider community, as well as from grant-making institutions. Many CBOs are developing funding and in-kind support from their local communities in the form of fees for books and materials or venues for study and training. To date, three CBOs have successfully applied for funding from grant-making institutions.

## Developments in External Collaboration

From the earliest days of their establishment, the CBOs Badi Foundation collaborates with work to form and maintain relationships with government institutions and the wider community in their respective localities. Through developing relationships of transparency and trust, many CBOs have won the support of their local government and community and, as of 2014, nine CBOs have registered as non-profit organizations in mainland China. Badi Foundation is hopeful that, working together with the CBOs, the ICB program can contribute to a learning process about the power of social organizations to contribute to the balanced development of China.

In addition to forming strong relationships with government, collaborating CBOs also find it essential to strengthen relationships with the wider community. One of the most effective ways to do this has been through visits to the homes of junior youth or rural women participants. Many CBOs are learning that through developing relationships with family members of the rural women and youth with whom they work, they can learn more about the lives and needs of program participants as well as engage interested family members in efforts to contribute to the development of their local communities.



*Rural women in Baoji Village consult about improving the economic development of their community*

## Using Spiritual Principles in a Community Economic Development Project

During a consultation meeting in Baoji Village, Lijiang City, Yunnan Province in July of 2012, Villager He Xianxiu shared with 18 other rural women her own experience planting konjac (a starchy vegetable used to make flour and jelly): “Last year, I did not dare to plant too much. I only planted seven subdivisions of konjac. This year, konjac seeds are selling for 15 RMB per kilogram, and konjac sells for 3.8 RMB per kilogram. I applied the principle of “diversity brings stability” from the Environmental Action course and intercropped chili pepper, corn and sunflower. My total income was 4,500 RMB. I calculated and realized that the income from one ‘mu’ of corn would be only 1,000 RMB. This would be as though the price of konjac dropped to 0.8 RMB per kilogram. It is like planting money in the ground! If people are willing to try, I am happy to share my experience and learning. I think that in the future if more and more people in our village want to plant crops together, we can learn how to cooperate to manage the farming, sell the crop and develop our village together.”

At the beginning the consultation would usually entail activities to clean up the village or form traditional Naxi dance troupes. Gradually, the activities and consultation moved to how to invest in small economic projects and gain the support of one’s family, how to invite more villagers to participate in the consultation and how to incorporate some of the concepts from the Environmental Action Program, such as empowerment, unity, collaboration, justice and love into the group service activities.

“He Xianxiu was one of the first of 12 women in the village to plant konjac. At this meeting, she shared her experiences with other women who were interested in planting the crop. By the end of 2014, the villagers had consulted and decided on a ‘flowing seed fund plan’, which had enabled them to expand the konjac planting activity to 30 homes, with a total of 36 mu of konjac planted. The average income of each family grew to about 13,000 RMB – approximately 3 times more than they had previously made from planting crops.”

Lijiang Hehe Jiayuan Community Service Center (“Hehe Jiayuan”) is a community-based organization collaborating with the Badi Foundation. In Baoji village, after completing study of the Environmental Action Program course materials and with accompaniment from Hehe Jiayuan, rural women participants began to initiate



regular consultation meetings to consult and decide upon plans of action for service to the community. At these meetings, the women would usually explore different opportunities for collective activities to serve the community. For example, at the beginning the consultation would usually entail activities to clean up the village or form traditional Naxi dance troupes. Gradually,

the activities and consultation moved to how to invest in small economic projects and gain the support of one's family, how to invite more villagers to participate in the consultation and how to incorporate some of the concepts from the Environmental Action Program, such as empowerment, unity, collaboration, justice and love into the group service activities.

## Ongoing Consultation to Identify Needs and Participate in Planning

The small economic project to plant konjac started in 2010 when Hehe Jiayuan implemented the Environmental Action Program in Baoji village. The organization's director Xiao Guan explained: "Typically, after studying the Environmental Action Program course materials, rural women participants start to create action plans for carrying out service to the community. Usually these plans start out very small, for example cleaning the village or establishing traditional Naxi dance troupes. But gradually I will begin to talk with the women and ask them what other activities they can carry out besides these. Very naturally, everyone will begin to talk about economic development projects, and these will become the subject of our consultations."

During one consultation meeting in June of 2011, the women were discussing the challenges involved in planting qingcigu (a local crop used to produce oil). Yu Ping, one of the participants, mentioned that she planted three konjac plants in her backyard. To her surprise, the konjac sold for 3.8 RMB per kilogram, and from only three plants she earned 50 RMB. She asked everyone if they wanted to try planting konjac. No one knew what konjac was used for or where to sell the konjac plant once it was harvested. They decided to go to Hehe Jiayuan to ask for assistance.

As a community development program, a core principle of the Environmental Action Program is to encourage rural people to identify the needs of their community and actively participate in the planning and implementation of projects to address these needs. This is distinct from more common development projects that tend to treat local people as mere beneficiaries of projects and plans created from the outside. Therefore, once Hehe Jiayuan understood the needs of the rural women, the organization refrained from providing direct assistance. Rather, it encouraged the participants to think about how to resolve the needs they had identified themselves.

After a few consultations, everyone did some research via telephone and the internet and was very happy to learn that Lijiang was home to a single konjac processing plant. Four rural women participants, together with Xiao Guan, visited the processing plant to discuss their plans and bargain with

the manager. The final agreement was that the women would purchase konjac seeds from the plant at 4 RMB per kilogram and would begin planting it during the spring. This news made the villagers very excited. Hehe Jiayuan encouraged the rural women to continue to consult and make detailed plans, so that they would be successful in carrying out the project.

In the process of carrying out development programs, we have always upheld the principle of starting small and gradually and organically increasing in size, rather than making big plans at the beginning. In the end everyone made the following decision: participation in the project was voluntary and required the consultation and support of each participant's family members. The planting would start from a very small plot of land and would gradually increase in size so as to avoid the risk of a large financial investment early on. During the process if the group encountered challenges and difficulties, they would draw on the spiritual and scientific principles in the Environmental Action Program course materials to resolve these problems. The collective development of the community was one aspect that was consistently present in the consultations of the rural women – they decided to share space on their own family's plots of land to enable contiguous planting of the konjac plant.



*Rural women in Baoji Village weigh konjac seeds*





*Hehe Jiayuan founder, Guan Xuebao, assists rural women with their konjac planting project*



*Konjac plants harvested in Baoji village*

Due to the drought in Yunnan that year, the konjac processing plant raised the price of seeds to 5 RMB per kilogram at the start of spring. Due to this price increase, a number of the 19 families that had originally planned to participate in the project dropped out, leaving only 12 families that continued to be interested in participating. Before the project had begun, the four rural woman once again visited the processing plant together with Xiao Guan and met with the technician. They invited him to their village to test the soil and study with the

women a handbook on planting konjac. The diligence of the women achieved many good results the following year and their income increased. But this project did not lead only to economic improvement. During this process, the women also strengthened their skills of planning and implementation and their technical knowledge. Throughout this process, the spiritual principles they had learned in the moral empowerment sections of the course had a great impact on their efforts.

## Community “Flowing Seed Fund Plan”

Because of the konjac planting project, 12 homes had a significant increase in income. Very naturally, these families wished to expand their production of konjac. But the price of konjac seeds had risen to 10 RMB per kilogram. This price increase greatly worried the rural women. Even if they invested all of the income they had received from the prior year’s crop, the money would still not be enough to purchase all of the konjac seeds they needed. Hehe Jiayuan had not prepared to give any financial assistance to the economic project that was carried out by the rural women. But when Xiao Guan saw the plans and diligent efforts of the women, as well as the increase in their capacity to use spiritual principles to resolve problems, he was greatly moved. After consultations with the organization’s funders as well as with the women themselves, the idea of a “Flowing Seed Fund Plan” for the community emerged. According to this plan, a total of 12,000 RMB would be distributed among the 12 families that had carried out the konjac project so that they could purchase additional seeds and expand their production of konjac. Two years later, in 2014, these funds would be given, in the form of 100 kilograms of konjac seeds, to twelve additional families. Every two years in this fashion, the funds would flow forward to another twelve families in the form of konjac seeds. Families that received the seeds would have to sign a contract with Hehe Jiayuan to ensure

they would manage the konjac crop well, so that the funds would not be wasted.

The flowing seed fund plan was inspired by the concept of the oneness of mankind in the Environmental Action course materials. The community members did not only focus their development efforts on themselves and their own families – they naturally wished to share their knowledge and experience with each member of the community and advance the development of the community as a whole. As of November 2014, the income of the initial 12 families participating in the konjac planting project had grown to over 40,000 RMB. They also had distributed the 100 kilograms of konjac seeds to an additional 12 families.

He Xianxiu shared her reflections on the project: “In the beginning, I did not understand the meaning of ‘the oneness of humanity’. But now I understand that it means that when everyone works together and loves and supports each other, we become as one big family. Once our village becomes like a single family, we can gradually help more and more people enter this big family. I now have confidence and am very happy to share my knowledge about planting konjac with everyone. We can all grow richer together!”



*Rural women oversee planting of 36 Mu of konjac, leading to a threefold average increase in the income of each family*

## The Impact of Local Institutions on Community Development

“In implementing the Environmental Action Program in Baoji Village, whether studying the Environmental Action training materials or accompanying participants to initiate activities, I always emphasized that this project was the villagers’ own project and not Hehe Jiayuan’s project”, said Xiao Guan. One of the fundamental principles of the program is to help the villagers avoid dependency on outside resources and to raise their self-development capacity. Hehe Jiayuan’s program has gradually evolved from the earliest stages of helping villagers consult and decide on their own plans, to identifying and raising up individuals from within the community to serve as local facilitators of the Environmental Action Program and strengthening their capacity to contribute to the sustainable development of their communities. All of these activities are focused around the core goal of “capacity-building”. Currently, He Xianxiu and her neighbor have become Environmental Action Program facilitators, and are working with Hehe Jiayuan to strengthen their capacity to contribute to community development.

From the development process of Baoji village, we can see that the villagers not only learned to draw on the process of consultation, action and reflection to create a successful small economic project, but in the process of implementing this project they drew on both scientific and spiritual principles to address problems and challenges, ensure that the benefits of the project flowed to more and more people and raise their self-development capacity. Hehe Jiayuan also drew on a process of learning to strengthen its own institutional

capacity. As of the end of 2014, Hehe Jiayuan had grown from a single founding member to full-fledged community-based organization with three full-time staff. It had carried out the Environmental Action Program in 19 villages, with more than 900 rural participants benefiting from the program. It was also continuously engaging in dialogue and collaboration with local government agencies. The organization’s capacity to develop and manage financial resources also increased significantly. The Badi Foundation provided seed funding to assist the organization during this process. As Hehe Jiayuan’s impact on the development of the community increased, it began to draw attention from other foundations. It is now receiving funding from two other foundations, aside from the Badi Foundation. The members of one of these foundations shared: “In our funding collaboration, we have learned a great deal from Hehe Jiayuan’s attitude of truthfulness, cooperation and consultation. This year, we are increasing our support for Hehe Jiayuan from 20,000 RMB to 90,000 RMB.”

Xiao Guan has said: “What makes me the most happy about the project is that the villagers are using spiritual principles in their daily life. These values and ideas are not only influencing individuals and families, but they have an influence on the entire community. Look, now more and more men are participating in the program activities! I now have more confidence than before, I believe that these moral and spiritual principles are very important factor in the practical development of our local communities.”





*Rural women in Xijicounty, Ningxia Hui Autonomous Region study the Environmental Action Program course materials*

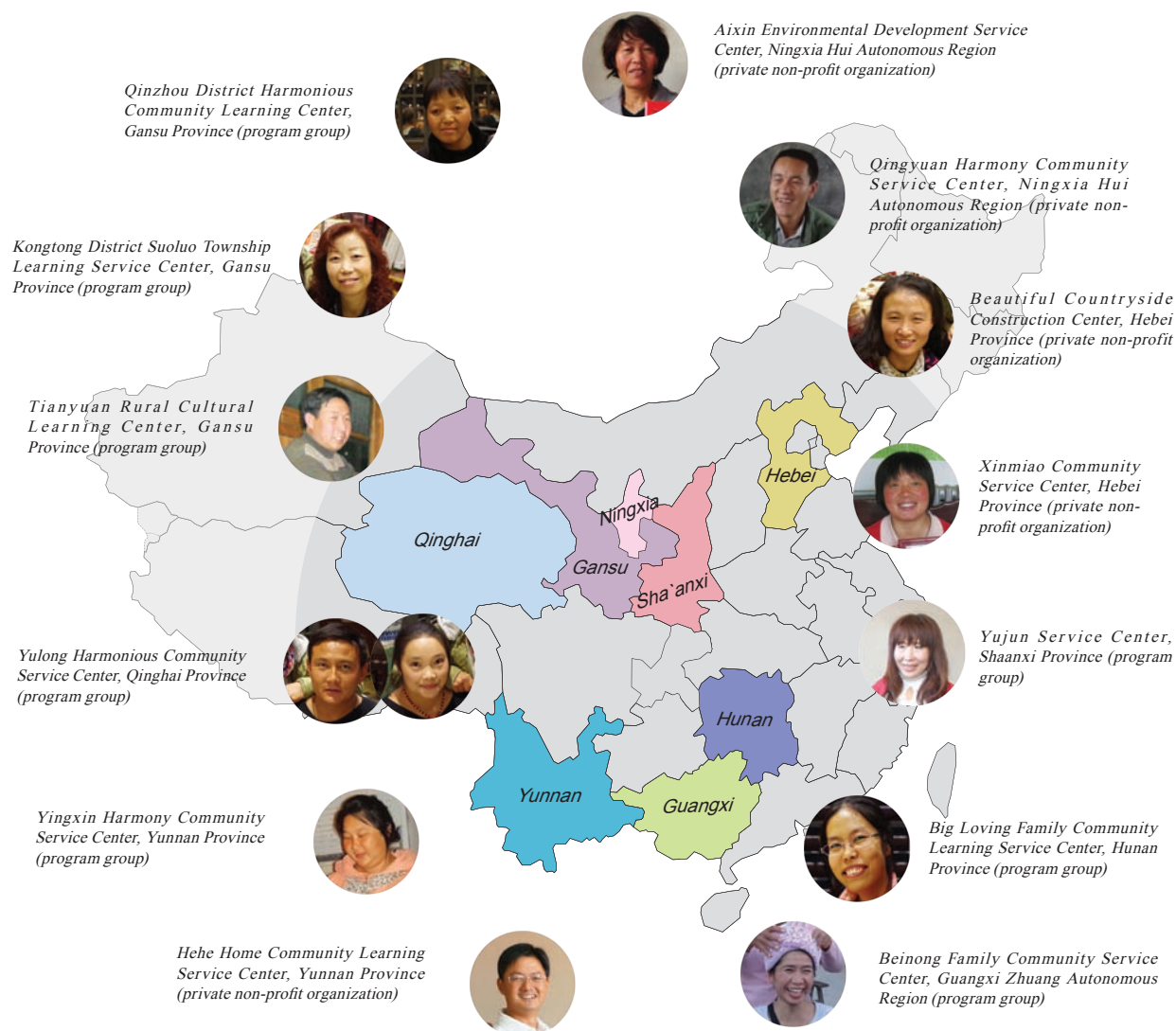
## Environmental Action Program

The **Environmental Action Program** empowers and builds capacity in rural women to contribute to the sustainable social and economic development of their local communities. Women are a special population with great potential to use their spiritual and intellectual capacities to address the sustainable development needs of rural communities. As more and more men leave rural areas to find work in cities, women are often left as the heads of the households and have primary responsibility for the well-being of the family as well as agricultural production.

The EAP is an educational program that assists rural women to recognize their own potential and develop their inherent capacity to contribute to the sustainable social and economic development of their local communities. At the core of the program is a series of educational materials that strengthen confidence and group decision-making skills, as well as develop understanding of scientific concepts and principles related to agricultural production and environmental protection. Features of the program include:

- Study takes place in a participatory environment that allows for discussion and reflection among small groups of participants
- Study is followed by action-planning in which groups of participants identify the needs of their community and initiate actions aimed at improving some aspect of community life
- Facilitators accompany participants to start with small and simple community development projects, and gradually develop the capacity to carry out more sophisticated tasks to address community development needs
- Community development projects are often complemented by cultural activities, such as traditional dance groups, that strengthen bonds of friendship among participants and enrich community life
- Study and action are complemented by visits to the homes of participants and strengthening of family and community relationships

During 2014, 13 CBOs collaborated with Badi Foundation to implement the Environmental Action Program in 8 provinces of mainland China.



A Badi Foundation staff member visits a community-based organization in Yulong County, Qinghai Province



Members of a community-based organization in Gulang County, Gansu Province



## Environmental Action Program Feedback:

*“Due to the influence of traditional ideals, some rural women lack confidence. They do not feel comfortable sharing their opinions, and instead rely on the decisions of their families and husbands. After studying this course, they undergo a visible transformation. For example, in our village there were several women whose husbands had left to find work in cities during the spring planting season. Typically, these women would have lacked confidence when it came to managing their family farms. But instead they worked together to initiate a cooperative farming group. Some of them prepared the soil, others spread fertilizer, others laid film for the crops. Talking and laughing together, they planted each family’s field in neat and tidy rows. They even bragged that they planted better than the men!”*

— **Gansu Province, Gulang County Tianyuan Xiangcun Cultural Development Center Director, Liu Jun**

*“Wang Lijun had always thought about planting more ‘mu’ of celery crop. However, she lacked the technical know-how and was concerned that the yield would be too low and she would not be able to obtain a high price for the crops at market. She repeatedly hesitated to expand her celery crop. After studying the spiritual principles in the Environmental Action course, as well as the case studies about rural women helping each other to carry out community development activities, she shared her new knowledge and insights with her husband, mother-in-law and neighbors. When her husband would gamble or spend too much money, she patiently encouraged him to give up these bad habits. When her mother in law was ill and in the hospital she patiently took care of her. She even uncomplainingly purchased a massage therapy machine for her mother-in-law to help reduce her pain and suffering. Also, she gained more confidence in her own ideas to expand her celery crop. This year, she planted five more ‘mu’ of celery crop. She also is interested in collaborating with other families to establish a rural cooperative for planting celery.”*

— **Ningxia Hui Autonomous Region, Xiji County Harmonious Community Service Center Director, Zhang Shidun**

*“While studying the course, participants gain capacity to build unity and improve relationships in their community, individual and family lives, to educate their children and to enhance their agricultural production. They express greater generosity, understanding and mutual support. Through the study, they experience a higher standard of living as well as greater enjoyment of life.”*

— **Yunnan Province, Yingjiang County Yingxin Harmonious Community Service Center Director, Mo Ting**

*“The family is the most basic unit of society. It is the foundation of love for each individual. Only when we establish harmonious families can we establish harmonious and prosperous communities. Let us then establish the consciousness of the equality of women and men, create an environment of love and respect for women and protect them from domestic violence, build the concept of a “civilized family”, advance the development of true gender equality, harmonious relations, and a mutually caring and supportive family environment. In this way, we can more quickly and effectively advance the development of our communities.”*

— **Hebei Province, Zhengding County Meili Xiangcun Community Service Center Member, Lu Xiaoyan**

*“Before I never really liked talking with other people. I had a sense of inferiority, and I think I was a little depressed. Since participating in this study, meeting with others and talking about our joys and challenges, my attitude has improved. The section in the course on human relationships has especially helped me appreciate others a bit more. My conflicts and misunderstandings with other people have become less, and the distance between me and those around me has grown smaller.”*

— **Gansu Province, Pingliang County, Xinyuan Harmonious Community Service Center Participant, Yang Cunhui**



*Rural women form a traditional dance team in their village in Debao County, Guangxi Zhuang Autonomous Region*

## Drawing on the Arts to Promote Unity in the Community

Art activities are one of the many community activities carried out by participants after participating in the Environmental Action Program training course. Artistic projects not only increase the interaction and dialogue among community members, but they also create an opportunity for the community to address common public issues. Throughout this process, participants begin to think about how to take responsibility to address the development needs of their local communities.

Public square dancing is a common artistic activity in which the whole community can participate, and which arises from the creativity of the local people. Whether in the city or the countryside, public square dancing has become a very popular pastime in China. In Debao County, in the Guangxi Zhuang Autonomous Region, the Beinong Community Service Center has been carrying out the Environmental Action Program in Da Long Village. Through engaging in public square dancing, the rural women of Da Long Village not only draw on spiritual principles to resolve their own challenges, they also promote the unity and harmony of the community.

## Raising Capacity through Problem-Solving

In 2013, Yan Liyan collaborated with the Badi Foundation to establish the “Beinong” Community Service Center in Debao County in the Guangxi Zhuang Autonomous Region. In the language of the Zhuang minority, “beinong” means brother and sister, or to be as close friends and family members. Yan Liyan gave her community-based organization this name to express the wish that, in the future, all of the members of her community would help each other and develop together like the members of a single family. This name also derived inspiration from the concept of “the oneness of mankind” in the Environmental Action course materials. The members of Yan Liyan’s community all very enthusiastically participated in the

Environmental Action Program course. Following the study, the women participants consulted and decided that they wanted to learn public square dancing. A few of the members who had prior dance experience brought a DVD so that the group could study and learn together.

As more community members participated in the public square dancing, everyone consulted about whether or not to organize a formal dance team. Through establishing a team and having regular rehearsals, the team could participate in local dance competitions. This idea made everyone very excited, and began to inspire them with a sense of ownership for their community.

One problem was that if the number of dance team members increased, they would need a bigger place for rehearsals. “How can we address this problem?” they wondered.

“At this time, everyone looked to me for help, hoping that I would solve the problem,” said Yan Liyan. “But instead I tried to encourage them to use the spiritual principles and method of consultation that we studied in the course materials to resolve the problem themselves! During one evening rehearsal, one participant said that in the village was an old school that had a sports field that they could perhaps use. The problem was that there was no electricity. If they wanted to use the field for rehearsals, they had to first solve the issue of electricity.”

“At this time, I witnessed a big change,” continued Yan Liyan. “Before the EAP, everyone would have thought that this was not their problem. They would have waited for someone else to come and solve it. But this time, when I asked everyone how to solve the problem, everyone started thinking of different ideas! Dan Ye was the main organizer of the dance team. She suggested that we could raise funds from each dance team member for the electricity. The funds could be used to bring electric wiring and a meter to the sports field. Everyone

quickly agreed, and decided that each member of the team would contribute 30 RMB to solve the electricity problem. They appointed two dance team members to oversee the funds. Also, while consulting, everyone continually emphasized that the dance team was representing the entire community. The members announced the fundraising activity on the village board for public announcements, as a community financial disclosure. Very quickly, the old sports field was illumined with electric light.”

One dance team member said: “I am old now. Before I would always exercise, but I never dared to dance. But after studying the course these young women very patiently taught us old women to dance. I was so moved, and am so happy.”

Program participant Ma Zhaofu watched the DVD during the day to learn to dance steps, and patiently taught the new steps to others at night. She said “the Environmental Action Program says that every person has potential, and also that every person can empower others. I believe these older people have the capacity to learn. Look, we have only been studying for two days, and we already have a good sense of rhythm!”

## Using Arts to Bring About Community Unity

Within the community, no matter what kind of collective activity is entailed, if the principle of consultation is not applied there is no way to come to a common decision. Disunity and disputes will always appear. On the other hand, when challenges come about, it is the best opportunity to practice the use of consultation and spiritual principles. The Environmental Action program consistently emphasizes the importance of community action. The reason for this is that spiritual qualities and principles are not acquired in the classroom from study alone, rather they must be gradually developed through action to serve the community.

In the process of organizing the Da Long Village dance team, the questions of which dance to rehearse, who would coordinate, etc. became the cause of some disharmony among the dance team members.

Yan Liyan observed: “When we started this collective activity, every time we would have this kind of small challenge, I would study the consultation booklet (from the EAP course) with the

**The Environmental Action program consistently emphasizes the importance of community action. The reason for this is that spiritual qualities and principles are not acquired in the classroom from study alone, rather they must be gradually developed through action to serve the community.**

dance team members. I think the 28 principles in the handbook are all very wonderful; we reflected on principles such as cooperation, justice, love, etc. Because of this opportunity for reflection, everyone especially treasured the opportunity to participate in the dance team. Although sometimes we had small disagreements and misunderstandings, we were, after

studying these spiritual principles, able to resolve our difficulties. The relationships among the members became increasingly harmonious and unified. Participation in the dance team also gave everyone even more opportunities to consult and discuss community issues. For example, the plan to clean up our village was decided upon during the dance rehearsal!”

“I completely believe in the idea of the oneness of humanity. This is one idea I always try to apply when collaborating with the rural women in my village. It is just like our concept of “beinong” in the Zhuang language – if we see each person as our own brother or sister and sincerely serve them, every person will certainly become better and better, as well as eagerly serve the development of the community!”





*Junior youth study together in Jincheng City, Shanxi Province*

## Moral Empowerment through Language Program

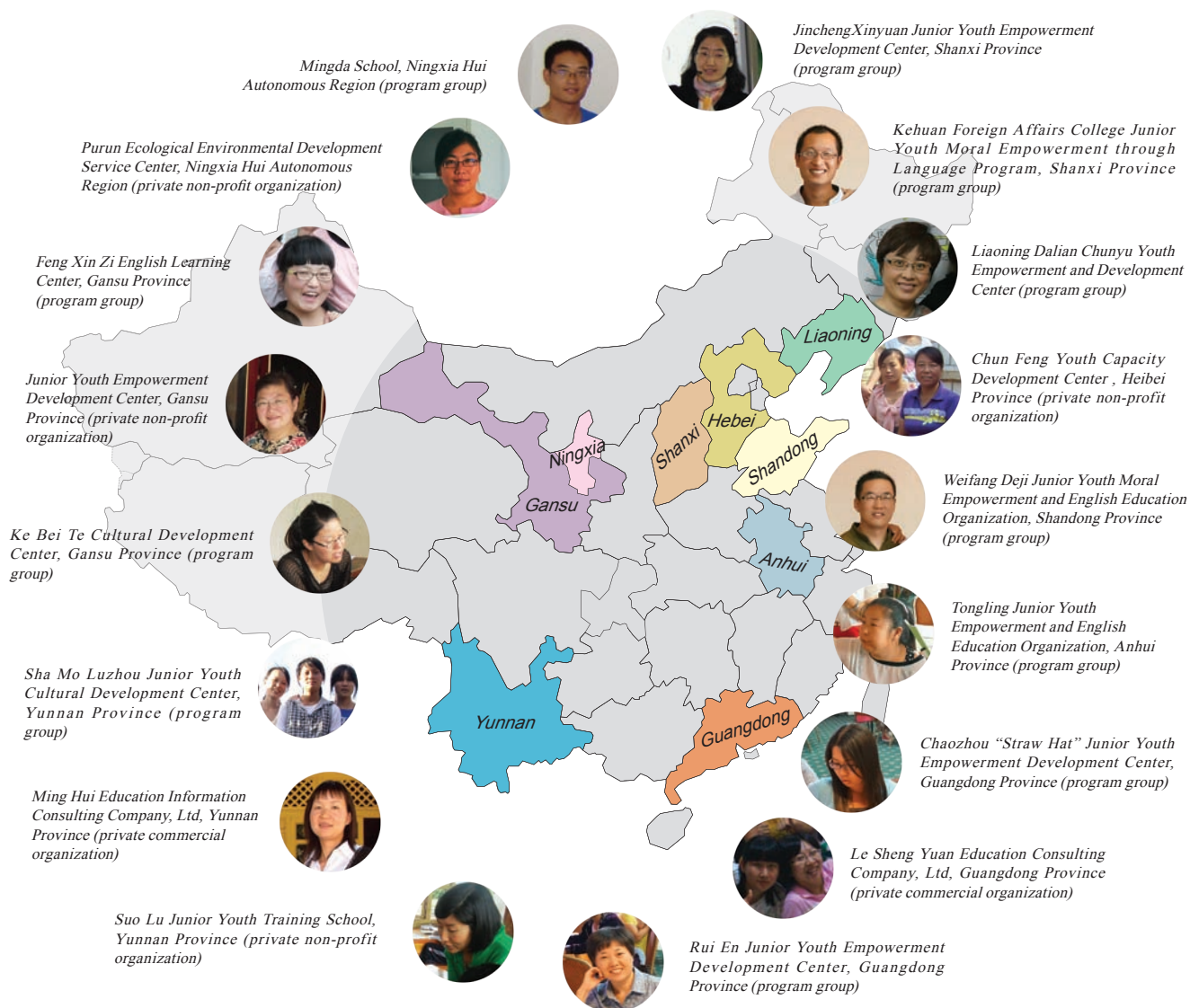
The **Moral Empowerment through Language Program** empowers and builds capacity in youth ages 12-15 to grow, spiritually and intellectually, and to promote the well-being of their local communities. The period between 12 and 15 represents a special period in a person's life. At this age, youth begin to develop in a new way, both physically and mentally. They begin to think about and plan for their future, and develop beliefs and habits that will shape the rest of their lives.

At the core of the program is a sequence of texts designed especially for youth during this special period. The texts include stories from youth around the world, and aim to develop a deep understanding of moral concepts that will guide youth to choose the right attitudes and approaches to life and center their energies on service to humanity. Features of the program include:

- study takes place in a participatory learning environment that draws on small group study and other techniques to help youth take initiative for their own learning
- study is complemented by songs, games, arts and other activities to reinforce concepts in the text
- supplementary English language materials, together with the texts, seek to enhance English reading comprehension and expression
- texts and activities are facilitated by a youth "animator" – an individual that serves as a guide and mentor to junior youth, and embodies elements of being both a teacher and a friend
- classroom learning is complemented and reinforced by service to the community and strengthening relationships with parents and families



During 2014, 17 CBOs collaborated with Badi Foundation to carry out the Moral Empowerment through Language Program in 9 provinces of mainland China.



Junior youth joyfully carry out community service in Tianshui City, Gansu Province



Junior youth study together in Jincheng City, Shanxi Province

## Moral Empowerment through Language Program Feedback:

*“As we have implemented the Moral Empowerment through Language Program, our organization has learned through action and has gradually accumulated more experience. We have consistently discovered that releasing the potential of junior youth and strengthening their moral capabilities can only be achieved in the context of service to the community. Otherwise, our education program can easily take the form of sermons on good behavior or dogmatic instruction in ideals. Acts of community service give youth an opportunity to learn more about themselves as well as the world around them, to establish their own beliefs and values, and to think more deeply about the purpose of their lives.”*

— **Yunnan Province, Lijiang City Suolu Junior Youth English Training Center Director, He Yuxia**

*“When implementing the Moral Empowerment through Language program, if we actively nurture appreciation for beauty in the junior youth, this can help them to reflect on their own behavior. Together with the animator, they can establish an empowering classroom environment. Another important aspect for establishing an empowering classroom environment is the relationship between the animator and junior youth participants. First of all, the animator’s own behavior and qualities have a great influence on the youth. Elegant words and behavior will become the cause of attraction, friendliness, kindness and politeness in the classroom environment. In the process of interacting with the youth, the animator must also gradually develop the beauty of his or her own words and behavior.”*

— **Badi Foundation member, Guo Yanming**

*“This empowerment course isn’t just an opportunity to practice spoken English; it is also a place where we can form and express opinions. In class, we can openly share our ideas, without having to worry if we are right or wrong. At the same time, this class is a means for purifying our spirits. Here we can learn many things about the philosophy of life.”*

— **Guangdong Province, Zhuhai City Shiyan Middle School Program Participant, Liu Cheng**

*“While carrying out service projects, I feel the spirit of cooperation, the power of unity and the courage that comes from action. Through service to the community, I can gain a great deal of understanding in only a short time. From such a small act of service, one can develop so many valuable spiritual qualities.”*

— **Shanxi Province, Jincheng City Xinyuan Junior Youth Moral Empowerment through Language Study Center Director, Du Sufen**

*“After participating in program activities, Lu Duiting’s grades improved a great deal. Before, she would only achieve around a 60-70% grade in every course. But now her scores have increased to over 90%! I know the credit does not belong to us; it is the result of this youth’s own personal effort. But as we are accompanying this youth in our program, seeing her improvement brings us a great deal of joy and satisfaction. At least, from participating in our program activities, she has gained greater consciousness of the importance of study skills and finishing assignments!”*

— **Ningxia Hui Autonomous Region, MingdaXueshu Director, Zhang Fangding**



Du Sufen, the founder of a CBO, assists junior youth with their studies





*Junior youth in Jinhong Middle School in Lijiang City, Yunnan Province, carry out a food tray washing service activity*

## Advancing the Culture of Service in a School

Service activities, in addition to a sequence of texts aimed at raising moral capabilities and the powers of expression, are one of the core elements of the Moral Empowerment through Language Program. It is ultimately through service activities that youth are able to incorporate spiritual principles into community activities and gradually develop a sense of ownership for the advancement of community development.

Jinhong Middle School in Lijiang City, Yunnan province and the Suolu Junior Youth English Training School (“Suolu”) have collaborated for five years to implement the Moral Empowerment through Language Program. Since 2011, as a result of studying the moral empowerment educational curriculum, students have established a service society in the school. Not only do students participate in the service activities, but teachers from different grade levels serve as counselors for the service society and actively participate in consultation and activities aimed at service to the community. The principal of Jinhong Middle School has also continuously worked with Suolu to explore different avenues for students to strengthen their moral capabilities. Students make use of the school announcement board, newsletter and weekly meetings to

share news of the plans and activities of the service society and the progress of implementation. Currently, service has become an important element of the culture at Jinhong Middle School.

Service activities initiated by junior youth participating in the Moral Empowerment through Language Program typically progress organically from very simple initial efforts to more complex ones. At the beginning, most service projects initiated by the junior youth at Jinhong Middle School involve cleaning up one’s village or visiting the elderly. As more and more students began to participate in service, Suolu encouraged the youth to establish a service society in the school. This society recruited students primarily from among 8th grade students that were participating in the Moral Empowerment through Language Program classes. Around 50 students signed up that were participating in different classes at the school. From the below story about the service society’s activity to clean the school’s food trays, we can see how the youth incorporated spiritual principles into the service activities at the school, as well as learned to adjust and advance their plans through an ongoing process of consultation, action and reflection.



Members of the service society together with animators and teachers at Jinzhong Middle School in Lijiang City, Yunnan Province

## Taking Initiative to Identify Needs and Adjust Plans

Jinzhong Middle School has approximately 1,500 students. Due to the school's full-time closed-door policy, students are required to eat lunch in the school cafeteria. But how to properly clean the cafeteria food trays became a challenging issue for the school. Because many students would not properly clean the food off the trays they had used, a thick layer of grease and food gradually accumulated on the bottom of each tray. When students used the trays, they would throw out the bottom layer of food touching the tray. This habit was not only wasteful, but the residual food and oil on the bottom of each tray posed a health risk to the students.

The service society recognized that this was one of the urgent problems facing the school. They quickly brought cleaning supplies to the cafeteria and cleaned the food trays themselves a couple of times. But cleaning 1,500 food trays proved to be a big headache for the 50 students! Also, after a short while, the food trays would just become dirty again as before. Given this situation, the service society members held a consultation meeting to discuss how to get the students of the entire school to more conscientiously wash their food trays. Of course, this was easier said than done. The initial concern of the students was how to first raise awareness among the students of the importance of cleaning the food trays. Through consultation, the students of the service society came to an agreement: they would divide the service society members into 30 teams to visit

each of the 30 classes at Jinzhong Middle School. Each team would speak to each class about the importance of cleaning the food trays and would make plans together with them.

First of all, each team spoke with the homeroom teacher of each class. Together with the teacher, they decided to visit each class either during the afternoon or evening free study period to talk about the food tray activity. The teams also consulted about how to share the idea with each class. Secondly, a few of the students visited the teachers in the moral education department of Jinzhong Middle School. They asked if it was possible to include the food tray cleaning activity in the hygiene evaluation system that already existed for each class. The service society members gave the following suggestion: in the past, the moral education department's hygiene evaluation system was a "negative points" system. If a specific activity was not done well, the class would lose points. There was no opportunity to gain points. This system caused classmates to prefer not to carry out cleaning activities. They asked if cleaning the food trays could instead cause a class to gain points. Cleaning food trays well would give each class 0.2 points each time. A class could gradually accumulate points. After receiving the consent of the moral education department teachers, the service society visited each class to share the service project.



Six of the service society members took on responsibility for inspecting the cleanliness of the food trays. But in the first week of the activity they quickly discovered a problem. Some of the students felt that the wait in line to clean their trays was very long. Another complaint was that some of the classes did not know where the trays for their class were located. The service society members decided to hold another consultation meeting to address these problems. Everyone finally agreed on a solution: each class would be assigned a specific time during which they would wash their trays. Also, the shelves where trays were kept would be marked with a sign with the name of each class.



*Junior youth display their clean food trays at Jinhong Middle School, Lijiang City, Yunnan Province*

## Moral Empowerment, Not Just Problem-Solving

Although many of the junior youth were participating in the project, the service society was finding that some of the classes still did not participate. This, it seems, had a great deal to do with the attitude of the homeroom teacher. Some homeroom teachers did not care much about the food tray cleaning activity within the overall hygiene evaluation system. Others did not agree that their classes should purchase the rags and steel wool necessary to properly clean the trays. Facing these challenges, the service society members went to consult with the teachers in the moral education department. The teachers all felt that the service activity was very important. They suggested that the moral education department could incorporate it as one of the school's cleanliness activities. Wouldn't this be much easier, they suggested? But the animator from Suolu disagreed with this approach, which she felt was somewhat "top-down". The animator very kindly shared with the moral education teachers that one important goal of the service project was to assist youth to identify the needs of their community and through consultation, action and reflection on action to gradually find a way to address these needs. Through this process, the spiritual qualities of the youth, their powers of expression and sense of responsibility for the development of the community would gradually develop. The purpose of the food tray cleaning activity was not only the

**One important goal of the service project was to assist youth to identify the needs of their community and through consultation, action and reflection on action to gradually find a way to address these needs. Through this process, the spiritual qualities of the youth, their powers of expression and sense of responsibility for the development of the community would gradually develop.**

clean plates themselves. Rather, in the process of planning this activity, the youth had an opportunity to reflect on the challenges and difficulties they faced in the path of service and to identify ways of addressing them rather than relying on adults to solve their problems. This collective exploration of truth was one of the most valuable experiences that came about from the project.

The food tray cleaning activity has been carried out at Jinhong Middle School three times. Each time more and more students and teachers are gradually understanding the spiritual principles involved in the activity – for example, the relationships between individuals and the community and how the actions of individuals can influence others to carry out service and advance the development and progress of the entire school.

The first group of service society members have already graduated to the 9th grade. Three students are continuing to serve as volunteers for the service society. The service society is gradually becoming a completely student-run organization. During 2012, the service society received a great

deal of accompaniment from one of the animators at Suolu. But during the second year a number of students began to coordinate the activities on their own. Finally, during the third year, more and more students are initiating ongoing service activities.



*School of the Nations students participate in a study session at a camp in Hong Kong*

## School of the Nations

With the support of the Macau Education and Youth Affairs Bureau as well as the diverse members of the school community, 2014 saw continued progress with the School of the Nations' efforts to nurture the physical, intellectual and spiritual development of children and youth, and to develop their capabilities to contribute to the well being of their families and communities. Among the most noteworthy developments during the year are the following:

### Creation of a New Middle School

The School of the Nations views the ages 12-15 as a special period in an individual's life. During this time of transition to adulthood, young people are eager to gain a deeper understanding of the universe and to channel their energies towards the betterment of society. Given the special characteristics and requirements of this age group, in 2014, after a period of consultation and preparation, the School of the Nations initiated a new middle school division—comprised of students from the classes of Primary 6, Form 1 and Form 2—designed to more effectively release their potentialities. The staff of the middle school began the school year by studying materials and reflecting on experiences to gain insights into the unique nature of this age group as well as effective educational methods and approaches. The school also began a process of assessing and beginning to gradually modify the educational program for the middle school, and enhanced the use of camps as part of the educational process for this group.

### Learning about Camps

During 2014 the School of the Nations continued a learning process about how supplementing its efforts in the classroom and local community with camps can contribute to students' moral and intellectual development. In December 2014 Form 1 Students from the school made a trip to the BGCA Bradbury Camp in Sai Kung, Hong Kong, where they were able to spend a few days amidst beautiful natural surroundings to participate in outdoor activities and develop deeper bonds of friendship, while also studying, discussing and beginning to apply concepts and principles such as how to participate effectively in consultative decision making and pursuing excellence in life. The relaxed atmosphere of the camp along with the variety of activities and opportunities for informal discussions all contributed to a positive experience, which the school plans to build on in the coming year.



## Exchanges and Visits with Mainland Chinese Educational Institutions

One of the lines of action the School of the Nations has been pursuing is to serve as a resource for the advancement of educational processes in the Peoples' Republic of China through visits and exchanges with mainland schools and education bureaus. The focus of these interactions has been a mutually enriching exploration of how to promote an educational process that fosters the intellectual and spiritual development of young people. During 2014 this process was advanced through a visit of a delegation of teachers and students from the Jinhong Middle School in Lijiang Yunnan Province to the School of the Nations in February 2014 as well as a visit by a group of School of the Nations students to the Jinhong Middle School in October 2014. The visits are part of an ongoing series of exchanges that has been underway between Jinhong Middle School, the Lijiang Suolu Junior Youth English Training Center, School of the Nations and Badi Foundation since 2011. The Jinhong Middle School has been collaborating with the Lijiang Suolu Junior Youth English Training Center—a community-based organization located in Lijiang—to implement the Moral Empowerment through Language Program for five years, over which time a warm collaborative relationship has been developed focusing on nurturing the moral and intellectual capabilities of Jinhong Middle School's students and strengthening their capacity to serve their community.

### February 2014 Delegation Visit to School of the Nations

In February of 2014 a group of 10 teachers and 9 students from Jinhong Middle School, along with representatives from the Lijiang Suolu Junior Youth English Training Center visited the School of the Nations for five days. During their time visiting School of the Nations, teachers and students from Jinhong Middle School observed classes, participated in study sessions exploring questions such as how to assist students to enhance their powers of expression and reinforce their moral structures, and shared experiences and aspects of local culture with students at School of the Nations and at the Fong Chong Middle School in Macau. Among the highlights was the opportunity to learn from the students from Jinhong School how to write using Naxi script, the language of one of the local minority cultures in Yunnan, as well as learning a traditional Naxi dance together.

### October 2014 Visit to Jinhong Middle School

A group of 25 Form 4 students from School of the Nations, accompanied by 3 teachers, had the opportunity to visit the Jinhong Middle School in Lijiang, Yunnan Province in October 2014. During the visit the students had a chance to develop friendships with students from Jinhong School, visit sites in Lijiang, and learn about life and local culture in the area. As part the program of the visit, the students from School of the Nations shared language exercises and games with classes in Jinhong Middle School to promote understanding of English and thought about future aspirations, during which time they were able to have joyful and meaningful interactions with the students. After conducting each lesson the students had a chance to reflect on their experience and make adjustments based on what they had learned. The warm and welcoming response by the students and teachers from Jinhong School touched the School of the Nations students deeply.



*Students from Jinhong Middle School in Lijiang, Yunnan Province visit with students at School of the Nations in Macau*



*Junior Youth From Macau Pooi To Middle School carry out a service project at a local animal shelter*

## Macau S.A.R. Moral Empowerment through Language Program

The Macau Moral Empowerment through Language Program works in collaboration with local schools, community institutions and the Macau Education and Youth Affairs Bureau to assist young people between the ages of 12 and 15 to develop their powers of expression and a sound moral framework that will guide them throughout their lives and enable them to contribute to the well-being of their communities. The program uses an internationally developed curriculum consisting of moral stories and lessons, quotations, art activities, drama, cooperative games, and service within

a participatory, group learning classroom environment of encouragement and mutual respect.

In 2014, the Badi Foundation's Macau Moral Empowerment through Language Program worked with over 20 volunteers to collaborate with 5 schools and the Macau Education and Youth Affairs Bureau to reach over 600 junior youth. This brings the total number of participants in the program since its inception in 2007 to over 2,400. This year saw a number of promising developments with the program:

### Taking Initiative to Identify and Carry Out Service Activities

One of the concepts underpinning the Moral Empowerment through Language Program is that an individual's spiritual and intellectual development cannot be separated from their efforts to contribute to the betterment of their community. As a result, developing the capacity to understand needs in the community and carry out service activities to address these needs, in a manner that begins simply and grows in complexity as capacity is developed over time, is an important aspect of the program. Along these lines, in 2014 two groups from the Form 2 level of Macau Pooi To Middle School decided to use their artistic talents to raise funds for a local animal shelter by

designed beautiful greeting cards the proceeds from the sale of which were contributed to the shelter. After the funds were raised some of the students then visited the animal shelter over the weekend to present the donation and interact with the animals. The visit served as an opportunity to raise awareness about the need to care for animals in the community and the degree of responsibility required of pet owners, while also strengthening bonds of friendship between the junior youth. The participants will be continuing their participation in the program in the coming year.



## Relationships Strengthened with Local Universities and University Students

Another belief that is of great importance to the Moral Empowerment through Language Program is that older youth and young adults possess a great willingness and potential to contribute to the development of those younger than themselves. As a consequence, an important objective of the program is the identification and training of older youth and young adults (called “animators”) who can accompany groups of junior youth as they study the texts of the program and undertake artistic, social and service activities. In 2014, the Badi Foundation was happy to establish a relationship with Macau’s Institute for Tourism Studies Volunteer Circle to offer trainings designed to assist university students to begin to serve their community as animators.

A participant in one of the trainings reflected:

*“At the beginning we had the attitude that we were going to help others when joining the animators’ training. We hoped that through study, action and reflection to lead some junior youth, helping them to build the good moral framework. In fact, we did not realize that we ourselves would improve and understand more about life when we served others. It made us become more humble, knowing how to care for the others, to know ourselves better and how to make improvements . . . We also met many friends through the training, all working towards the same aim...”*

During the year eighteen university students participated in training activities and eight are already serving as animators. Notably, two of these youth took the initiative to introduce the program to two new high schools, one of which immediately agreed to commence Moral Empowerment through Language activities.

One university student who assisted with offering the program through the Macau Education Bureau’s summer program during July 2014 by serving as an animator shared the following about her experience working with junior youth:

*“Thinking back to the very first class, I was so nervous and excited due to this being my very first teaching experience. I was so afraid that I couldn’t guide them very well. In the second and third week, I started to know every student’s personality, as well as each class’s features. For example, one class is relatively energetic and active while the other class tends to gentle and quiet. Therefore, we have to adopt different methods when we teach the content and for classroom management for the different classes. My feelings turned from relatively frustrated to hopeful. Towards the end of the program, I could find many lovely characteristics in these two classes and I did not want to say goodbye to them. I felt very contented when I saw that some of them had some really good changes from the beginning to the end.”*

## Efforts to Enhance the Quality and Impact of the Program

We made several adjustments this year as part of an effort to improve the quality and impact of the Moral Empowerment through Language Program. Among these were starting to work in teams of 2-3 animators, so that larger classes of 30-40 students could be broken into smaller groups that could be more participatory and in which closer friendships could be developed between the animators and junior youth participants. In addition the regularity of reflection meetings was increased so that animators could share experiences and learning with each other and consult about how to overcome challenges.

## Funding Support

In 2014, the Badi Foundation was grateful for the generous financial support from like minded individuals and agencies concerned with the balanced development of young people in Macau, including the Macau Education and Youth Affairs Bureau, Macau Foundation and Vafa Foundation.



Participants in the Moral Empowerment through Language Program at Pui Va school participate in a role playing activity



*Badi Foundation staff accept an award for "Outstanding Contribution" from the China Charity Federation*

## Collaboration and Discourse

Since its establishment in 1990, the Badi Foundation has continually engaged in collaboration and discourse with government agencies at various levels on issues relating to education and the development of rural communities in China. From its earliest days of collaborating with provincial agencies in localities where the foundation was carrying out its programs to its current collaboration with national level government agencies and a wide range of collaboration partners in the field of civil society, the foundation has consistently sought to learn from the experience of others as well as share our own experience gained from implementing our programs. In 2014, we continued to build on our existing collaborative relationships with agencies in the field of government, civil society and academia and enter into a deeper discourse on themes related to development.

This year, we continued to maintain an active dialogue and partnership with both the International Development Center of the State Council Leading Group Office of Poverty Alleviation and Development and the International Cooperation Department of the National Development and Reform Commission and continued to find avenues to explore and consult upon themes related to the foundation's programs as well as national government policy and methodology in the field of development, such as "raising the self-development capacity of rural populations" and "raising up community-based organizations at the grassroots". How to share our experience and skills as a "third sector" organization within the context of national development policy has been one of the ongoing focus points for our work. In 2014, we were one of 30 international organizations invited to participate in an "International Poverty Alleviation Collaboration and Dialogue Event" hosted by the State Council Leading Group Office of Poverty Alleviation and Development. We also continued to explore avenues for collaboration with the International Cooperation Division of the National Development and Reform Commission. In Macau,



*Badi Foundation attends a new year reception at the State Council Leading Group Office of Poverty Alleviation and Development*



we continued our collaboration with the Macau Education and Youth Affairs Bureau (DSEJ) in the areas of formal education and the moral and intellectual empowerment of junior youth and youth.

In 2014, our collaboration with the China Association for NGO Cooperation (“CANGO”) continued to steadily advance. During this, our fourth year of collaboration, a member of the Badi Foundation was invited by CANGO to serve as a consultant for a “Social Organization Professionalization Capacity Building” project. As part of this project, Badi Foundation would be responsible for carrying out a capacity-building training for some 35 community-based social organizations in China’s northwestern region. Currently, this project has already carried out two activities and is continuing ongoing activity. In addition to the larger training, one-on-one consultation activities have already begun with two organizations based in Beijing and Lanzhou, with initial investigatory activities of both agencies being carried out. The work is expected to continue to make progress in 2015.



*Badi Foundation collaborates with CANGO to carry out an institutional capacity building training for 35 grassroots NGOs in China’s northwest region*

In the past year, the foundation also continued to carry out our joint “Social Action and Development” discourse project with the NGO Research Institute at Tsinghua University. As more and more individuals and organizations are participating in the field of civil society in China, we are hopeful that through our collaboration with Tsinghua University we can create a platform for government, business, international, grassroots and academic and other diverse organizations to come together and share and reflect on themes such as “capacity-building”, “participation”, “the role of the third sector” and other relevant topics. Currently, we have already held 3 roundtable discussions on these themes, with participation by more than 40 organizations. During the second roundtable, a member of the International Collaboration Division of the State Council Leading Group Office on Poverty Alleviation and Development shared a presentation on “Community-

Driven Development”, a participatory development project implemented by the national Chinese government. This meeting was also attended by a research fellow working at the International Cooperation Department of the National Development and Reform Commission. In 2015 we plan to continue this joint project with Tsinghua University.



*Members of diverse agencies in government and civil society attend a roundtable discussion held jointly by Badi Foundation and the Tsinghua NGO Research Institute*

In September of 2014, Badi Foundation participated in the third China Charity Fair in Shenzhen, which was organized by the Ministry of Civil Affairs, the Guangdong Provincial Government and other relevant government departments. The Badi Foundation was one of 30 international organizations represented at the event. Our exhibition booth focused on sharing the experience and impact of our Institutional Capacity Building program to the public and our colleagues in the field of charity and development. It was the Badi Foundation’s second time to participate in this annual event.

In 2011, we collaborated with the China Charity Federation to establish the China Charity Federation-Badi Community Development Fund (“CCF-Badi Fund”). From then until now, the fundraising and grant-making activities of the CCF-Badi Fund have steadily continued. Last year, nine grassroots agencies registered as non-profit organizations received seed funding from the CCF-Badi Fund. The CCF-Badi Fund also supported three seminars carried out by the Badi Foundation. Finally, in 2014, the China Charity Federation recognized the CCF-Badi Fund with an award for “Outstanding Contribution” at its 20th anniversary commemorative event.

This year, we also collaborated with the China Foundation Training Center, as well as other agencies in the field of civil society. We hope to work together with these organizations to generate new learning and to share this learning more widely within the field of civil society and development in China.



Members of grassroots community-based organizations together with staff members of the China Charity Federation at a seminar to strengthen financial capacity in non-profit organizations

## China Charity Federation-Badi Community Development Fund

In 2011, Badi Foundation partnered with the China Charity Federation, a nationwide charitable organization established with the approval of the Chinese government, to establish the China Charity Federation-Badi Community Development Fund (the “CCF-Badi Fund”). The CCF-Badi Fund provides support to Chinese organizations working to empower and build capacity in local populations, such as rural women and junior youth.

In 2014, the CCF-Badi Fund supported twelve projects working to empower and strengthen capacity in local populations in mainland China. These included:

- eight community-based organizations carrying out ongoing programs to build capacity in rural women or junior youth,
- two training seminars aimed at strengthening financial management capacity in grassroots non-profit organizations,
- a two-year training program for non-profit organizations in China’s northwestern regions in collaboration with the China Association for NGO Cooperation
- a program to train university students to serve as promoters of community well-being in collaboration with the Yunnan Academy of Social Sciences

The progress of each project and the use of allocated funds was monitored through on-site visits by Badi Foundation staff members and kept track of via detailed reports to representatives of the Badi Foundation and CCF.

In 2014, Badi Foundation was especially grateful for the recognition and support it received from the China Charity Federation. In November of 2014, the CCF-Badi Fund was one of a select number of projects receiving an award for “Outstanding Contribution” at CCF’s 20th anniversary commemoration.

In addition, two representatives from CCF attended a seminar hosted in Lijiang City, Yunnan province by the Badi Foundation to strengthen financial management capacity in community-based organizations. Mr. Zhang Xinguo of the China Charity Federation spoke to participating CBOs, encouraging them in their work and assuring them of the support of the China Charity Federation for their worthy efforts to promote the balanced material and spiritual development of their local communities. The CBOs were very happy to meet with Mr. Zhang and his colleague, Ms. Zhang Xin and expressed their gratitude to the China Charity Federation for the support that they had received via the CCF-Badi Fund.





*A facilitator studies Environmental Action course materials with rural participants in Yulong County, Qinghai Province*

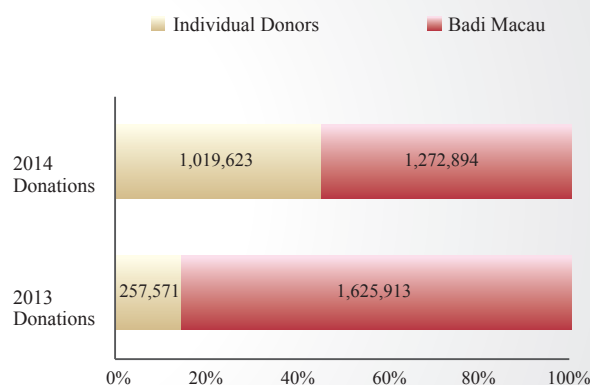
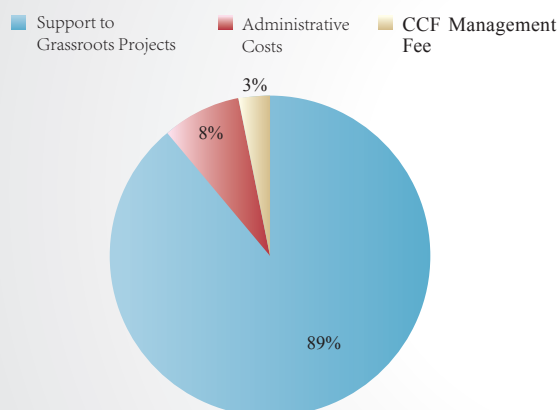
The CCF-Badi Fund relies on the generous support of donors in mainland China. During the initial years of its establishment, the CCF-Badi received its funding primarily from the Badi Foundation in Macau. As more and more individuals in mainland China have learned about the Badi Foundation and its work to empower and build capacity in local populations, they have been moved to give their support to the CCF-Badi Fund. As a result, in 2014, donations to the CCF-Badi Fund increased fourfold over prior years, enabling more and more individuals to participate in efforts to promote balanced development in China's rural communities.

Of the income received in 2014, 11% was used to support management and administrative costs of the CCF-Badi Fund, with the remainder being used or reserved for support to grassroots projects.

Badi Foundation is grateful for the generous support of all of those who have made donations to the CCF-Badi Fund. We hope that more and more individuals will be able to lend their support to the growing needs of the CCF-Badi Fund in coming years.

## 2014 CCF-Badi Fund

All in RMB



# Financial Report

## Badi Foundation Financial Statement for January 1, 2014 - December 31, 2014

INCOME			All in USD
MACAU S.A.R. OPERATIONS			
Donations and Grants	Individual Donations	107,938	947,603
	Institutional Grants	839,665	
Other Income	Rental Income	120,823	122,992
	Other	2,169	
TOTAL INCOME MACAU S.A.R. OPERATIONS		1,070,595	
GRAND TOTAL INCOME		1,070,595	

EXPENDITURES				All in USD			
MACAU S.A.R. OPERATIONS				MAINLAND CHINA OPERATIONS			
Macau S.A.R. Administration	Accounting, Auditing and Legal Services	8, 157	89,097	Beijing Administration	Office Rent and Utilities	45, 600	92,701
	Human Resources	76, 993			Human Resources	35, 527	
	Travel	2, 084			Other	11, 574	
	Other	1, 863		Financial Resource Management	Human Resources	8, 167	13,302
Property Expenses	Land Rental, Land Tax, Insurance and Utilities	802	Travel		4, 650		
	Building Management Fees and Maintenance	456	Other		485		
Macau Moral Empowerment through Language Program	Human Resources	71, 700	75,245	Institutional Capacity Building Program	Travel	27, 002	168,517
	Materials and Supplies	744			Human Resources	117, 093	
	Printing, Publications and Books	2, 279			Seminars	15, 737	
	Travel and Transport	522			Materials, Equipment and Supplies	1, 624	
Support for Community-Based Organizations in Mainland China	Grants to Existing Program Groups	234, 394	390,374		Program Content	Human Resources	
	Grants to New Program Groups	60, 980		Travel		5, 279	
	Funding to China Charity Federation Badi Community Development Fund to Support Community-Based Organizations	95, 000		Materials		2, 049	
Government and Civil Society Collaboration Program	Human Resources	36, 088	50,532				
	Travel	5, 788					
	Materials and Publications	6, 048					
	Seminars	1, 993					
	Other costs and services	615					
TOTAL MACAU S.A.R. OPERATIONS EXPENDITURES		555,973		TOTAL CHINA OPERATIONS EXPENDITURES		387,920	
GRAND TOTAL EXPENDITURES				943,893			
SURPLUS/(DEFICIT) for the period				126,702			

Note: The unaudited financial statement presented above is for the period January 1, 2014 through December 31, 2014.

## School of the Nations, Macau S.A.R. Financial Statement

INCOME		All in USD	EXPENDITURES		All in USD
Tuition Fee		4,064,256	Student Related Costs		3,976,839
Government Subsidy		684,991	Operating Costs		557,519
Other Income		554,506	Depreciation		475,105
<b>TOTAL INCOME</b>		<b>5,303,753</b>	<b>TOTAL EXPENDITURES</b>		<b>5,009,463</b>
<b>Surplus/(Deficit) for the period</b>					<b>294,290</b>

Note: The unaudited financial statement presented above is for the period August 1, 2013 through July 31, 2014.



A facilitator from the Beautiful Countryside Construction Service Center in Zhengding County, Hebei Province, studies the EAP course materials with local rural women

## Supporting Badi Foundation

Instrumental to the growth and development of the Foundation's programs is the financial support we receive from institutional and individual donors. The Foundation views its supporter as collaborators in the effort to strengthen capacity in local populations to contribute to the development of local communities.

**Those who wish to offer financial support to the Badi Foundation can do so in the following ways:**

### ■ China Charity Federation-Badi Community Development Fund

Chinese nationals or other individuals wishing to donate to the efforts of Badi Foundation via the CCF-Badi Fund can do so by wire transfer to the following accounts:

#### Chinese Renminbi Account Information:

**Bank Name:** ICBC Beijing Xisi Branch  
**Account Name:** China Charity Federation  
**Account Number:** 0200002809014450409

#### Foreign Currency Account Information:

**Bank Name:** Bank of China Head Office  
 [No.1 Fuxingmen Inner Street, Beijing]  
**Account Name:** China Charity Federation  
**Account Number:** 00100914908091014

**Important:** Donors must clearly indicate that funds are earmarked for **"China Charity Federation-Badi Community Development Fund"** on the wire transfer form. After each donation, kindly please send an email to [ccfbadifund@badi-foundation.org](mailto:ccfbadifund@badi-foundation.org) notifying the Fund Office Director of the amount of your donation. The Fund Office will ensure that your donation has been received and will provide you with an official receipt from China Charity Federation. For any questions, please contact the Fund Office.

#### Fund Office Contact Information

**Contact Person:** LU Yanhong  
**Telephone:** +86 (10) 5203 4619  
**Mobile Phone:** +86 158 1136 4551  
**E-mail:** [ccfbadifund@badi-foundation.org](mailto:ccfbadifund@badi-foundation.org)

### ■ Mona Foundation

U.S. tax-deductible contributions may be made via the Badi Foundation's U.S.-based fundraising partner, the Mona Foundation, which is a registered 501(c)(3) organization. Earmarked contributions may be made to the Badi Foundation via the Mona Foundation website at: [www.monafoundation.org/project/Badi-Foundation/18](http://www.monafoundation.org/project/Badi-Foundation/18).

To learn more about the work of the Mona Foundation, please visit: [www.monafoundation.org](http://www.monafoundation.org).

### ■ Badi Foundation Macau Headquarters

Donations may also be made directly to the Badi Foundation's Macau headquarters. For information on how to contribute, please contact us by email at [admin@badi-foundation.org](mailto:admin@badi-foundation.org) or by telephone at +853 2884-1257.