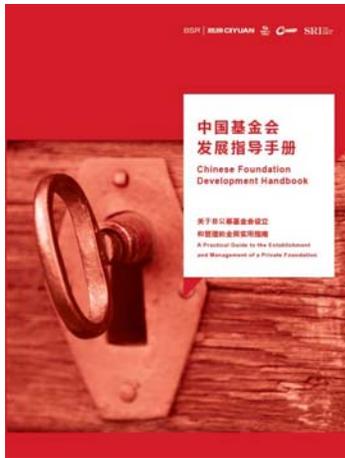


### Interesting Information Revealed as BSR Evaluates Its Handbook for Emerging Foundations in China

#### 商务社会责任国际协会 (BSR) 对《中国基金会发展指导手册》的使用进行评估



According to the latest data from the China Foundation Center, there are 3,187 foundations in China as of June 2013, compared with 386 foundations in the 1990s.

中国基金会中心网的最新数据显示，截至2013年6月，中国有基金会3187家，而上世纪90年代则只有386家。

This unprecedented surge in the number of Chinese foundations over recent years has focused attention on the immense potential foundations have as drivers for the development of a healthy philanthropic sector in China.

近几年基金会数量史无前例的增长使其成为中国慈善事业良性发展的助推器。

While this increase in the number of foundations is significant, as with many other organizations in the nonprofit sector, foundations struggle with challenges such as the lack of qualified staff and unclear visions and strategies. In addition, there are very few pure grant-making foundations in China. They tend to be operating foundations, playing a more hands-on role in implementing their projects and having a direct impact on beneficiaries. Setting up a strong organizational structure to help support a foundation as it grows, and understanding how to engage a wider range of stakeholders to support the foundation's work, have become key issues that are increasingly important in supporting sustainable growth.

虽然基金会的数量增长显著，但与非营利部门的其他组织一样，基金会正面临着缺乏优秀人才以及明确的战略方向和愿景等挑战。此外，在中国，纯资助型基金会数量很少，更多的属于运作型基金。它们在项目执行方面扮演着更为直接的角色，并对其受助方产生直接影响。建立起强大的组织架构来支持基金会的成长，以及如何让更多的利益相关者支持基金会的工作，都已经成为支持基金会可持续性发展的决定性因素。

In April 2010, Business for Social Responsibility (BSR) established an initiative called *CiYuan*, a three-year effort to increase the value of social investment in China through cross-sector collaboration. In 2011, in partnership with the Capacity Building & Assessment Center, China Agricultural University's College for Humanities and Development Studies, and SRI International, BSR developed the **“China Foundation Development Handbook”, the first Chinese language handbook to provide Chinese foundations with theory, practical tips and case studies to address the pressing challenges they face as they develop.**

2010年4月，商务社会责任国际协会（BSR）开展了一项名为“慈源”的项目。这是一个通过跨界合作来提高中国社会投资价值的三年期行动计划。2011年，商务社会责任国际协会与中国农业大学人文与发展学院以及斯坦福国际研究机构（SRI International）合作，开发了《中国基金会发展指导手册》。这是第一本为中国基金会解决其发展过程中所遇到的挑战，并为其提供理论、实践建议与案例研究的中文手册。

To help understand how the Handbook has helped foundations tackle these issues during the first year after publication, *CiYuan* conducted an evaluation with 50 foundations and 20 other Handbook users, including the media, corporations, academic institutions and grassroots NGOs. *CiYuan* also used this evaluation to gain insights into the future needs of foundations. They anticipate that this will be useful for other foundation-sector resource providers.

为帮助了解这本手册在出版一年以后的实际效果，“慈源”对50家基金会以及包括媒体、企业、学术机构和非营利组织在内的20家其他用户进行了一次使用评估。“慈源”也希望通过这次评估深入了解基金会的未来需求，并对其他资源提供方有所帮助。

One of the evaluation's most interesting findings is that foundation staff in different roles need different types of resources and information to help them in their work. While the Handbook chapters on “Project Management” and “Organizational Management” were deemed most helpful across all staff levels, board members paid more attention to “Vision, Mission and Value” and “Strategic Planning”, whereas project managers were more interested in the chapter on “Organization and Team Management.” Staff at the operational level found “Volunteer Management” to be the most helpful in their day-to-day work.

这次评估最有趣的发现之一是担任不同角色的基金会员工在工作中需要不同的资源与信息。虽然手册上有关“项目管理”和“组织管理”的部分被所有员工认为是最有帮助的章节，基金会的董事会成员更关注“愿景、使命与价值”和“战略规划”，而项目经理则对“组织与团队管理”的章节更有兴趣。负责日常运营层面的员工则发现“志愿者管理”对其日常工作最有帮助。

Chinese foundations further identified growing needs in the following three areas:

这些基金会进一步明确了以下三个领域中日益增长的需求：

1. **Learning:** Foundation respondents indicated they would like more information on how to standardize the project management processes, build their brand, and monitor

different types of projects. Some foundations also wanted to know how to build partnerships and how to understand and interpret related policies and laws.

**学习：**来自基金会的回馈指出，他们喜欢更多关于如何将项目管理过程标准化、如何树立品牌以及如何管理不同类型项目的内容。一些基金会也希望知道如何建立合作关系，以及如何理解与解读相关政策及法规。

- 2. Capacity building:** Respondents indicated they want more opportunities for capacity building to improve internal management, in particular techniques they can use to professionalize and standardize their operations. Respondents also said they hope public understanding of foundations and the credibility of the foundation sector could be improved.

**能力建设：**中国的基金会希望获得更多提升内部管理的能力建设机会，尤其是可以用于运营专业化与标准化的工具与方法。他们也希望公众能够理解基金会，相信基金会的公信力建设能够得到提升。

- 3. Resources:** Fundraising and government support are two areas where foundations are hoping to increase external support.

**资源：**基金会希望能够在筹款和政府支持两个方面获得更多的外部支持。

The '[China Foundation Development Handbook](#)' and '[Evaluation Report](#)' are both available for download at the CiYuan website. (Chinese only)

《中国基金会发展手册》以及《评估报告》中文版可从“慈源”网站下载。

---

*CUSP is an inclusive partnership of more than 45 organizations working with philanthropy in the US and/or China. The US CUSP Secretariat is based at the East-West Center in Honolulu and the China CUSP Secretariat is based at the China Philanthropy Research Institute in Beijing. The CUSP Mission is to promote communication, exchange and collaboration between the philanthropic sectors of China and the US in order to ensure the best use of resources and maximize the benefits to society as a whole. This CUSP Update is published by the CUSP Secretariat and sent to all CUSP participants and others who express an interest in it. The schedule is determined by when there is news to share. Your suggestions and comments are welcome any time.*

“中美战略慈善”是一个由中美慈善界超过四十五家机构结成的开放性合作网络，其中美秘书处分别设于北京的中国公益研究院与夏威夷檀香山的美国东西方中心。“中美战略慈善”的使命是推动中美慈善界的沟通、交流与合作，以期达到资源的最佳利用以及社会整体利益的最大化。《“中美战略慈善”工作通讯》由“中美战略慈善”秘书处编写，与“中美战略慈善”交流平台的所有参与者以及对本交流平台感兴趣的其他各方分享。每期发布日期根据相关新闻发生时间而定。欢迎您随时对我们的工作提出宝贵建议与意见。您可以将反馈发送到以下电子邮箱：

[CUSPpartnership@gmail.com](mailto:CUSPpartnership@gmail.com)