



CHINESE NONPROFITS AND VOLUNTEERS IN COVID-19 RELIEF ACTION

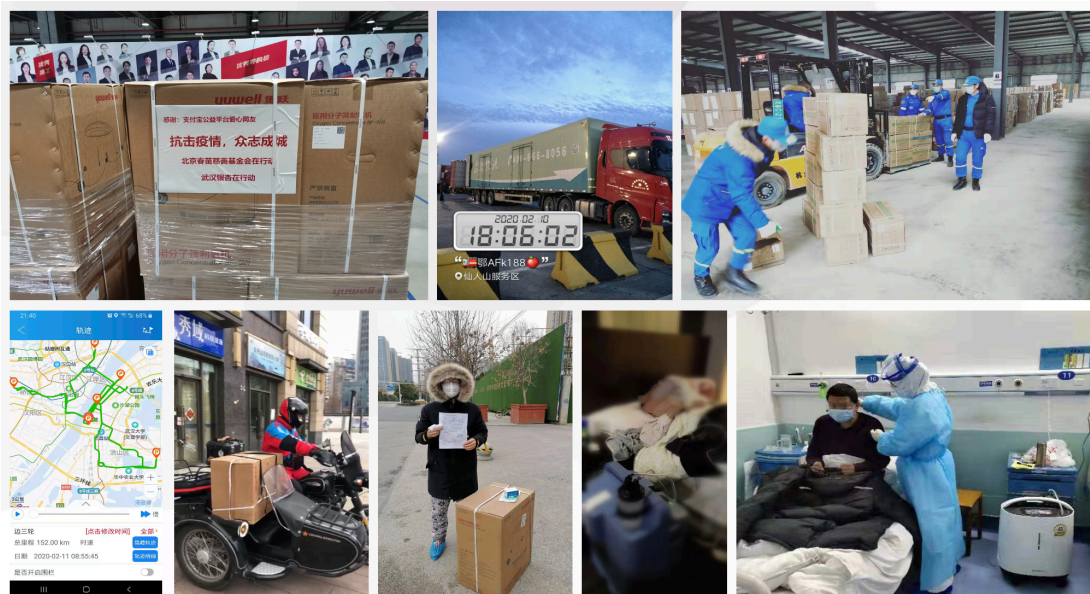
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Ginkgo Fellows in COVID-19 Relief Action: Build an Oxygen Therapy Lifeline for Patients

The Beijing Ginkgo Foundation's Ginkgo Fellow Program invests in social entrepreneurs, assisting them in making personal and professional breakthroughs while also fostering a pluralistic, multi-centered, dynamic, cooperative community that promotes social problem solving and collective impact. On January 30, 2020, roughly 20 Ginkgo Fellows initiated "Ginkgo Fellows in COVID-19 Relief Action" (Ginkgo Fellows in Action), with the goal of delivering basic oxygen therapy equipment to severe patients. Ginkgo Fellows in Action gathered around 8.2 million RMB in three weeks and provided 2,321 oxygen concentrators and 3,731 pulse oximeters to Hubei's worst-affected regions.

Launch a Multi-Sectoral Rescue

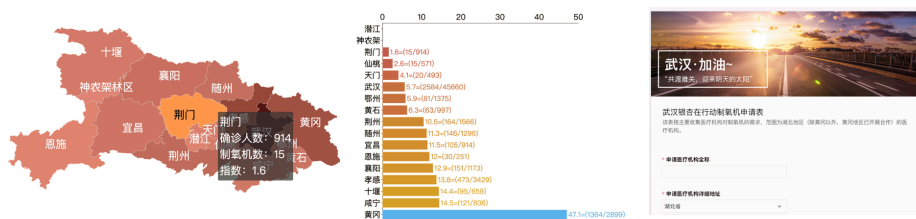
On January 30, the founder of the NCP Life Relief Network (NR. See *Online Self-organizations*) brought up an ask from NR's medical professional volunteers in the Ginkgo Fellow Community to provide oxygen therapy equipment to at-home patients in order to alleviate severe symptoms. That night, Ginkgo Fellows in Action was quickly formed with approximately 20 Ginkgo Fellows, taking on the task of purchasing and delivering oxygen concentrators and pulse oximeters to patients. None of them were in Hubei at the time. The entire project was completed through internet cooperation. As seasoned social entrepreneurs, they mobilized resources from various social sectors to overcome hurdles throughout the process.



A Snapshot of the Delivery Process

The Beijing Chunmiao Foundation (See *Chunmiao Foundation*) provided funding for the first batch of equipment from its emergency reserve fund. At the same time, several Fellows with extensive fundraising experience were able to secure valuable donations from the corporate social responsibility departments of several multinational corporations. Chunmiao got government clearance to reach quarantined zones in Hubei. Logistics companies and many long-distance truck drivers raced time to transport equipment, which entered warehouses managed by local nonprofits and rescue teams. Most equipment was picked up by hospital and local epidemic prevention command as most patients had gone to makeshift hospitals and community clinics. For at-home patients, local non-profit organizations and volunteers accomplished last-mile delivery.

The first shipment of oxygen concentrators arrived in Wuhan on February 6 in the afternoon. The following day, Ginkgo Fellows in Action received great feedback from the families, which energized all participants.



The Donation Information Platform for Oxygen Concentrators.

For each region in Hubei, readers can check the number of diagnosed patients, the number of donated oxygen concentrators, and an index of equipment scarcity.

After the emergency rescue, Ginkgo Fellows in Action designed an oxygen concentrator donation information platform to facilitate effective follow-up donation and translated its experience into seven languages.

Practical Advice on COVID-19

• Our shared firsthand experiences on relief actions for Hubei, China
• Joint efforts of volunteers

- Full Version
- Oxygen Therapy
- Emergency Supply of Oxygen Concentrators
- Pregnancy and Peripartum Care
- End-of-Life Care
- Purchase and Distribution of Food
- Home Care for COVID-19 Patients
- Preparation for Volunteers
- Coordinating Aid
- Public Health Emergency Response Policies



<http://covid-19.ginkgofoundation.org>

Practical Advice on COVID-19 Compiled by Ginkgo Fellows in Action

Protect Volunteers: “We will not Put People's Lives in Jeopardy While Saving Lives”

Among 2321 oxygen concentrators, 94 were sent directly to severely ill home-quarantined patients through “one-to-one” delivery. Ginkgo Fellows in Action created a contactless delivery guide and communicated it to drivers and family members of patients ahead of time to limit the danger of volunteer infection. Accidents did, however, occur. Some patients’ relatives were too anxious to remember the guide and ran to the drivers. Before learning that the COVID-19 virus may transmit via airborne particles and droplets, two volunteers couldn't leave an elderly patient’s wife alone who couldn't move the oxygen concentrator and assisted her in loading the machine into the elevator. These unexpected exposure accidents stirred depression and doubt in the team, who reached the consensus that “we will not put people's lives in jeopardy while saving lives” and worked harder to provide scarce protection suits and masks for drivers. When Yibao’s Anti-COVID-19 insurance for volunteers (See *Yibao*) was available online, Ginkgo Fellows in Action obtained insurance for all local volunteers to further protect them from any risk.

A Living System Leadership Example

In *The Dawn of System Leadership* published in Stanford Social Innovation Review in 2015, Peter Senge, Hal Hamilton and John Kania wrote:

“At no time in history have we needed such system leaders more. We face a host of systemic challenges beyond the reach of existing institutions and their hierarchical authority structures. Problem . . . require unprecedented collaboration among different organizations, sectors, and even countries.”

Ginkgo Fellows in Action served as a living model of system leadership. Consensus and conflict inevitably coexisted in the action. The team had weathered a leadership transition in the middle and survived. Each participant's love for strangers, their determination to persevere in the face of dispute, their grit and patience to have difficult conversations, and their courage to carry on turned out to be the hidden pillars of this extraordinary relief work.

Dandangzhe Foundation: "Connect All Those Who Are Willing to Act"

Dandangzhe Foundation (hereinafter referred to as "Dandangzhe", meaning the one who takes responsibility) is a Chinese non-governmental organization, founded in 2004, focusing on reading education for children in rural China. In 2009, it initiated the "Each Class has a Book Corner" reading aid project. During the Anti-COVID 19 action, they used their charity qualification and organizational experience to link student groups, overseas sources of goods, entrepreneurs, etc., whoever was eager to participate in the fight against the epidemic and turned to be the hub for material donation and information exchange. Dandangzhe played three different roles in its disaster assistance actions: Proxy Server, Connector, and Educator.

Proxy Server

At the very beginning of crises emerging in Wuhan, an overseas student organization of Xiamen University responded quickly and founded the "Overcome Difficulties Together" Team, purchasing anti-pandemic medical supplies globally. On Jan. 26th they posted the first tweet on the WeChat platform, which spread wildly. However, its credibility has been challenged instantly because they lack a public fundraising qualification. Through personal connections, the team contacted the leader of Dandangzhe—GUAN Wenbin. Based on previous trust and acquaintance, they soon built a joint team with a clear decision-making process and created "Overcome Difficulties Together" Special Fund. Specifically, Dandangzhe not only acted as a public fundraising proxy server to solve the problem of public fundraising qualification but also as an actively collaborative agent in this operation of this Special Fund. It only took 5 hours from their first phone call to launching a collective fundraiser.

Connector

As different special funds set up under Dandangzhe, it naturally took the role of a connector to magnify the effects of each Special Fund. One of Dandangzhe's committee members, YANG Ying, was the founder of a medical supply chain company and a member of "BayHelix", a professional association of business leaders in the healthcare industry. Impressed by the shortage of masks, Ying initiated the "BayHelix Rainbow Bridge" Special Fund with Dandangzhe on Jan 28th. Soon the fund received donations of over a million RMB from BayHelix members, but Ying found herself under big pressure: she could not find supplies as the Chinese government just took control over medical resources. At the same time, "Overcome Difficulties Together" obtained overseas supply information but was in a lack of

enough funds. Dandangzhe connected the two special funds, who hit it off to make a solid collaboration.

"BayHelix Rainbow Bridge" Special Fund	
<u>Raised:</u> 6,547,415.61 RMB	<u>Material Donation:</u> 8203 Protective clothing, 192 Protective masks, 5000 Isolation suits, 14 Respirators, 305 Nursing pads, 333 Goggles, 203,795 Masks, 12 Disinfection machines, 1027 Oximeters, 4 Forehead temperature guns 23550 Medical gloves.
<u>Spent:</u> 6,510,100.37 RMB	
"Overcome Difficulties Together" Special Fund	
<u>Raised:</u> 796,490.7 RMB	<u>Material Donation:</u> 58048 Masks, 3787 Protective clothing, 1300 Goggles, 8850 Medical gloves, 42 Electronic thermometer, 1200 Medical quilts, 2 Disinfection machines, 140 Oximeters, 2784 Instant antibacterial sanitizer, 63 Posters and brochures, For over 70 hospitals and organizations in Hubei and other provinces.
<u>Spent:</u> 774,525.94 RMB	

Dandangzhe Fundraising and Material Donation Summary

Educator

Beyond disaster assistance, Dandangzhe also created an online reading class "Acorn Classroom" for rural students, whom they have worked with for over ten years. Until February 14 in 2020, there were a total of 28 online live classroom sessions, with a cumulative total of 2.442 million views.

Reflection

Dandangzhe can flexibly switch among various roles and become a hub that connects and exchanges various resources and information. These achievements are attributed to three main points. First, their attitude of openness and inclusiveness "to connect all those who are willing to act", so that cooperation is born naturally between different organizations due to key persons' long-term networking and trust-building. Secondly, the characteristics of organizational operation: the decision-making body is the core executive team rather than the board committee; thus, all the decisions are made instantly by professional front liners instead of wasting time in the red tape, which is super important in the emergency crisis. Thirdly, the accumulation of experience in the previous "Each Class has a Book Corner" project. Although the anti-covid action and the book corner project seem unrelated, there are many parallels and counterparts, such as the communication skills with possible receivers, logistics procedures, and allocation principles under scarcity. All these experiences were applied to anti-covid actions and made Dandangzhe's fast and effective response possible.

Online Self-Organizations: Mutual Aid in the Cyberspace

Adjusting to the strict lockdown, civic engagement in mutual aids for COVID-19 in China has largely shifted to cyberspace since the first wave of outbreaks. This movement has sparked a massive innovative form of volunteerism in China - online self-organization - enabled by the proliferation of mobile digital devices, saturated bandwidth and virtual collaboration tools.

More importantly, many online self-organizations spontaneously formed "support networks" to take collective action to help those affected by COVID-19, especially those in Hubei province, then the epicenter of the pandemic.

The two cases are portions of an action research project initiated by Zhuoming Info Aid, a Chinese grassroots Information Assistance organization that specializes in crisis management and emergency response. The project was led by Rhymes Consulting and prepared by a group of volunteer researchers.

BRIDGE: An Agile Response to Changing Social Needs in Complex Crises

BRIDGE, also known as the Bed Group, is a self-organized online group of voluntary information providers initiated in COVID-19. The goal, content, and scopes of its service had been flexibly tailored to the fast-changing needs of the community.

Its initial mission was to collect information about available beds and other medical resources at hospitals around Hubei and provide such information to patients, especially those with symptoms of severe pneumonia, who were unable to access much needed medical care when local public health systems were seriously interrupted by the abrupt epidemic outbreak in late January 2020. After February 11, as the shortage of healthcare resources was alleviated, BRIDGE's priority turned to providing information for non-COVID-19 patients, especially those who needed dialysis, cancer treatments, mental-disorder medicines, and psychotherapies. BRIDGE also responded to a complex of social crises associated with the public health emergency and anti-pandemic measures, such as agricultural products overstock, travel quarantine, growing domestic violence and sexual assaults, by providing various forms of information services for the affected communities and even carrying out web-based advocacy to raise public awareness.

After the emergence of global outbreak of COVID-19, the Bed Group compiled [Experience from Chinese Volunteers in Response to Coronavirus Crisis](#)¹ and translated it into English, French and other languages. Among these summaries, the [Checklist of Information Worth Collecting](#)² was translated into more than ten languages.

The outputs of BRIDGE are featured by the emphasis on visual effects and well-structured and user-friendly information demonstration. Such features are closely associated with the expertise of its core members who are from such professional backgrounds as public health, product management, information organization, and visualization.



BRIDGE's Mascot "Bed Boy"



1. 定点医院床位信息表
2. 非定点医院床位信息表
3. 如何在线帮助武汉患者找医院
4. “透析 急诊 化疗”武汉开放医院简报
5. 透析患者就医指南
6. 肿瘤患者就医指南
7. 精神类药物购买指南
8. 线上义诊包
9. 心理咨询包



1. 农产品滞销信息表



1. 通行证指南
2. 交通保障电话
3. 武汉各类医院导航地图



1. 居家隔离指南 (此微博已被404)
2. 防骚扰指南 (此微博已被404)
3. 反家暴援助手册
4. 海外互助组织汇总
5. 国内一线志愿者经验汇总
6. 志愿者经验汇总【各国语言推荐语】
7. 志愿者可收集的信息清单(指导工作用)
8. 海外线上问诊汇总



Scan to
Visit the
Index

BRIDGE's Information Index, covering medical information, agricultural product overstock, travel guide, domestic violence assistance, overseas local support guide, volunteer experience summary etc

¹ Link: <https://shimo.im/docs/CRwWGQtwcXYvHVvx/read>.

² Link: <https://shimo.im/docs/RWpRqX9h8Vj3KVVR/read>.

The NCP Relief Network: Strengths and Challenges: A Self-Organization Case Study

The NCP³ Relief Network (NR) was a volunteer-based self-organization that provided online medical consultation, psychological support, and medical supply relief during the initial wave of the COVID outbreak in China. At its peak, NR had more than 1000 volunteers including about 400 doctors and nurses, 200 social workers or counseling psychologists, and specialists in viral architecture, mathematical modeling, digital security, public health, civil law etc., inspired by its slogan “Action for Life”.

As a transitory volunteer group made up mostly of people who had never met before, NR confronted many of the usual benefits and hurdles that self-organizations of this type face. The above-mentioned action research documented the reflections made during NR formations and operations.

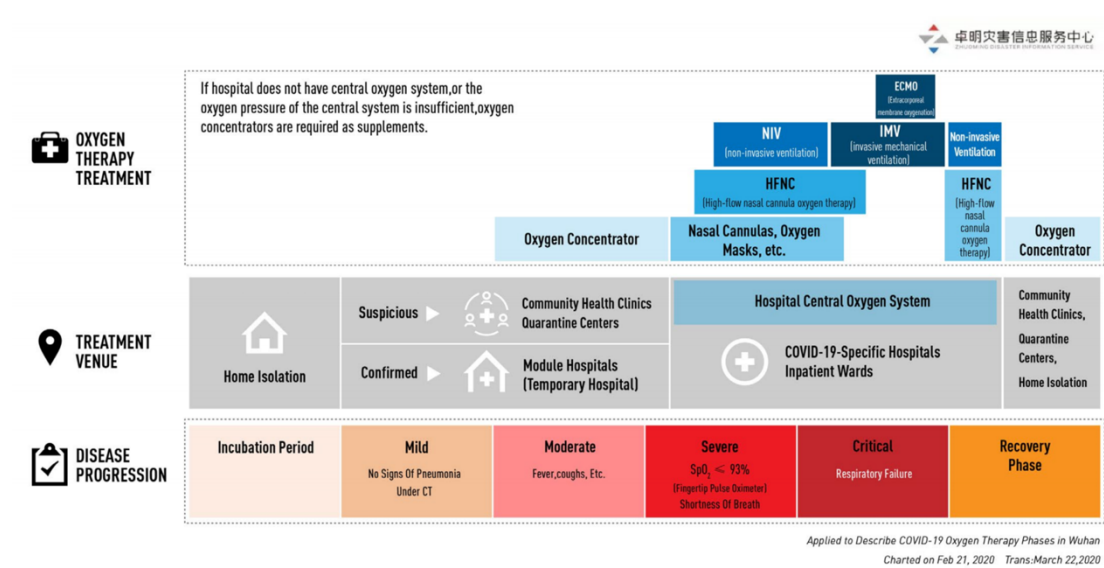
Advantage 1: Effective Collaboration Made a Difference

The partnership between NR and Phoenix Media garnered a lot of interest in the organization almost immediately after it was founded. At the commencement of the outbreak (January 23rd – February 11th, 2020), NR responded quickly to the needs of almost 5,000 Covid-19 patients registered through an online form publicized by Phoenix Media, including 2,000 with severe symptoms who were unable to enter hospitals due to a lack of medical resources. NR provided speedy and professional online consultation and psychological care services for patients in need after checking the information one by one in a timely manner. The data of COVID-19 patients collected by NR was delivered to national internal reference at the end of January for policy advance.

At the same time, NR's creator, along with roughly 20 Ginkgo Fellows, launched an oxygen support project named "Ginkgo Fellows in COVID-19 Relief Action" (See *Ginkgo Fellows in COVID-19 Relief Action*). Based on recommendations from NR's medical volunteers, the initiative distributed 2,321 oxygen concentrators and 3,731 pulse oximeters to patients in Hubei for oxygen therapy. Initial needs assessment, introduction of local volunteer resources, and delivery of 94 "one-to-one" oxygen concentrators to extremely ill home-quarantined patients were handled by NR's

³ NCP stands for “Novel Coronavirus Pneumonia”, which was the official name of COVID-19 in China at the start of the epidemic.

team. This project had aided and relieved the brief temporary societal shock caused by the epidemic calamity.



COVID-19 Oxygen Therapy Phases Illustration in Wuhan, created by Zhuoming Info Aid on February 21, 2020

Advantage 2: Agility and Flexibility Enable Sequential Actions

The loose and flexible organizational structure of NR provided an ideal environment for the emergence of new spontaneous acts. For example, inside NR, a separate organization dedicated to assisting pregnant women was formed, and it was the first volunteer group to react to the needs of this type during the pandemic (See *Supporting Pregnant Mothers in Wuhan*). As another example, hearing about patients’ death caused a lot of stress in some volunteers, thus the next day a volunteer psychological support program was created. Furthermore, once the epidemic had passed, NR established "Sunlight Peers," a new mental-health campaign that followed COVID-19 patients who had been discriminated against after they had recovered. NR network also incubated volunteer teams focusing on epidemic models, hospital need assessment, ventilator delivering, non-COVID-19 severe patients and agricultural products unsalable etc.

The First Challenge: Developing Procedures Within Time Constraints

NR was founded in the early stages of the epidemic and initially lacked the time necessary to develop operating standards and practices. It recruited almost 2,000 volunteers in the first four hours of recruitment, placing the management staff under considerable strain. As a result, disorder ensued. Certain new volunteers lacked clarity about what they could accomplish and how they could accomplish it. Some

noteworthy persons have departed as a result of conflicting expectations. Since everyone was dealing with an emergency, it was difficult to maintain precise communication. As a result, it took until the seventh day to adequately establish and follow relatively uniform practices.

The Second Obstacle: Divergent Perspectives on "Centralization" and "Decentralization"

NR's founder envisioned it as a decentralized network comprised of largely autonomous workgroups which "respect professionals in their areas of expertise." Numerous volunteers also profited from decentralization's increased attention for persons. However, to quickly form a new organization amid such a major and unknown crisis, the founder was forced to rely on team members he knew and trusted and had designated as group leaders. As a result, all group leaders ceded ultimate decision-making authority to the founder, resulting in a centralized system. Additionally, some leaders advocated for centralized team administration, alleging that distributed volunteer efforts were wasteful and unreliable in execution. Numerous members of the NR expressed concern about the paradox created by centralization and decentralization coexisting. NR had kept exploring the proper team culture until near the end of the event.

The Disability Volunteer Network: Actions to Assist Disabled People on a Volunteer Basis

The Disability Volunteer Network in the COVID-19 is a volunteer network co-initiated by more than 50 disability NGO partners on January 29, 2020. During the pandemic's isolation, the network was dedicated to providing accessible support and aid to the disabled. Within three months, eight support groups had been formed, serving hundreds of disabled people. Furthermore, it facilitated a progress in subsidy policy, resulting in roughly a hundred blind massage shops in Hubei province receiving a special government subsidy of over one million RMB.

Information Accessibility

Because they cannot obtain information in a timely manner, disabled persons can quickly become a marginalized population during a pandemic. The Network did their utmost to assist a variety of disability groups. A sign language film on COVID-19 prevention and control was created by a deaf sign language teacher. Golden Blind Cane volunteers translated visual information into text messages that the blind could read on a screen. A manual on epidemic prevention for persons with intellectual and developmental disabilities was created by special education volunteers.



A Poster to Collect Disabled People's Needs Designed by the Network

Pursue Policy Benefits

Owners of blind massage shops were concerned about their rentals and income during and after COVID-19. The Disabled Persons' Federation adopted a subsidy policy in March 2020 to provide them with an amount equal to three months' rent. However, the benefits were only available to Wuhan residents who met certain criteria. People with Wuhan resident registration accounted for only 60% of blind massage shop practitioners in Wuhan, according to the Network's survey findings. Many blind people have decided to strive for their own benefits. Volunteers assisted them in drafting letters, collecting data, and submitting two proposals to the Disabled Persons' Federations. The Federations soon responded. Volunteers followed up to ensure that everyone who was qualified submitted the correct materials. The Hubei Province Disabled Persons' Federation released an improved policy on May 12 to widen the scope of blind individuals who could benefit from it. As a result, approximately 100 blind massage shops have received a subsidy of up to one million yuan.

Regrets

The team's greatest regret is the notion that "we could have done more." Because the team lacked access to a vast network of disabled persons, it was only able to assist hundreds of people, which is grossly disproportionate to the size of the group. In addition, the team used online surveys to gather information regarding of the disabled. This approach gave timely input, but the data was limited to young people because the elderly did not have access to smartphones. The team desired a large network of disabled persons through which it could reach more people and establish trust over time. Then, if another emergency arises, more productive and thorough solutions will be possible.

Maitian Foundation: The Power of a Volunteer Network

Guangdong Maitian Education Foundation (hereinafter referred to as "Maitian", meaning wheatfield), initiated in June 2005 and registered in 2010, is dedicated to enhancing rural kids' education environment and providing financial aids with a volunteer network consisting of 90 local teams across the country, serving over 1,500 rural schools. In its anti-pandemic action, Maitian actively mobilized social resources with the help of its widely distributed volunteer network supporting non-Wuhan areas in Hubei Province.

Should an Education Nonprofit Fight the Pandemic?

Maitian's actions was preceded by some volunteers' individual fundraising and Hubei teams' request for goods. Maitian's board had a short hesitation period on whether to take actions as an organization. They were concerned that Maitian was an education nonprofit without experience in fighting against pandemics. In addition, Maitian's registered work scope did not include relief action, which might incur punishment subsequently. However, as the pandemic situation got worsened quickly, Maitian made its choice, believing that life emergency responses are top priority. Initially Maitian received donation only internally from Maitian's own volunteers, and meanwhile, it applied for administrative approval from the government. After receiving the approval, it opened the donation channels to the public. In Hubei, Maitian had 8 volunteer teams with thousands of volunteers, many working in hospitals and communities, as well as numerous schools and kids. The team decided to start from helping volunteers in high-risk regions, and then radiated to their hospitals and patients.

On February 1, Dr JIN Jinping, director of the Center for NPOs law of Peking University, published *Changes and constants for charitable organizations in major public health emergencies*, pointing out that timely rescue was the top priority, while official records could be made later, and rules should be handled flexibly. On reading this article, Maitian's team was assured that their choice was right. In fact, Maitian worked smoothly with governmental administrative departments throughout its action.

Adapt Daily Operation Model to Emergency Response

Maitian team targeted on helping non-Wuhan cities in Hubei province, such as Huanggang, Shiyan, Ezhou, Xiaogan, etc, based on volunteers' opinions. These areas were facing tough situation but neglected as resources were highly concentrated in Wuhan. Local doctor volunteers instantly collected hospital demands. Volunteer

teams outside Hubei were responsible for fundraising and buying materials. When materials arrived, local police officer volunteers helped with distribution and delivery. On Jan 31, the first batch of materials, 4000 protective suits, arrived at several hospitals in Shiyan and Huanggang, which were the first supplies received by these hospitals.

The efficiency was built on Maitian's daily operation model. When it provided aids to rural schools, Maitian's secretary team worked as an information hub, while local teams were in charge of need assessment, execution, and feedbacks, and teams in developed cities raised funds and communicated with donors. This model was successfully applied to Maitian's anti-pandemic action.

Ignite Public's Enthusiasm

Maitian created 30 articles and almost 100 posters during the action. They inspired empathy, igniting enthusiasm from the public and bonding new members joining the team. Maitian volunteers' stories were published in newspapers, public transportation advertisement places, exhibitions, and medias including Xinhua Net and Sina Guangdong.

According to a rough summary by May 2020, Maitian received cash and good donation of approximately 8.8 million RMB, delivering materials to about 356 organizations in Hubei province, over 200 communities and approximately 700 organizations in total nationwide. In August, Maitian established "Maitian Emergency Response Mechanism" formally for future crisis.



A Picture Used in a Maitian Poster: a pocket sewed by an Ezhou nurse for doctors to use with protective suits, with a slogan "China Go! Ezhou Go!" and Maitian's logo.

Alliance of Non-Profit Organizations in Liaoning: Collective Voluntary Actions Facilitated by a Regional Supportive Platform

Alliance of Non-Profit Organizations in Liaoning (Liaoning Alliance) was established after a flood in Qingyuan, Fushun in 2013. Liaoning is not a disaster-prone province. Few social organizations had experience and expertise in disaster relief before Liaoning Alliance started. In order to respond to future disasters in a timely manner, Liaoning Lizhou Public Welfare Development Center (Lizhou) initiated a provincial response network with the guidance from One Foundation. Founding members of the network decided to name it “Alliance of Non-Profit Organizations in Liaoning” with the hope to attract more members and expand the network’s work scope.

Collective Actions of Over 12-Thousand Volunteers

Liaoning Alliance decided to take anti-pandemic actions on January 24th, 2020 and activated its emergency response mechanism on the 25th as Liaoning Province scaled up the response to major public health emergencies to the highest level. Members gradually joined after January 26th. Liaoning Alliance raised funds from foundations, enterprises in the province, and individual donors to purchase emergency relief materials. Alliance members and their volunteers disinfected public spaces of 86 million square meters, delivered over 200 thousand medical and life supplies to residents, visited over 20 thousand families, examined tens of thousands of cars and passengers together with police officers, delivered psychological counseling to 126 people, purchased medicines for villagers, and offered 682 food packages for homeless, etc. Up until March 30th, 12,011 volunteers joined these collective actions and benefited millions of people.



Lizhou Volunteers in Shenyang, Liaoning was Transporting Milk Donated by Local Companies

Ensure Volunteer Safety: Professional Training and Risk Management

Liaoning Alliance played a vital role to ensure volunteer safety by professional training and risk management. The founder of Lizhou committed to providing 2,000 masks to each team at the beginning of the action and used her own money to pay in advance before receiving funding support from foundations. For volunteers who signed up for infection work, Liaoning Alliance arranged a 2-hour detailed step-by-step online training and invited the official in charge to join as an audience. For high-risk work, Liaoning Alliance leaders selected volunteers in strict criteria, purchased insurance for them, and made exhaustive records on their routes and body temperature to minimize the risk of infection.



A Volunteer in Chaoyang, Liaoning was Disinfecting a Bus on March 8th, 2020

Increased Social Capital: Better Connections with Communities and the Government

Liaoning Alliance had built a smooth communication channel with local government in the past eight years, and it put great emphasis on government communication in the anti-pandemic action. The effort paid off. Lizhou, a grassroots social organization, was designated as the receiving unit of epidemic prevention materials by the local government. Alliance members also earned trust from local government agencies as well as communities by their professional services. In September 2019, some social workers supported by an Alliance member tried to work in a community but could not be accepted by the residents. During this anti-epidemic action, communities and property companies actively sought help from Alliance members. In a province where the development of non-profit organizations was relatively slow, Liaoning Alliance helped more people understand the work of non-profit organizations and built precious social capital.

Hand-in-Hand: Offer Social and Psychological Support for People in the Face of Life and Death

The Shanghai Hand-in-Hand Life Care Development Center was established in 2008, focusing on hospice care and death education. Having close contact with hospitals and doctors, Hand-in-Hand quickly became a hub connecting goods and needs in the initial medical material shortage. After that, Hand-in-Hand turned back to its professional area: helping people going through challenges facing life and death.

Material Assistance with Hospitals and Doctors as Partners

Having been engaged in hospice care and death education for 12 years, WANG Ying, the founder of Hand-in-Hand, had close interaction with hospitals and doctors. She began to research Hubei hospitals' needs from December 2019, and started to raise goods in the evening of Lunar New Year, Jan 25th, 2020. Hand-in-Hand soon became a connector between over 100 hospitals and multiple foundations, companies, as well as individual donors. They received 8.6 million RMB donation in total. Ying's work did not stop at the arrival of supplies. She invited hospital representatives give feedbacks on the quality of donated materials and rank supplies in need by urgency. By taking hospitals as important partners, not just recipients, Hand-in-Hand strived to maximize the efficiency and effectiveness of limited resources.



Hand-in-Hand Donated Medical Supplies to Italian Hospitals in April

Social Support, Psychological Assistance and Hospice Care

Social support, psychological assistance and hospice care had always been the focus of Hand-in-Hand, which put it on an irreplaceable position in the fight against the epidemic. Hand-in-Hand's took actions in the following four aspects.

(1) Providing advice for people with dying family members at home.

In the great outbreak, many people had to face family members' quarantine or death at home without any preparation. Their sadness often accompanied anger and fear. Both families and communities had urgent demands on hospice care and psychological assistance. Hand-in-Hand compiled 55 suggestions on "What to do if a family member dies at home" and 33 advice on "self-care in grief", then distributed them to patients' families, volunteer teams, hospitals, and overseas regions.

(2) Offering social and psychological assistance to anti-epidemic volunteers.

Hand-in-Hand worked together with NCP Life Support Network (See *Online Self-Organizations*), whose caring group members were mostly social-work students. They faced extreme mental pressure when hearing sad stories from patients' families. Ying provided online voice and video seminars for these volunteers. She also gave psychological consulting to volunteers in Wuhan Pregnancy Support (See *Wuhan Pregnancy Support*) who stayed online for mothers 24x7.

(3) Supporting communities and other partners to face grief in the society.

Collaborated with Shanghai Pudong social worker association, Hand-in-Hand provided grief counseling lectures for grief families in Hubei; gave professional guidance to volunteers assisting funeral homes with the distribution of ashes; discussed how to reduce and disperse pressure on Wuhan funeral homes; and worked with community civil servants to prepare for dealing with potential conflicts when calling people to receive ashes of their loved ones. Beyond these, Hand-in-Hand worked with various media, foundations, charity partners, hospitals, and religious communities to provide death education workshops.

(4) Promoting psychological reconstruction after the epidemic.

In late June 2020, Hand-in-Hand launched a Life Seminar and Mindfulness workshop for medical staffs, volunteers, and the public to promote psychological reconstruction after epidemic.

As Ying said in an interview with Phoenix Media, "No one is an isolated island in the face of virus." By standing back behind sorrow people and holding them gently but firmly, Hand-in-Hand built a line of mental defense against pandemic for the society.

Supporting Pregnant Mothers in Wuhan: Protect Mothers and Babies

Supporting Pregnant Mothers in Wuhan (Supporting Mothers) began as a volunteer team on January 26, 2020, led by SHEN Xu, a social entrepreneur and counselor. Its main goal during the epidemic was to give services to pregnant women in Wuhan. They offered medical help over the internet, as well as psychological and emotional support, companionship, and neonatal care guidance. Supporting Mothers mostly used WeChat groups to deliver its services. It had accompanied over 1,300 expectant mothers and their families in Wuhan as of April 8, 2020, and welcomed 356 infants into the world. 28 vehicles were deployed for emergency delivery. More than 300 one-on-one counseling and other individualized social support were provided.

“You are Free to Discuss Anything Except the Pandemic”

The majority of pregnant women lived in Hubei but were not infected. They were terrified when the pandemic broke out. As a result, Supporting Mothers not only provided online prenatal advice, but also emotional support. These mothers, according to SHEN Xu's experience, wished to be understood rather than receiving simplistic directions like "don't panic." As a result, Supporting Mothers established a group rule that members could complain about anything but the epidemic, such as "I don't eat fat, but my mother-in-law put fat in the rice." In these mothers' lives, bad news regarding COVID-19 was overpowering. Talking about it in the group again would simply add to the panic, creating a negative feedback loop. Supporting Mothers brought pregnant women back to their current lives, understood their concerns, and then assisted them in resolving health difficulties via online medical consultation. Mothers gradually redirected their attention away from the pandemic and became relaxed.

"No One Would Deliver a Baby Alone on the Road"

Supporting Mothers assisted parturient women who were presumably infected in getting into hospitals. COVID-19 patients flocked to hospitals in droves at first. To make matters worse, negative pressure delivery rooms, which were essential to avoid in-hospital infection, were not ready in many hospitals. Supporting Mothers worked with a variety of stakeholders to identify solution for two desperate women, who later delivered their babies safely thanks to everyone's effort and courage. After February 5, hospitals were fully prepared, making things considerably easier. Because parturient women were sometimes too nervous to express themselves, Supporting Mothers taught them how to describe their medical situation to doctors in a straightforward and concise manner. Women who had symptoms but were not

sure if they were infected were afraid to go to hospitals designated for confirmed cases. Prior to obtaining nucleic acid test results, hospitals were unable to accept them either. Supporting Mothers told the ladies in these situations that everyone would come to their aid. Hospitals would accept them even if their children were already on the way before the nucleic acid test results were available. Hearing this made new mothers feel at peace. Every pregnant woman was admitted to a hospital for delivery as proof.



A Volunteer of Supporting Mothers Held a Newborn in Wuhan on September 25, 2020

Inclusion China: An Emergency Relief Network for Families with Special Needs and Difficulties

Beijing Xiaogeng Disabled Foundation (Geng Foundation) was established in July 2018. The vision of the foundation is that people with intellectual and developmental disabilities can achieve equal rights, equal opportunities, and equal status. Geng Foundation initiated the Inclusion China Network for the Chinese parents of persons with intellectual and developmental disabilities. The network has reached more than 100 cities across the country, including nearly 300 parent organizations or parent volunteer service groups.

An Individual Tragedy Ignited Panic and Action from the community

On January 29, 2020, a 16-year-old boy with cerebral palsy died in his hometown village in Hubei Province. After his father was quarantined due to COVID-19 infection, this quadriplegic teenager boy was left alone at home for seven days. During the seven days, Inclusion China Network tried to find help through national associations and local government. Village doctors, officials, and the boy's family members went to take care of the boy for several times. However, the boy died after days of struggle.

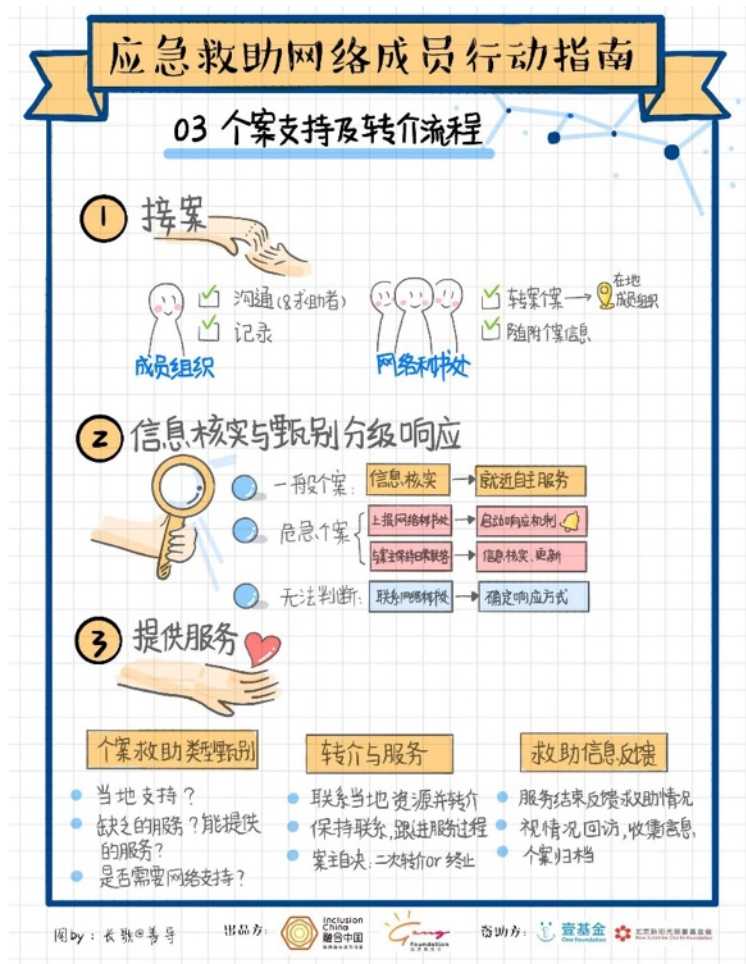
The boy's death won deep sympathy from other parents of children with intellectual and developmental disabilities. The parents and professionals close to the community decided to set up an emergency relief network to maximize mutual support within the community and effectively attract external support and resources.

Case Support

From February to April, the Emergency Relief Network received and processed 21 cases, which could be put into three categories: 1. Families whose livelihood was severely affected due to the isolation in the epidemic; 2. Children with intellectual and developmental disabilities unattended after family members were quarantined; 3. Children with epilepsy having difficulty in finding "last mile delivery" to get medicines.

After receiving each case, the Network would contact the family immediately and file up their information and needs, then try their best to find corresponding supportive resources. For each case, the Network assigned a coordinator who would follow up with the whole process with affective company and consolation.

Moreover, the Network also cooperated with other professional institutions to offer online classes for a larger group of children in need, such as family activities for teenagers with intellectual and developmental disabilities and one-on-one on-line rehabilitation guidance and support for younger kids.



A Guide for Emergency Relief Network Members: Case Support and Referral Process, Produced by Inclusion China and Geng Foundation

Reflection

Upon reflection after the pandemic, the Network realized what the emergency network could provide was far from enough. Fortunately, the government issued a policy to provide temporary guardianship for children in special circumstances in early March. This progress in policy solved part of the problem. However, how to build a stronger and more effective support system bridging internal and external support for rural and mobile families with disabled members remained a question. To build a safe net for more kids and families, Inclusion-China has normalized the Emergency Relief Network; continued to work with 294 Network member organizations and linked more and more local entity and resources after pandemic.

Chunmiao Foundation: "A Nurturing Root" and Amplifier for Grassroot Actions

Beijing Chunmiao Charity Foundation (hereinafter referred to as "Chunmiao", meaning spring sprout), a grassroots nonprofit with public fundraising certification, was registered and established in Beijing in October 2010. Adhering to its spirit "love and professionalism", it provides holistic and diversified social services for children with congenital diseases and accumulated great trust capital in the last ten years. In COVID-19, Chunmiao turned to be a fundraising platform and a funding pool for several anti-pandemic actions. It innovatively set up an "Emergency Reserve Fund" which provided strong support for other organizations while achieving compliance and flexibility at the same time.

From a Service Provider to a Fundraising Platform

Chunmiao focused on medical social worker service for children with congenital heart disease and was trying to become a platform for similar nonprofits before the pandemic. In the outbreak, its founder heard that several friends would like to take actions but could not raise fund online according to *China's Charity Law*. With public fundraising certification and expertise in operation, Chunmiao quickly positioned itself as a fundraising and supporting platform for other organizations to participate in anti-pandemic charitable actions legally and efficiently. It designed diverse cooperation models based on partner's capacity.

- A. For partners who had no funds, Chunmiao helped them by introducing donors or starting Internet fundraising.
- B. For those who could raise funds and find material supplies, Chunmiao acted as a fundraising service platform where partners could publish their projects online.
- C. For partners who had raised considerable funds but were worried about finding supply of goods, Chunmiao provided a network through which they could cooperate with other organizations. It even got road pass in quarantined areas from local government to ensure material delivery.

For each model, Chunmiao developed processes and specifications. It assigned a specific project manager to each partner to ensure efficiency and compliance under various circumstances.



Delivering Masks by a Helicopter

A Bold Attempt Built on Professionalism: Emergency Reserve Fund

To accelerate the purchase of urgently needed facilities, such as oxygen generators for severe patients at home, Chunmiao set up a 1 million RMB “Emergency Reserve Fund” based on consensus with its donor. By this fund, “Ginkgo Fellows in COVID-19 Relief Action” (See *Ginkgo Fellows in COVID-19 Relief Action*) was able to start procurement process while raising funds. When it raised 1 million RMB, this money went back to Emergency Reserve Fund pool and was ready to use by other actions. This fund was utilized by several organizations and leveraged about 30 million donations in total. Though sounded as a common practice in the commercial world, such a Reserve Fund mechanism was bold and innovative in public fundraising foundations in China, which operated under great scrutiny from the public. Its success was a great illustration of Chunmiao’s spirit “love and professionalism”.

By effective mobilization and resource connection, Chunmiao raised funds of more than 84 million RMB, including Justin Bieber’s 200 thousand RMB donations. It facilitated actions of many grassroots self-organizations, including Cheung Kong Graduate School of Business, China Europe Business School, Tsinghua Alumni Association, etc. Chunmiao became a trustful endorsement for these actions, enlarging their scales and functions, gaining trust and social capital in return. A member in Chunmiao described it as a “root” that nurtured people and nonprofits to unleash their power. After the pandemic, Chunmiao continued to explore its role as a platform to participate in social service and social governance, advocating changes in thoughts and values in the society.

Yibao: Deliver Inclusive Finance Solutions to Protect Heroes in the Fight Against the Virus

Yibao, a social enterprise founded in 2015, brings together insurance companies to create inclusive insurance products for underprivileged populations and charitable organizations. Yibao has provided insurance to more than a million users (including reinsurance). Yibao's mission during COVID-19 was to provide free insurance to frontline social workers. Over 20,000 social workers and nonprofit professionals benefited from the program. The insurance company supported half of them. The remaining half was funded by public donation totaling 372,960 RMB.

Risk Distribution in an Equitable Manner

In his book *Risk Society*, Ulrich Beck made a famous inference: the distribution of risks in a society is significantly connected with socioeconomic classes. At the top, wealth accumulates, while hazards increase at the bottom. Insurance firms typically do not offer insurance coverage tailored to certain populations, such as immigrant workers and persons with intellectual and developmental disabilities, who are the most sensitive to threats. Because of their modest salary, grassroots nonprofit workers are frequently unprotected either. By establishing inclusive insurance, Yibao aims to improve these people's risk resilience. It assesses the risk characteristics and insurance needs of certain groups, lowering insurance companies' accounting costs and assuaging their fears, delivering high-quality, low-cost solutions to market.

A Long and Winding Road to Provide Anti-COVID-19 Insurance

On February 1st, Yibao began developing anti-COVID-19 insurance products, which had taken unforeseen turns. To begin with, the policy on COVID-19-related items had shifted multiple times, from restriction to encouragement to limited approval. As a result, the willingness of insurance firms to provide or donate insurance fluctuated. Second, because of budget limits or differing priorities, Yibao was unable to obtain funding from foundations. It began its first public fundraising project under tight time constraint in order to provide free insurance to a larger number of people. Third, insurance companies attempted to prevent risk concentration by limiting quotas in high-risk locations, which was unfair to applicants in these areas. Last but not least, Yibao's crew of eight had to process 3,000 insurance applications per day on average during peak times. They spent a lot of time on the phone, double-checking organizational and personnel details submitted by rescuers in a rush.

The most of those covered by Yibao's insurance were social workers or volunteers in local communities. In some instances, several people had to share one protective suit over the course of a week to visit homes, check body temperatures, send food and supplies, and stand watch in infested regions. Many of them were willing to risk their own safety to help others. A volunteer said that he felt well taken care of when receiving the insurance. Yibao gave these heroes the financial backing they needed to combat the virus, as well as providing them and their families with invaluable psychological support.



Yibao's Poster Urging Frontline Social Workers, NGO Practitioners, and Volunteers to Apply for Free Insurance

Ginkgo Fast Action Fund: "Move Quickly and Shred Paper"⁴

Beijing Ginkgo Foundation (hereinafter referred to as "Ginkgo") is a public charity organization with the mission to find, connect and inspire social change makers, working together with them to solve social problems and create collective impact. With a model inspired by Ashoka, Ginkgo has supported 134 Chinese social entrepreneurs as "Ginkgo Fellows" until 2020, forming a dynamic virtual community. In this anti-pandemic action, with its human-centered funding methodology, Ginkgo started "Fast Action Fund" to assist frontline change makers with minimum administrative costs.

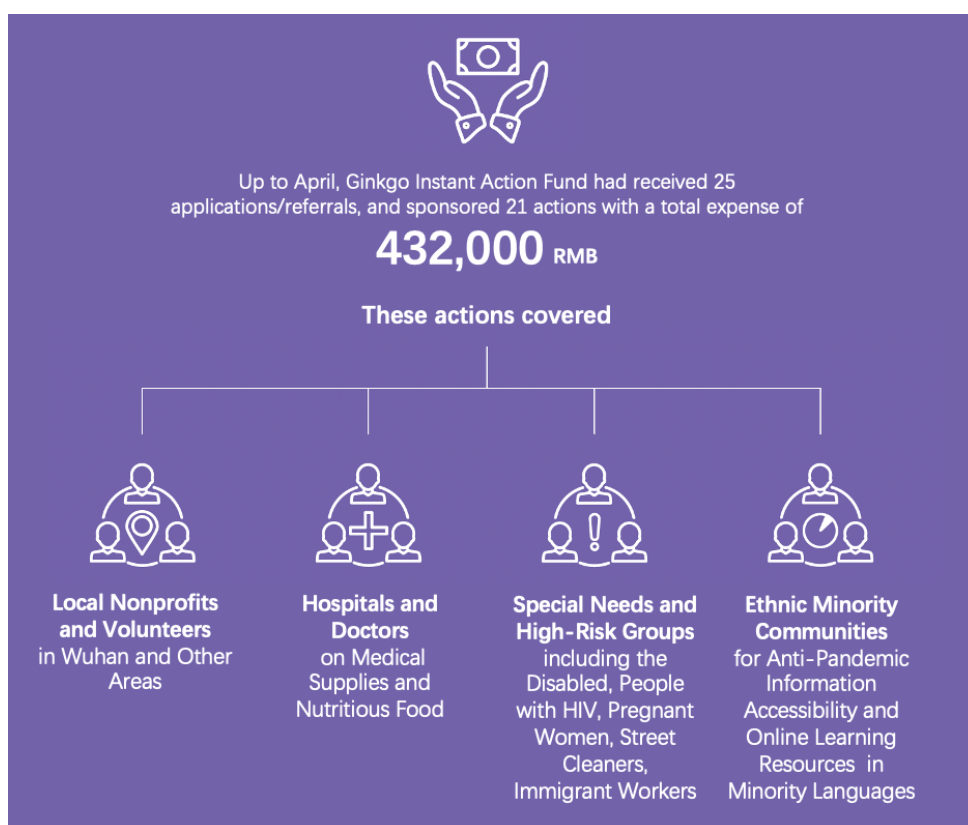
Grantmaking with Speed

On the outbreak of COVID-19, many Ginkgo Fellows immediately participated in the fight against the pandemic and Ginkgo paid close attention to their actions. It observed that all the resources were put on the purchase of medical supplies, while labor and administrative costs for relief actions were barely covered. Numerous volunteers worked day and night and had to pay for operational costs such as delivery fees, oil fees by themselves.

To fill the gap, Ginkgo initiated "Fast Action Fund" on February 1st. The fund offered timely, flexible, and non-restricted small-amount financial support to individuals and organizations in the relief work, which could be used for transportation, accommodation, printing, communication, small-scale supply purchase, public education, salaries, and subsidies, etc., not being recommended to cover large-scale supplies and facilities. The grant was given in a single payment of 10,000 to 30,000 RMB.

As most people were concentrated on emergency response rather than grant applications, Ginkgo took the initiative to reach out active Ginkgo Fellows and other partners to offer grant opportunities. The process was cut to minimum: it only took less than 48 hours from submitting a one-pager application to receiving the fund.

⁴ The subtitle is a quote from a book beloved of Ginkgo's employees: *Grassroots Philanthropy: Field Notes of a Maverick Grantmaker*, Bill Somerville with Fred Setterberg, Heyday, 2013



A Summary of Ginkgo Instant Action Fund

Courage at Stakes

Flexibility often comes with uncertainty. Ginkgo team had discussions on risk management from the very beginning. First, Ginkgo's financial administrator made bottom-line guidance for a simplest procedure in compliance with law and regulations. Secondly, to reduce the risks of sponsoring improper projects, application was built on a referral basis with an emphasis on Ginkgo Fellows who had undergone strict inspection on operation and compliance before they received the title with a constrained amount of each grant. Thirdly, communication with different stakeholders was taken care of with caution. Beyond these, the foundation took a leap of confidence, trusting grantees' opinions and judgements on what to do in the frontline, giving them full initiative to allocate the money according to their needs.

A society with continuous pursuit of better lives, in addition to civic responsibility, should have people empowering and supporting those who stand out. With this belief, Ginkgo embraced the challenges and unknowns of Fast Action Fund and was pleasantly surprised to find itself followed by several similar grants from other foundations inspired by its practice.

Friends of Nature: Advocating Conceptual Change Behind the Wildlife Protection Law

Friends of Nature was established in 1993 and is one of the earliest environmental public service organizations in China. In the past 28 years, Friends of Nature has promoted the emergence and growth of more and more green citizens through environmental education, public participation and policy advocacy. During the epidemic period, it was committed to promoting the revision of the “Protection Law of Wildlife” and actively advocating the transformation of the legislative purpose from "utilization" to "protection."

Initiative

Since the 2003 SARS pandemic, Liang Congjie, the Chairman of Friends of Nature at the time, had proposed an amendment to “Wildlife Protection Law”. From scientific point of view, he highlighted the importance of "maintaining ecological balance first and mainly", namely the protection view, instead of "protection for utilization". However, after many efforts, the law still adopts utilization as the main idea rather than protection.

When Friends of Nature confronted the outbreak of COVID-19 epidemic, its legal advocacy team was sensitively aware that this was a good opportunity to re-propose legislation revision. Soon, the National People's Congress made a clear motion to amend the law. Friends of Nature and its partners then adjusted their goals, focusing on promoting comprehensive revision on provisions on prohibition of consumption and restrictions on use.

Advocacy as Public Education

Friends of Nature believes that good advocacy work should not only reach law-makers, but also common people. In the evening of January 28, 2020, Friends of Nature launched a survey on "Public Opinions on Wildlife Consumption, Trade, and Legislative Regulation" together with many partner organizations. The questionnaire received 101,172 feedbacks as of February 14, providing a strong basis for subsequent actions. To get a more representative result, Friends of Nature and its partners made a great effort to get responses from rural areas.

To raise public awareness and facilitate public discussions, Friends of Nature hosted live interviews on Weibo. Guests include National People's Congress representatives, scholars, law practitioners and animal protection NGOs. The topic received over 14 million views and 20 thousand discussions. Moreover, Friends of Nature actively responded to media requests, customizing responses based on different medias' specific needs and characteristics.

Before submitting its amendment proposal to the legislature of the National People's Congress, Friends of Nature publicized it on public platforms such as WeChat and Weibo. Within a few days, it received joint signatures from more than 100 individuals and institutions. They were not only experts working in environmental protection and public welfare, but also fashion shop owners, art workshop founders, employees of technology companies, and individuals who signed as "a mother".



A Poster on "Say NO to Eating Wild Animals" Created by Friends of Nature

Future

On April 22, 2020, the Earth Day, Friends of Nature launched a new questionnaire on consumer awareness and consumption choice. Based on 11230 feedbacks, it wrote "Green Possibilities for a Good Life in the Post-epidemic Era" report. The report shows that the COVID-19 epidemic has brought conceptual changes in the ways of living. More people began to hold a "ecologically-focused" belief rather than "people-centered" point of view. Challenges still existed. Many people found it hard to bring this ideology to day-to-day actions. Friends of Nature continues its work on facilitating changes towards a green society.

Illness Challenge Foundation: Glue Multiple Forces to Deliver Medicines to Patients

Inspired by the Ice Bucket Challenge, the China-Dolls Center for Rare Disorders and the Narada Foundation jointly initiated Beijing Illness Challenge Foundation (ICF) on February 29, 2016. Through patient services, community development, and social advocacy, the ICF is devoted to solving pressing problems faced by the rare disease communities on the one hand and promoting an equal and respectful social environment for rare disease communities on the other. During the epidemic, the ICF acted as a "gluer" of various forces with a common goal to provide medication assistance to rare disease patients.

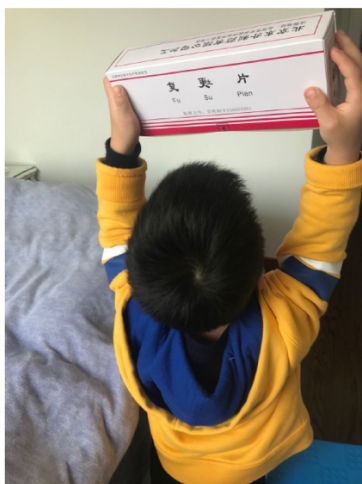
Challenges

Around January 28th, various rare disease patient groups sought for help from the ICF. Facing pandemic and lockdown, patients found it risky and hard to visit hospitals. Most medicines could not be found in local pharmacies. Moreover, medicines purchased from pharmacy could not get reimbursed from medical insurance, resulting in heavy financial burden for patients.

A Cross-Sector Collaboration

As a charity foundation, the ICF realized that it was beyond its capacity to solve the problem. Collaboration with government and medical associations was in need. On February 1st, the ICF got in touch with China Alliance for Rare Diseases (hereinafter referred to as "Alliance"), which is a national voluntary non-profit platform approved by the National Health Commission, initiated by authoritative medical associations and consists of medical institutions, universities, research institutes and enterprises capable of the diagnosis and treatment of rare diseases.

After a week of discussion and technical preparation, the two parties formally announced an assistance project on February 9. Within a day, they received more than 50 patients' requests. In the project, Alliance played the role of leader and coordinator. It set strategic direction; hosted an online need collection system; and coordinated numerous medical supply channels including doctors, hospitals, medical associations, pharmaceutical companies, pharmacies etc. Alliance's rigorous work attitude broke stereotypes of government-related organizations.



A Boy Received His Medicine

The ICF connected patient communities. It worked together with patient groups to verify patient needs; analyze possible solutions for each disease and different regions and conduct follow-up calls. Some patient groups spontaneously recruited volunteers to help with medicine delivery. The connection and trust with patient groups are the ICF's great treasure accumulated day by day for a long time.

As of April 8, the project team had collected 444 applications for help from 29 provinces, municipalities, and autonomous regions, covering 29 diseases. In the end, it provided medical care solutions to the needs of 382 patients.

On February 29, 2020, Rare Disease Day, the ICF launched "300 million thanks" event to support doctors online in the voice of rare disease patients. More than 6000 patients published videos on Tiktok expressing their gratitude to doctors, receiving over 9 million clicks. Many patients learned how to use Tiktok just for this event. "300 million thanks" not only enhanced doctor-patient relationship, but also brought rare disease patients to the public and helped eliminate misunderstandings and prejudices towards patient groups.

Reflection

Although the action was productive, some challenges remained unsolved, like the medical shortage and reimbursement problem for haemophilia patients in Hubei province. The ICF contacted pharmaceutical companies, commercial companies, local specialty pharmacies and many internet medical platforms but failed to find medicines that could be reimbursed.

In the action, the ICF saw the complexity of solving rare-disease-related problems. It met different needs and expectations of various parties and witnessed games of interests and powers among different stakeholders. On the same time, the ICF surprisingly found that some new patient groups without full-time employees outperformed mature organizations. With a strong will, even a single person could make a difference. Now, the ICF has new imaginations on how to work collectively with patient organizations and empower them in the future.

Beijing Facilitators: Empower Migrant Worker Families by Embracing Their Vulnerabilities and Capacities⁵

Beijing Social Work Development Center for Facilitators (Beijing Facilitators) was one of China's earliest non-governmental social work organizations. It was founded in 2003 during the SARS pandemic to support migrant workers and their children, empower migrants to help others, and perform action research to summarize local experiences and contribute to the growth of social work and non-profit organizations in China. Beijing Facilitators launched a comprehensive relief project for migrant worker families on January 22, 2020, aiding them through dynamic needs assessments, information sharing, material distribution, relief fund allocation, capacity-building, and advocacy.

Advocacy Grounded on Solid Research

With extensive expertise in migrant worker disaster relief, Beijing Facilitators quickly developed three criteria to identify migrant worker families that were the most vulnerable to the pandemic: 1) families with members who were sick, injured at work, or disabled; 2) families with children who were raised by a single-parent, grandparents, or other relatives; 3) families whose expense exceeded their income and had difficulty paying for their children's education and living expenses. A family was classified as "a family facing difficulties" if at least two of the aforementioned criteria were met and it had weak social relationships and a low level of social recognition.

Beijing Facilitators performed a comprehensive study of the impact of COVID-19 on migrant worker families based on information collected in four rounds of needs assessments for 46 families facing difficulties and questionnaire input from 311 households, including 143 families facing difficulties and 168 ordinary families, to better understand their position and promote societal awareness. The findings were

⁵ This article is based on the following papers and reports from Beijing Facilitators, as well as an interview with LI Zhen, Beijing Facilitator's board member and director of research and advocacy.

- a. Tao Li, Zhen Li, Yu Pan & Xiaojie Wang (2021) *Frangibility and potentiality: migrant worker families in China during COVID-19*, China Journal of Social Work, 14:2, 100-132, DOI: 10.1080/17525098.2021.1888765
- b. Tao Li (2020) *How to apply professional social work methods in disaster management – a reflection based on experiences helping migrant workers fighting against coronavirus*, China Social Work Review, 2
- c. Zhen Li (2020) *Migrant children services based on child participation under pandemic conditions – a case study of Facilitators "kid reporter class"*, The Facilitators, <https://mp.weixin.qq.com/s/DTM4mkn7NifiEjRdVxM0w>

presented in essays, field notes, reports, infographics, seminars, and papers. The keen observation and quality material drew the media's notice right away. 42 media outlets, including China Media Group, Caixin, South China Morning Post, and Southern Metropolis Daily, had published 67 stories based on Beijing Facilitator's work until June 17, 2020. Beijing Facilitators was also invited to speak at government symposiums, where they expressed their opinions on disaster prevention and control from a social work perspective.

“Help People Help Themselves”

Based on empowerment theory, Beijing Facilitator placed a strong emphasis on capacity building throughout its relief efforts. During monthly needs assessments, social workers assisted migrant worker families by empathizing with their anxiety, even despair, during the crisis, sharing practical tips and relevant policies, providing accurate information about the pandemic, exploring resources they could use, and reflecting on significant events in their lives to generate inner power and hope. Social workers observed that these families were more aware of risk management and had begun to establish long-term plans during the last needs assessment.



Beijing Facilitators was Delivering Relief Material to a Migrant Worker Family

In addition to case support, Beijing Facilitators organized online groups to discuss widely shared concerns. While under quarantine, many parents, for example, found it difficult to be with their children all day without fighting. They had the opportunity to address these issues and share useful practice in parent-child relationship groups. To help children in migrant worker households comprehend the pandemic and encourage them to engage in public events, Beijing Facilitators

and its sister organizations in Nanjing, Jiangxi, Zhuhai, and Qingdao launched a "kid reporter class". Between February 8 and March 24, with the support of 13 adult volunteers, 27 young reporters produced 80 video reports, which were posted in 32 WeChat groups and 5 Weibo accounts, receiving 94,203 views. The youngest reporter was only five years old.

Future

To strengthen migrant worker families' resilience against disasters, Beijing Facilitators urged an inclusive policy approach for families and children, a stronger integration of urban and rural regions, a closer cooperation between government and non-governmental organizations, as well as better interaction among communities, non-profit organizations, and social workers towards the end of *Frangibility and Potentiality*^{5a}. Beijing Facilitators has opened a "college" for young migrant workers who want to become social workers since 2019, allowing them to reach their full potential by empowering them to serve more people.

FOLLOW-UP STUDIES

The follow-up series of studies are based on the first phase of the action reports, with the participation of young scholars and policy experts, including ZHANG Tingting, GAO Lin, WANG Xiaoyun, CHENG Yuan, TAO Chuanjin, etc., who jointly promoted reflective thinking over the anti-COVID 19 relief actions. The research focuses on horizontal comparative studies of these cases, highlighting the common characteristics among them in terms of their successful anti-pandemic experiences. Topics cover decision-making process (Zhang and Gao), strategies to overcome administrative barriers (Wang and Cheng), and nonprofit organizations' irreplaceable role in anti-pandemic and disaster relief (Tao). Below are direct references of these studies' abstracts.

Cross the River by Feeling the Stones: How did Nonlocal Grassroots Nonprofits Overcome Administrative Barriers to Provide Quick Responses to COVID-19?

Published on *Public Administration and Development* 2021; 41: 91–98,
<https://doi.org/10.1002/pad.1908>.

WANG Xiaoyun: Assistant Professor of School of Public Administration and Policy, Renmin University of China, Beijing, China

CHENG Yuan (Daniel): Assistant Professor of Humphrey School of Public Affairs, University of Minnesota—Twin Cities, Minneapolis, Minnesota, USA

This field report explored how nonlocal grassroots organizations provided effective and quick responses during the initial stage of the COVID-19 outbreak in Wuhan and surrounding regions. Despite the lack of resources and local connections, they were able to overcome administrative failures and provide quick responses to the crisis. Built on a researcher-practitioner collaborative action research project, three strategies facilitating grassroots organizations' quick and effective responses are analyzed and discussed: putting pandemic relief as the strategic priority of their organizations, leveraging social media platforms to scale up existing organizational networks and foster cross-sector collaboration, and effective online trust-building. As COVID-19 unprecedentedly pushes nonprofits to transform how they deliver services and engage stakeholders, these findings have important policy and theoretical implications for an expanded view of how nonprofits may engage in disaster responses and how public and private funders may shift their funding strategies to cultivate such capacities of grassroots nonprofits.

What Makes the Fight Against COVID-19 a Success: A Study of Core Organizational Elements in the Decision-making and Actions

A Chinese version published on *China Development Brief*, April 26, 2021, https://mp.weixin.qq.com/s/uOB8KXt4N8eLLskxRTG_A

ZHANG Tingting, a nonprofit practitioner and action researcher with 15 years of experience, Guizhou, China

Gao Lin, PhD candidate, Hertie School, Berlin

How did social organizations who are unfamiliar with epidemic relief or public health weigh over the risks and challenges for participating in the collective action of combating COVID-19, and why did they all eventually decide to join? How did they balance between their original services and the new tasks? And how did they mobilize resources and draw on lessons from prior experiences to swiftly settled themselves in the action?

We conducted an in-depth analysis of four of these organizations as part of the Action Research Initiative led by the Ginkgo Foundation and synthesized five organizational elements that were core to their decision-making and effective actions in this process. The organizations we studied include Chunmiao Charity Foundation, Maitian Education Foundation, the Dandanzhe Foundation and the Illness Challenge Foundation.

We categorized these five organizational elements into three-dimensional levels:

- (1) Fundamental level: Mission, vision, and value, which determines the extent of willingness for actions that are usually beyond their scope.
- (2) Capacity level: Strategic capacity, which decides how to convert the willingness into collective action.
- (3) Action level: organizational principles, mechanism, and team capability that bound the team with a high level of trust, resilience, knowledge transfer, collaboration, and autonomy to achieve an effective outcome.

We argue that these core organizational elements are not only important for the past experience with COVID-19 but also essential for social organizations in their capacity building and development.

A Study on the Participation of Social Sectors in Anti-Epidemic and Disaster Relief Actions

A Chinese version can be found on Ginkgo Foundation's website:

<http://www.ginkgofoundation.org/blog/975dd0d955e>

TAO Chuanjin, Professor of School of Social Development and Public Policy, Beijing Normal University, and the Director of its Research Center for Philanthropy, Beijing, China

This report is an action research based on the cooperation with front-line actors in fighting against COVID-19 epidemic in early 2020. The front-line actors are Beijing Ginkgo Foundation and over 20 Ginkgo fellows. Based on the facts and data from volunteers and their teams in the front-line actions, we have some findings. Compared with other actors such as the government, socialized volunteer service system has 5 unique contributions: (1) Socialized volunteer service can cover cross-community social fields and combined with government's action system to form a "expansive community"; (2) Developed new demand and increased new supply; (3) Ensured social resources can be used more effectively by aiming at penetrating demands; (4) Provided warm and cohesive services for society; (5) The function of socialized volunteer service extended to the level of social governance. Soft and humanization methods were introduced under the situation of strict control of community because of COVID-19 epidemic.

This epidemic prevention action fully presented that socialized volunteer service can independently construct a more reasonable organizational system suitable for emergency situation. Compared with the organizational system designated by government, its unique values included: (1) Organic and penetrating supply-demand connecting system; (2) Accommodated professionalism, including components of partnership and community, supervision support system, and autonomous space in action; (3) Risks were allowed. Took specific risks, and acted flexibly and innovatively based on external conditions; (4) When facing pressure and chaos, it constantly adjusted itself, increased the ability to deal with problems and respond to crises, and finally quickly constructed a complete fundraising chain.

At the same time, volunteer service during epidemic prevention process manifested the passion and willingness of the public to participate in public welfare, and accumulated the social forces for the development of public welfare in the future. In the process, some corresponding problems are exposed. By clarifying the deep-level difficulties and problems in the complicated current situation, this report discusses the way leads to the future on the basis of constructing five-stage model of volunteer service system management, thus provides opportunities to think about the construction of volunteer service team and the development of the whole society.