



万科公益基金会
VANKE FOUNDATION

Vanke Foundation Strategic Plan

(2018-2022)

Secretariat of Vanke Foundation

Vanke Foundation's Mission: Sustainable Communities and Homes for the Future with Shared Values

About Our Mission

By adopting a multi-dimensional supportive approach covering research funding, capacity building, network construction, and advocating, Vanke Foundation cultivates **non-profit pioneers**, fosters a **robust non-profit ecosystem** to solve environmental and community-related problems, and creates caring, responsible, sustainable communities and green **homes for the future**

About Our Vision

We envision ourselves to be a leader in the professional management of corporate foundations. We imagine a world where everyone is an active action-taker who loves their homes and enjoys a better life within the carrying capacity of the earth

Key Words

- **Homes for the Future**
We care for every family, every community, and our home planet. With an eye on the future, we are taking action now
- **Strong Non-profit Ecosystem**
We focus on closed-loop solutions with a potential to scale up. We take into consideration the upstream and downstream aspects of our key issues and seek to build up the ecosystem
- **Non-profit Pioneers**
Leading non-profit organisations and individuals that share Vanke Foundation's core values and strategies and can contribute to our solutions

Vanke Foundation's Values: Future-oriented and Pioneering Actions

What

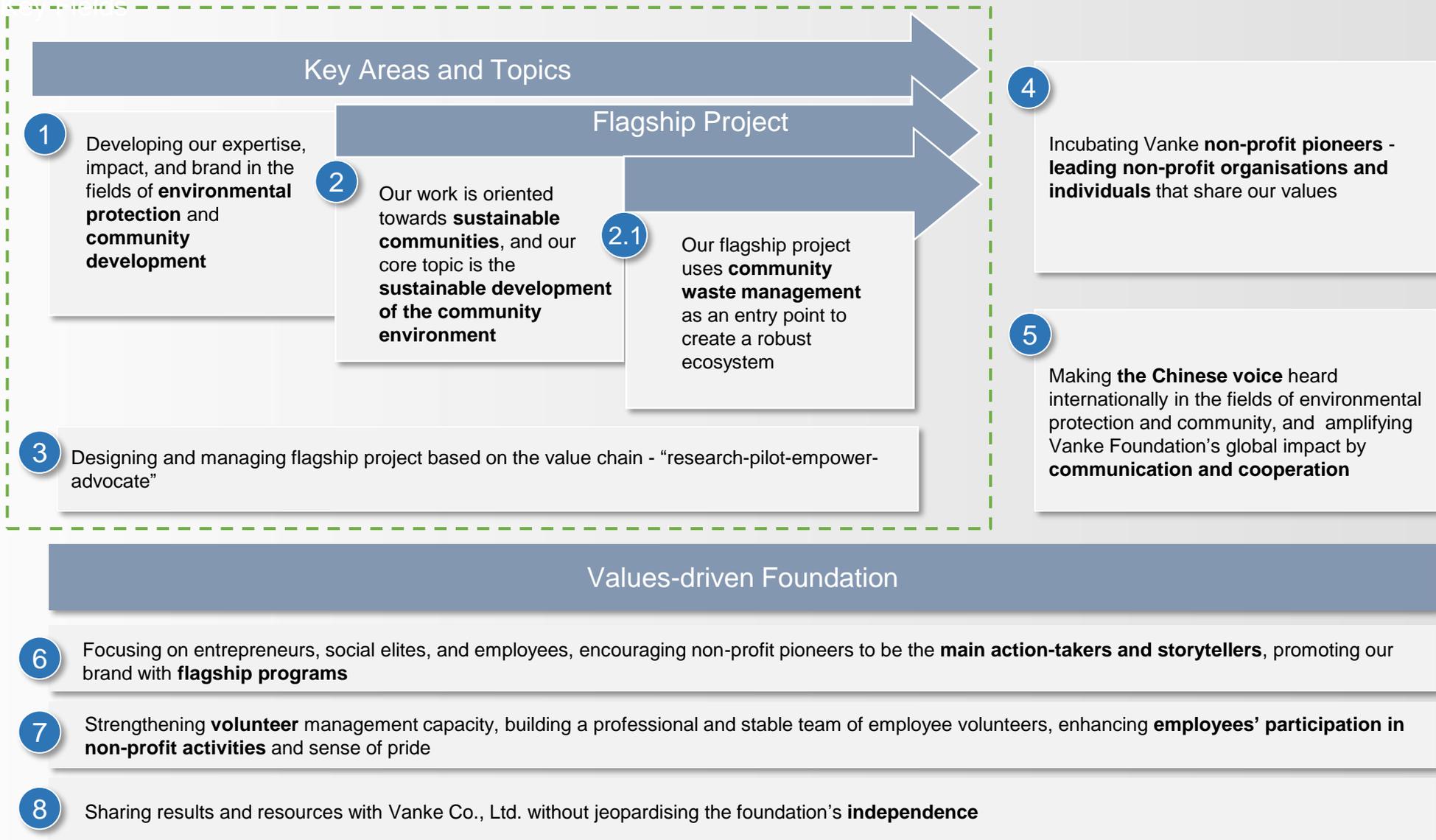
- 1 **Future-oriented and pioneering actions**

How

- 2 **From people, to people**
- 3 **Partnership and ownership**
- 4 **Ecosystem thinking**

- 1 Focusing on **urgent** topics with a high impact on the future and **low current public awareness**, embracing challenges and innovations, and aiming for **long-term** social benefits
- 2 Starting from **influencing people's values to changing their behaviours, thus reshaping their living styles**, and eventually achieving long-term well being of humans
- 3 Cultivating stakeholders' ownership in our focus areas, **changing their mindset from "I have to" to "I want to"**, and forming strong partnerships for a common goal
- 4 Connecting upstream and downstream partners, **creating closed-loop models**, motivating resources, addressing root causes of problems, building up a robust non-profit ecosystem and amplifying the non-profit impact

Vanke Foundation Five-Year Strategic Planning System



Sustainable Communities as Orientation

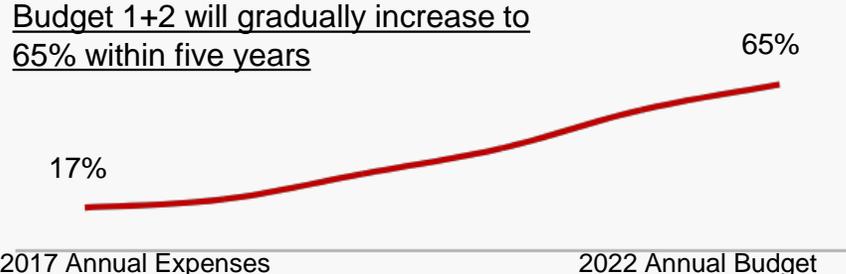
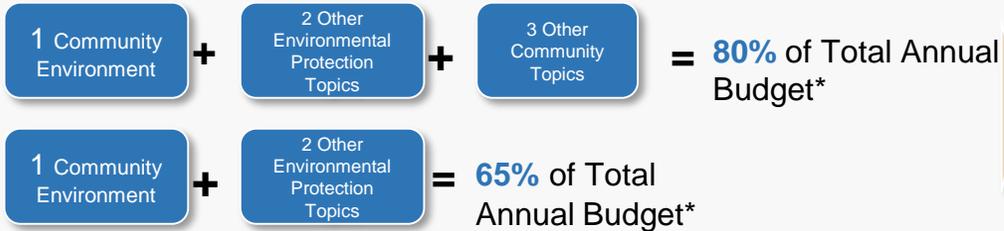
Sustainable Development of the Community Environment as Key Topic

Strategic priorities ranking: Sustainable Development of Community Environment, Other Environmental Protection Topics, Other Community Topics

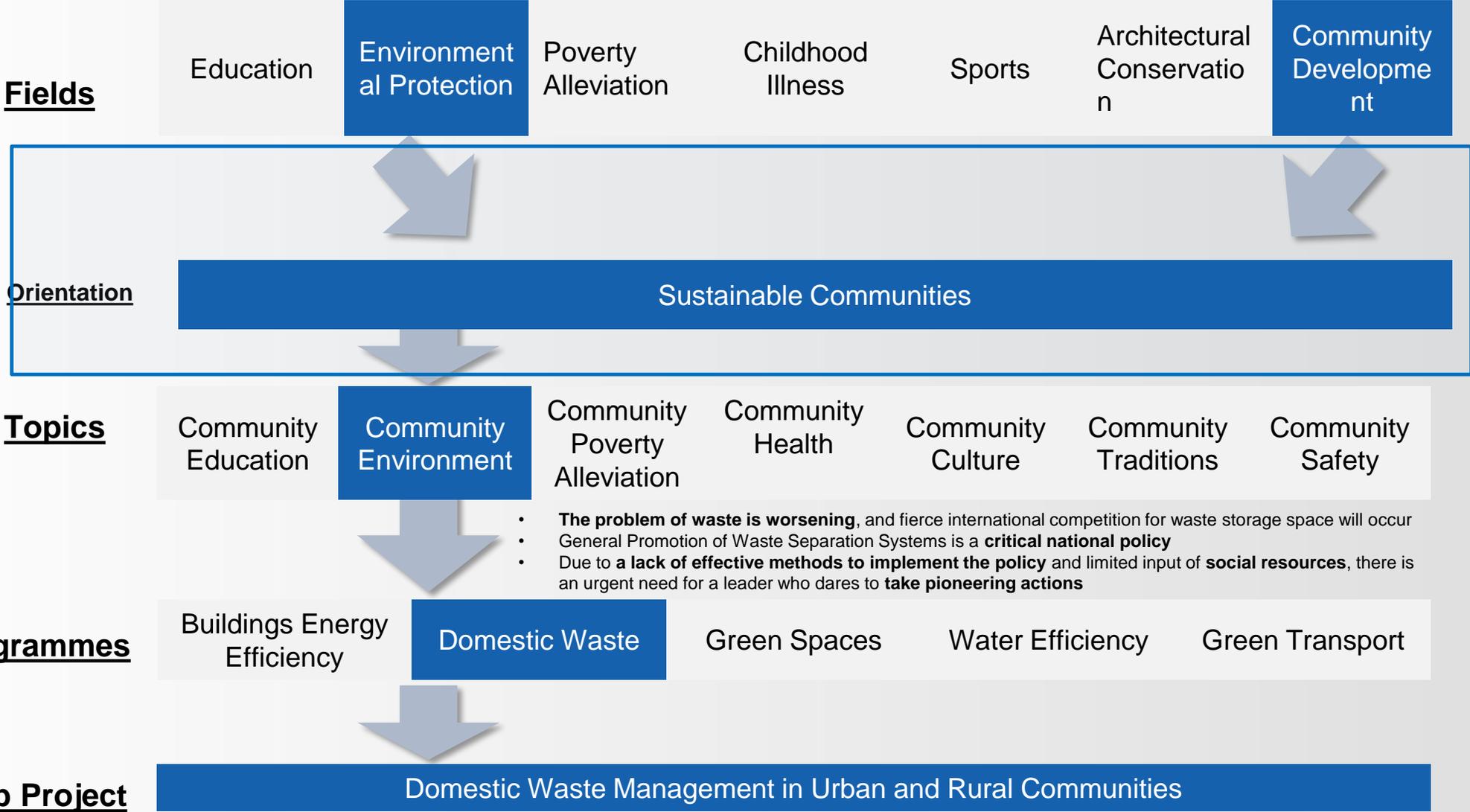


① Community Environment	<ul style="list-style-type: none"> • Domestic Waste • Others
② Other Environmental Protection Topics	<ul style="list-style-type: none"> • Climate Change • Biodiversity • Others
③ Other Community Topics	<ul style="list-style-type: none"> • Community Education • Community Health • Community Safety • Community Poverty Alleviation/Livelihood • Community Philanthropy • Culture/ Traditions

Budget Allocation



Community Waste Management as Entry Point Flagship Project to Create Robust Ecosystem



Coordinating with UN SDGs Concerning Sustainable Communities

United Nations' Sustainable Development Goals



- By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change
- By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to municipal waste management



- By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse



- Improve education, and awareness-raising on climate change mitigation, adaptation, impact reduction and early warning



- Enhance scientific research, upgrade the technological capabilities of industrial sectors, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending



- Enhance support for implementing effective and targeted capacity-building, including through North-South, South-South and triangular cooperation

Our Goals

· Conducting waste separation flagship project in 3 to 10 cities: 100% of Vanke offices, 100% of Vanke schools, 100 urban/rural communities/villages

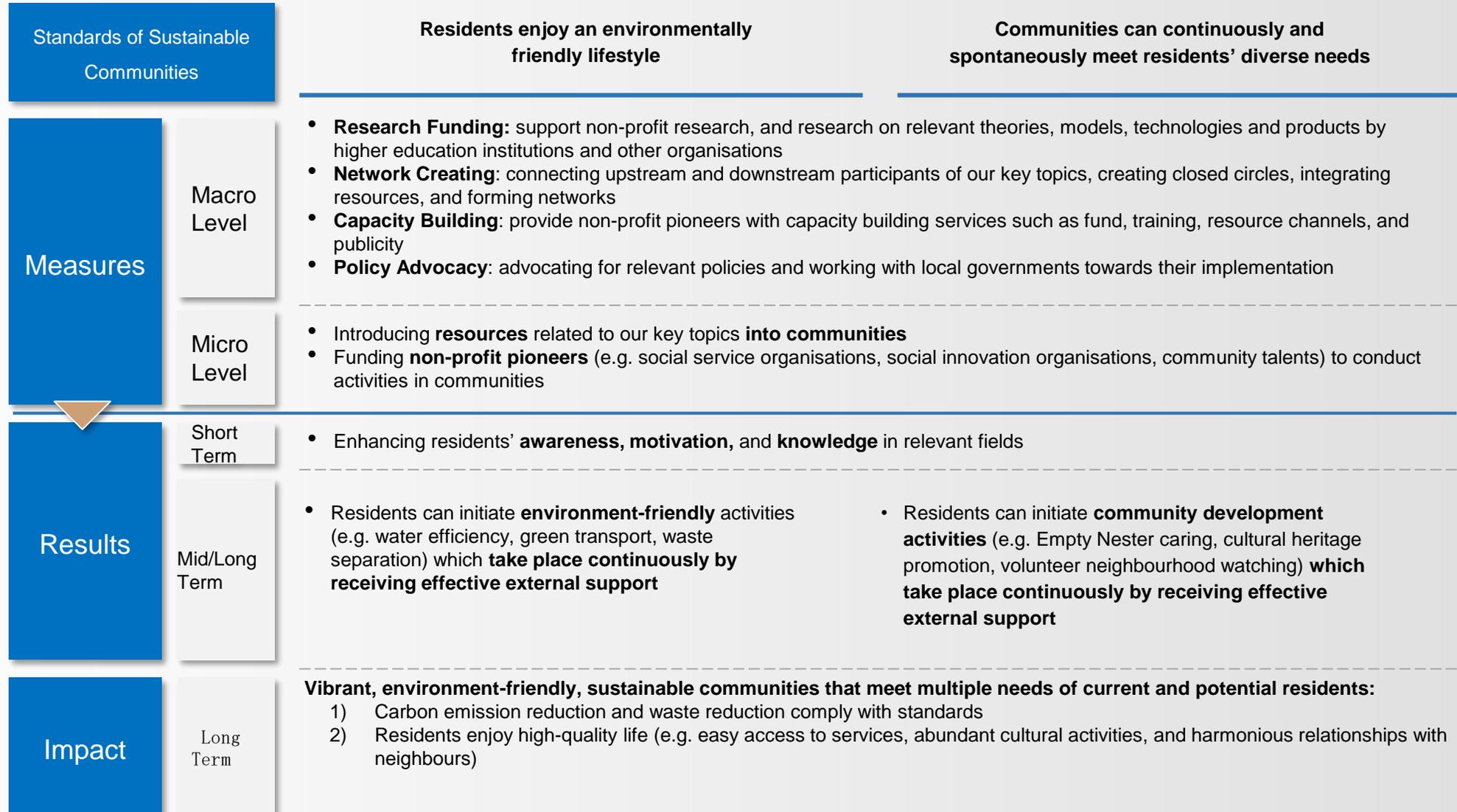
· Separating manageable waste: collecting rate 50%, recycling rate 20%

· Carrying out at least 3 large-scale domestic/international environmental forum or event, impacting 10 million people

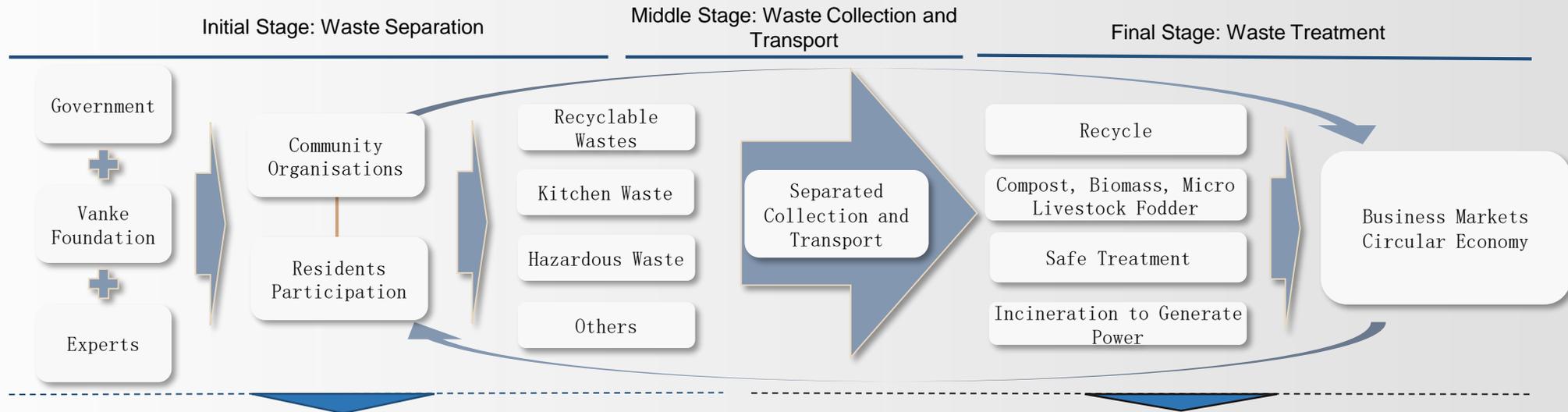
· Incubating/Cultivating non-profit pioneers
 · Forming “talent groups” in flagship project community sites
 · Building a cutting-edge database of community carbon reduction and climate change mitigation
 · Producing guidelines and toolkits for community development
 · Creating a closed-loop model for community waste management projects

· Communicating/Collaborating with at least 10 globally renowned environmental protection organisations representing over 5 countries

Theory of Change/Methods to Sustainable Communities



Framework and Key Success Elements of Flagship Project



Initial Stage: Pilot Projects to Change Behaviours in Communities

- Waste Categories: Depending on main types of waste in individual communities and final stage treatment capacity
- Regions: Beijing, Shenzhen, etc. → Nationwide
- Scenarios: Vanke Offices → Schools → Urban/Rural Residential Communities (Vanke and Others)

Middle Stage, Final Stage: Technological Research Support

- Support collection and transport of different types of waste
- Support research, application and promotion of treatment technologies for different types of waste

Initial Stage, Middle Stage, Final Stage: Combining behaviour changes in communities and dissemination to the general public

- Online and offline competitions

Key Success Elements

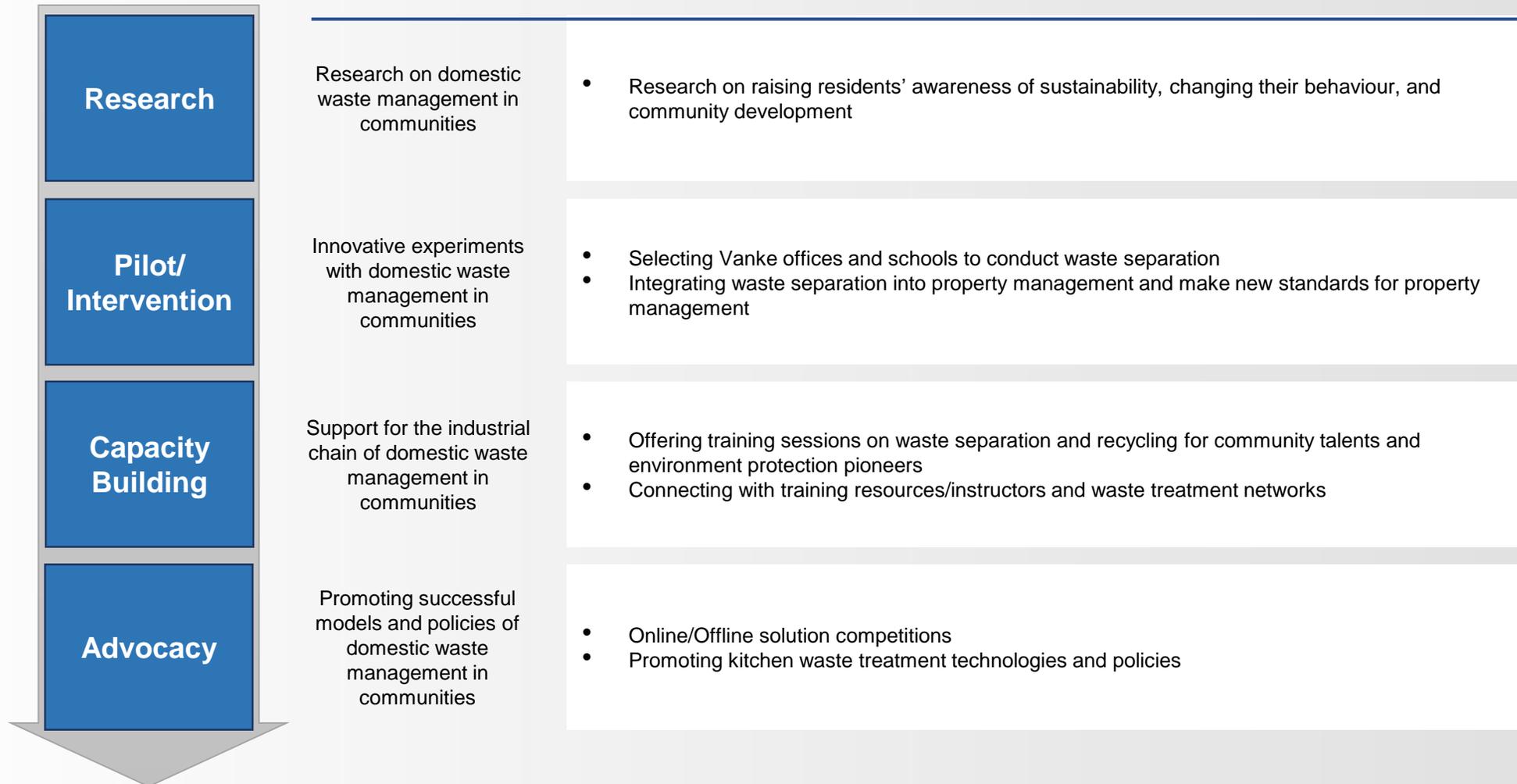
- Entry Point: “separating at the initial stage the types of waste that can be treated at the final stage”, conducting pilot projects mainly in urban communities from one city to multiple cities; focusing on kitchen waste
- Stakeholders: seeking guidance from communist party organisations, motivating productivity within communities, collaborating continuously with diverse social forces such as community organisations and volunteers
- Scaling up: producing and promoting replicable guidelines and toolkits

Implementation Roadmap of Flagship Project

		Year 1 Small-Scale Pilot Projects in Urban/Rural Communities with Waste Treatment Capacity	Year 2 Replicating pilot projects in the same regions; Building waste treatment chains nationwide	Year 3-5 Promoting projects in other regions; Producing toolkits and conducting international communication
A Research		A1. Nationwide industry mapping and case collation		A4. Producing community waste separation toolkits
		A2. Monitoring pilot projects and collating cases		
		A3. Supporting the development of new technologies regarding waste treatment		
B Pilot	Vanke Office Buildings	B1. Vanke office buildings (Beijing, Shanghai, Guangzhou, Shenzhen)		B4. Vanke office buildings (6 other cities)
	Schools	B2. Part of Vanke schools and Vanke communities	B3. Urban community solution competitions	B5. Urban community solution competitions
	Residential Communities	C1. Creating network in project cities		
C Empower		C2. Funding non-profit partners		
		C3. Incubating 5 non-profit pioneers	C3. Incubating 10 non-profit pioneers	C3. Incubating 35 non-profit pioneers
D Advocate	Industry	D1. Releasing results of community projects		
		D2. Annual industry seminar		
		D3. Releasing the community waste separation toolkit		
	International Engagement	D4. International Conferences		
		D5. Collaborating and communicating with 1 international organisation	D5. Collaborating and communicating with 2 international organisations	D5. Collaborating and communicating with 6 international organisations
Policy	D6. Policy advocacy			

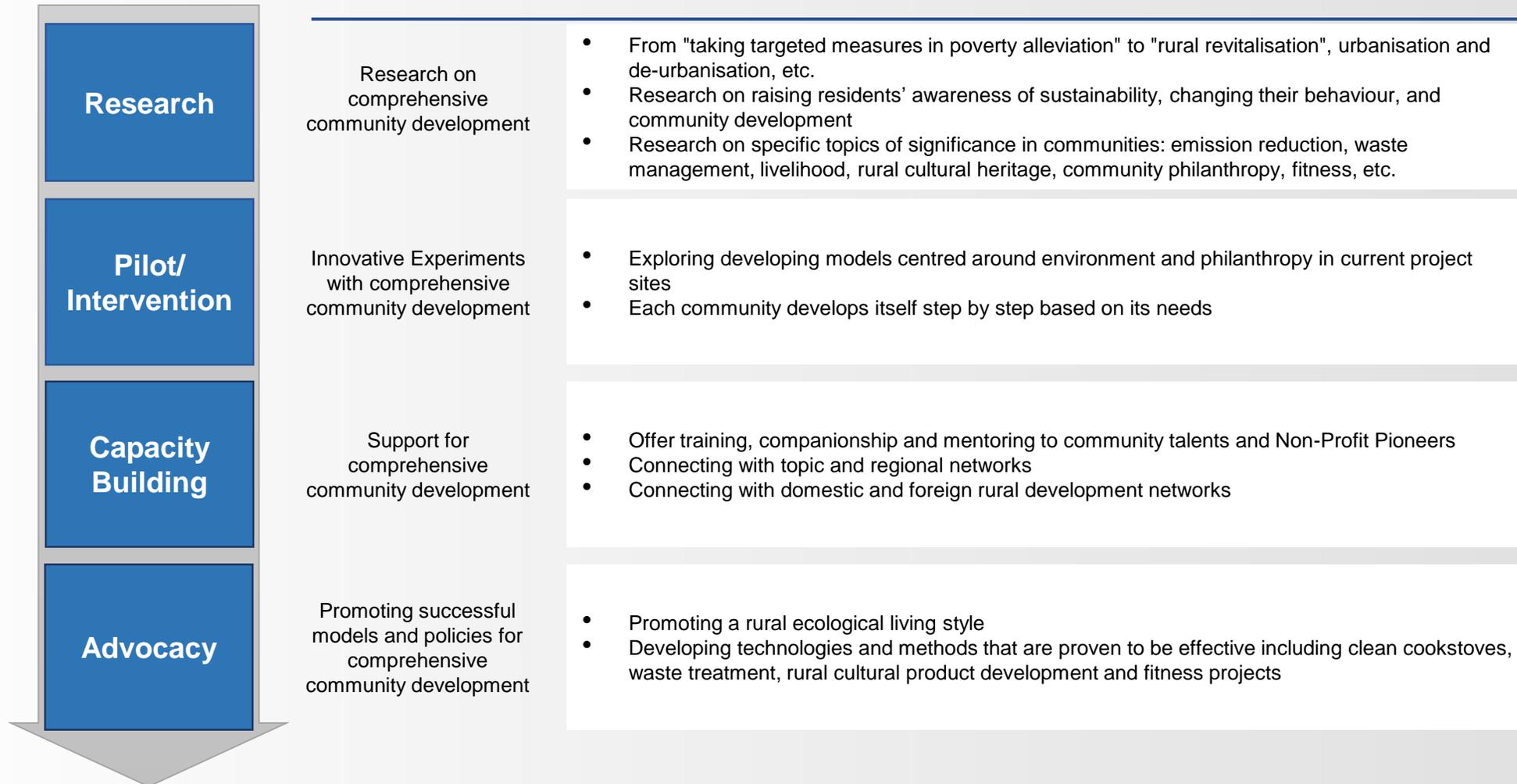
Value Chain of Flagship Project “Research - Pilot - Empower - Advocate”

Using urban communities as an example



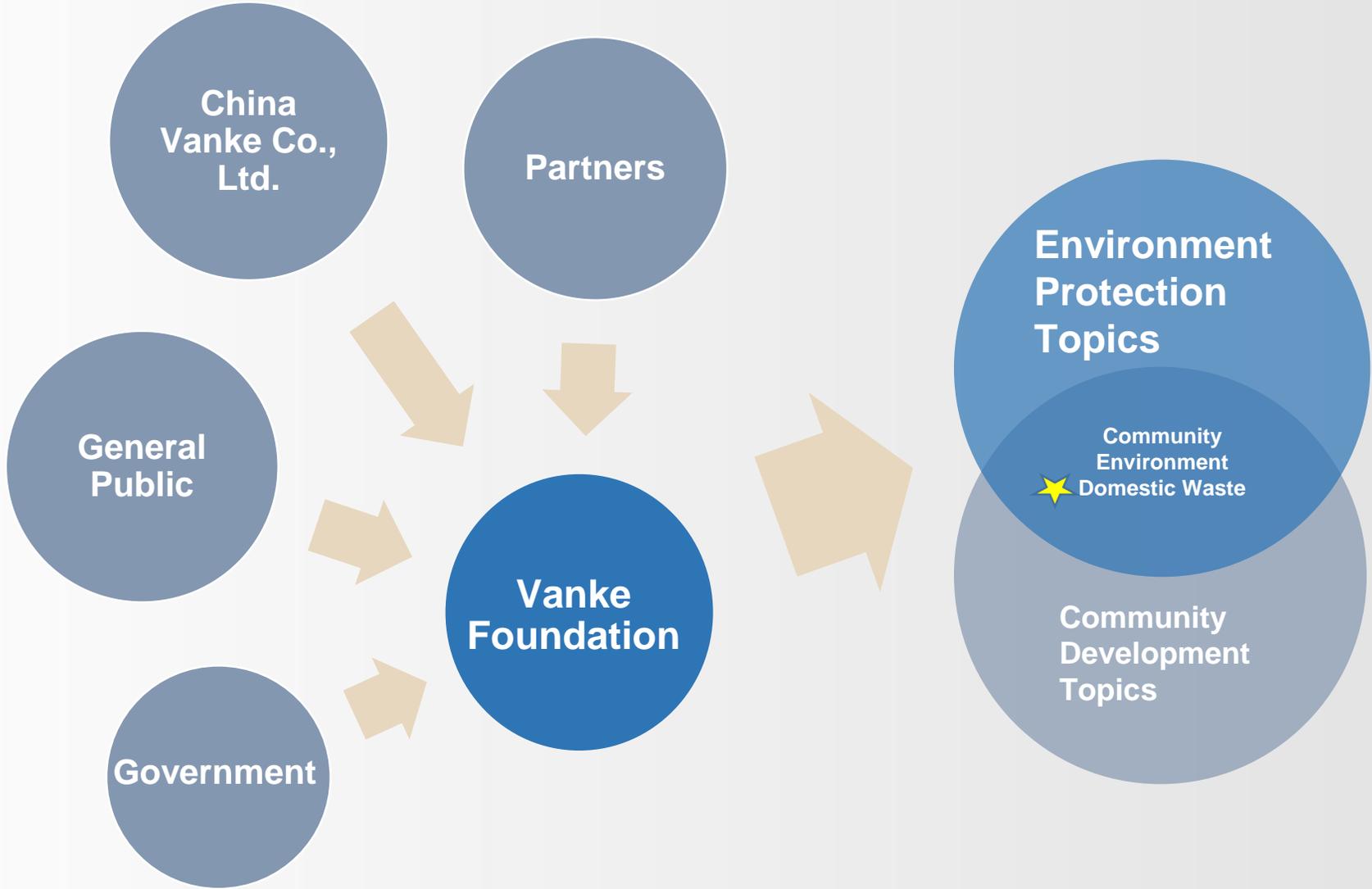
Value Chain of (Rural) Community Development Projects “Research-Pilot-Empower-Advocate”

Developing Existing Communities in Northwest, Southwest, and Protected Areas



Methods to Engage the Public







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THANKS