Asia’s social sector takes on Covid-19
Our DECODED series unpacks, explains and crystallizes issues critical for social investment in Asia. DECODED draws upon our expertise in research, and access to an extensive network of sector experts and philanthropists in 18 Asian economies. This enables us to identify emerging trends in the region. Through DECODED, we translate these concepts into bite-sized, easy-to-understand insights.

This inaugural DECODED synthesizes how the social sector across Asia has risen to the occasion in responding to Covid-19, and what comes next. We end with recommendations for philanthropists, corporates and policymakers who want to invest in helping Asia’s social sectors thrive.
In this first edition of DECODED by CAPS, we break down how social sectors across Asia responded to the Covid-19 pandemic—and its cascading crises from education disruption to unemployment. Social sectors include both implementors and their donors. We have discussed the actions that donors (private and corporate philanthropists) took elsewhere. This DECODED focuses on the critical role played by the implementors: all kinds of social delivery organizations (SDOs).

As the world veered from recognizing the health crisis to responding to it, SDOs like nonprofits and social enterprises persisted in the background. They doubled down on their purpose. They went above and beyond to aid frontline response and amplify government and corporate relief efforts. However, these stories rarely make it to headlines.

Through our work and conversations with CAPS partners across 18 Asian economies, we learned about the extraordinary ways in which SDOs rose to the occasion. We showcase these stories in Part I of this report.

We also observed shifts in funding, technology, and regulations that could act as formidable headwinds—or encouraging tailwinds. We showcase these trends as part of what comes next, in Part II of this report. We end with outlining how philanthropists, corporates, and policymakers can help build a more vibrant and thriving social sector.

WHAT IS AN SDO?
A “social delivery organization” (SDO) is any organization engaged in delivering a product or service that addresses a societal need. It is an umbrella term for nonprofits and social enterprises, the two most common types of social delivery organizations.

1 Social enterprises are typically for-profit SDOs meeting a social or environmental need through business operations.
Part I: On the frontlines and on the ground

SDOs contributed to Covid-19 response efforts in a multitude of ways. These stories illustrate how they were indispensable to the frontline response, to mobilizing communities, and to leading or partnering in wider relief and recovery efforts.

AN AGILE RESPONSE

2020 saw strict lockdowns and mobility restrictions, often imposed with little notice. The abrupt loss of livelihoods and reduced access to essential services impacted everyone, but vulnerable populations were disproportionately affected. In response, SDOs acted swiftly and with remarkable agility to reach existing and new beneficiaries.

“We are seeing a lot of efforts to support those who have lost their jobs—an estimated 2.8 million as of April [2020]—by providing daily food rations. Other efforts are helping frontline health workers access medical supplies,” said our partner in Indonesia.

SDOs were at the frontline of Covid-19 response. They stepped in to carry out door-to-door delivery of hygiene products and help with disinfection in the early days of the pandemic all across Asia, from China and Vietnam to the Philippines and Pakistan. SDOs also stepped up to feed the hungry and distribute cash relief.

In India, a survey of social sector organizations found that 73% had carried out immediate relief measures following the March 25 lockdown.1 According to the Government of India, over 35% of the 8.4 million people provided with meals during the first phase of the lockdown were fed by nonprofits.2 Nonprofits also outperformed state governments in providing free meals in 13 states.ii

In Hong Kong,iii Feeding Hong Kong and HandsOn Hong Kong responded to increased food insecurity by launching “Care Delivered,” a volunteer service ensuring food donations reached those in need.3 In Singapore, nonprofits and social enterprises leveraged virtual food banking apps and cloud kitchens to ensure efficient distribution of food.4

These efforts are far from over. According to the United Nations World Food Programme, the number of acutely hungry people worldwide could nearly double from 135 million to 265 million due to the pandemic. The social sector will be a crucial partner in reaching them.

SDOs continued to extend coverage to marginalized groups. In a pandemic, every society is only as healthy as its weakest link. Governments tried to keep all of their constituents safe but many still fell outside the safety net. This was especially true for the 1.3 billion informal workers in Asia, many of whom did not qualify for government assistance.5 We saw that SDOs were often the first—and sometimes the only ones—to extend services to those at the margins.

In Vietnam, where the government was largely credited for successfully controlling Covid-19, SDOs were the ones who provided cover (cash, hygiene products, food and phone credits) for informal workers who did not qualify for government relief. They also came to the aid of the transgender community, many of whom work in the

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1 In nine states and union territories, NGOs fed more than 75% of the people who were provided meals during the lockdown.
2 “Hong Kong”, “Taiwan” and “Korea” refer to Hong Kong Special Administrative Region, China; Taiwan, China; and the Republic of Korea.
entertainment sector and had seen their income gutted by the pandemic.\textsuperscript{4} When Hong Kong’s street cleaners resorted to reusing masks due to shortages, social enterprise SoapCycling stepped in to bring masks and soap salvaged from local hotels to keep them safe.

“While the social sector is generally ignored, Covid-19 moved it to the center of the debate for a stronger social protection system,” said our partner in Pakistan.

SDOs also pivoted to cater to the new realities of the pandemic. Digital transformations showcased how. Take HealthServe, a nonprofit providing marginalized migrant workers in Singapore with healthcare, counseling and social assistance. When the Covid-19 outbreak led to the overnight loss of 95% of its medical volunteers, HealthServe swiftly pivoted to teleconsultation. Aware of the escalating mental health crisis, it also rolled out virtual tele-counseling clinics and group intervention sessions.\textsuperscript{7}

In Malaysia, PichaEats, a social enterprise employing refugees for cooking and catering services, saw revenue plummet as the pandemic halted social events. To sustain employment for refugees, PichaEats pivoted from catering to feeding frontline workers and launched a donation drive to raise funds for salaries.\textsuperscript{8} Precious One, a social enterprise in Indonesia employing workers with disabilities, also pivoted from local craftsmanship to mask production to keep the business afloat and ensure their workers stayed employed.\textsuperscript{9}

In India, Healthy Ageing India, a nonprofit facilitating access to healthcare and physical therapy for the elderly, pivoted overnight to providing food to them instead—because that was the need of the hour.\textsuperscript{10} As education shifted online, ChildFund recognized that an online-only model may not work for their beneficiaries and adopted a blended approach across 2,500 government schools in Rajasthan, Uttar Pradesh and New Delhi.\textsuperscript{11} It organized small, in-person neighborhood classes following social-distancing norms to complement online classes. It also distributed books, made phone calls and even visited homes to keep the learning going.

Some of these transformations are here to stay. Local Alike, a Thai social enterprise promoting sustainable tourism in 200 villages, saw revenue evaporate as travel restrictions set in. So it pivoted: sourcing locally crafted products from the villages in its network instead and selling them via social media. Local Alike had generated 2.6 million baht (US$84,000) for 20 communities in just the first half of 2020. It has now set up a separate company to handle its new e-commerce platform, and has plans to expand to 155 communities in 2021.\textsuperscript{12}

An Irreplaceable Partner
SDOs not only directly provided relief, but also served as critical partners for governments and companies in their pandemic response. They were called upon to support families in restoring WASH facilities and repairing damaged houses. This was in addition to the over 100,000 families it had already supported in the early months of the pandemic, when Bangladesh saw a 73% drop in income of households living in extreme poverty.\textsuperscript{13} When Super Typhoon Rolly hit the Philippines, CARE Philippines stepped up to not only provide hygiene kits and clean water, but also emergency shelter to avoid congestion at evacuation centers that could heighten the risk of Covid-19.\textsuperscript{14}

**Climate Change Waits for No Pandemic**
SDOs’ core competencies make them well-suited to responding to crises: their mandate, grassroots reach, proximity and nimbleness. In Asia-Pacific, the most disaster-prone region in the world, crises often take the shape of natural disasters. 2020 was no exception. Cyclones, typhoons, and floods continued to ravage the region and disrupt the lives of millions. SDOs stepped up to provide masks, hygiene kits and spacious shelters to ensure people could remain protected while evacuating and rebuilding.

When Cyclone Amphan hit Bangladesh, BRAC
be coordinators, communicators and distributors. By virtue of being closer to the ground, SDOs were well-positioned to direct resources straight into the hands of those in need. Trusted by their communities, SDOs were also irreplaceable conduits of information—helping to assuage panic during a time of great uncertainty and misinformation. And all of this was in addition to their “business as usual” mandates of delivering on education, conservation, healthcare and more.

SDOs knew who needed what—or how to find out. We saw them quickly move to set up coordination mechanisms with governments, companies and other SDOs to ensure food and personal protective equipment (PPE) were distributed to those with the least access. In Malaysia, SDOs coordinated help for remote areas hit hardest by the pandemic. Sabah, for example, became a Covid-19 hotspot even as flooding blocked roads and created a shortage of food and medical supplies. SDOs jumped into action. Some coordinated the collection of funds, food supplies and medical equipment while others, like nonprofit Semporna Heroes, liaised with AirAsia to airlift essential items to Sabah.¹⁵

In India, nonprofit Indus Action recruited over 2,000 volunteers to conduct a rapid response survey on whether essentials like food and gas were being delivered to beneficiaries under government-sponsored schemes.¹⁶ In doing so, they were able to quickly and accurately identify areas with the greatest unmet needs during lockdown.

Carrying out last-mile delivery to the neediest, SDOs were also key distributors. With school closures affecting over 280 million students in India, companies like Xiaomi donated smartphones for students who could not access online learning. But it was Teach for India that ensured the phones reached these students.¹⁷

We saw this play out in the Philippines as well. With 7,000 islands, the country faced wide distribution gaps that were difficult to bridge to begin with. A lockdown amplified the challenge, shuttering businesses and bringing movement to a near halt. Local governments were overwhelmed and under-resourced. But local SDOs stepped in from the very outset to provide relief, mobilizing the distribution of food through local volunteers and community partners.¹⁸
SDOs were often the distributors for channeling donations from the food and beverage (F&B) industry. When San Miguel Corporation in the Philippines began producing “nutribuns,” a nutrition-packed bread, SDOs helped the company to distribute nearly 30,000 buns to 85 communities.19 In Malaysia, F&B chain Nando’s partnered with 17 charities to deliver food and supplies to local communities.20

SDOs were a trusted conduit for accurate information. While communication on Covid-19 was largely undertaken by governments, SDOs were untrumpeted translators who made sure this information was accessible and understandable. In Vietnam and Myanmar, SDOs translated public health materials and conducted prevention training for ethnic minorities and displaced migrant workers. In Malaysia, an SDO worked with the national Covid-19 task force and Ministry of Health to support a hotline service for non-Malay speaking communities on the east coast.21

SDOs also worked to disseminate information widely. In Bangladesh, the Bangladesh NGOs Network for Radio and Communication (BNNRC) mobilized community radios for developing and broadcasting awareness-building programs on Covid-19.22

Further helping the flow of information, SDOs in Myanmar and the Philippines played a role in closing the feedback loop to government, providing information on the plight of isolated rural communities to make sure they wouldn’t be overlooked in pandemic-related policymaking.23

SDOs spent the extra hours needed to be fact checkers, helping combat misinformation. They aided public efforts to encourage health-seeking behavior, including social distancing and getting vaccinated. In Indonesia civil society group Anti-Slander Society (MAFINDO) is working to fight fake news, having already combatted 80 hoaxes around vaccines from early in the pandemic to January of this year.24

Taiwan’s success in combating misinformation around Covid-19 is largely attributed to the Digital Accountability Project, a public-private partnership to curb disinformation. Nonprofits and civil society organizations are critical players in this partnership: they are the fact-checkers.25
Part II: Trends shaping the social sector’s future

Given the critical role the social sector has played in battling the pandemic, what comes next? We see 6 trends: some could act as headwinds for the sector and hinder its growth, and others could serve as tailwinds and bolster it.

1. SDOS ARE AT RISK WHEN WE MOST NEED THEM

Funding sources have shrunk. As the pandemic brought all activity to a halt, fundraising events—the lifeline of many SDOs—were cancelled. Resources that might otherwise have supported social service delivery were often diverted to fighting Covid-19.

Our partners across Asia were especially concerned about the survival of small and medium organizations, many of whom were already on the brink of closing by mid-2020. In Vietnam, 1 out of 10 organizations were unable to pay salaries and rent by as early as April 2020.26 In Hong Kong, SDOs had already been battered by a year of civil unrest that cancelled fundraising events when the pandemic dealt a second blow. By March 2020, warnings that smaller organizations were at risk of closure were already being sounded, with one survey revealing funding had plunged by 30-70%.27,28 In Japan, our partner noted that Covid-19 had already dealt the final blow to some smaller nonprofits in the first half of 2020.

As countries around the world hunkered down to fight Covid-19 within their own borders, nonprofits in Vietnam and Nepal worried not only about declining local funding, but about funding cuts from international donors.29,30 The impact of the latter could be enormous, with 83% of Vietnamese and 77% of Nepalese SDOs receiving foreign funding.31

Social enterprises are also at risk. Social enterprises, which are typically for-profit SDOs meeting a social or environmental need through business operations, were burgeoning across Asia before the start of the pandemic.32 But there is mounting evidence that many are now on the brink of closure. A survey of young entrepreneurs across Asia-Pacific found 1 in 3 had slowed down operations, and 1 in 4 had stopped operations completely.33 An overwhelming 90% reported that Covid-19 had negatively affected their business. In Malaysia, a quarter of all startups, including social enterprises, were afraid they would not survive beyond the next two months.34 Only 3% were confident of surviving beyond 12 months under the pandemic. In Hong Kong, 40% said their cash flow could only sustain them for less than three months.35 In China, a survey showed that 35% of social enterprises were barely maintaining operations, 20% had suspended services, and 13% were considering bankruptcy even relatively early in the pandemic.36

Survival of the fittest—and largest—may become the norm. Covid has not been pure doom and gloom. One of the silver linings has been an outpouring of private capital being deployed towards fighting the pandemic. But this capital has tended to flow to larger, well-known charities engaged in Covid-related work. In Korea, for example, mega donations from the country’s top corporates—Samsung, Lotte Group, Hyundai, SK Group and others—went to bigger charities: the Hope Bridge Korea Disaster Relief Association, Korean Red Cross, and the Community Chest of Korea.37 In China, most donations initially went to only five charities.38 Across the region, some of the larger foundations sub-granted to others. Smaller organizations were often overlooked, even as they continued to support their beneficiaries while trying to meet urgent needs emerging from the pandemic.

As government relief packages have rolled out across the region, nonprofits have not been prioritized. Governments recognized that certain sectors were hit harder than others and offered stimulus packages to bolster them. But the social sector was usually not among those prioritized for targeted stimulus or emergency funding. Even when nonprofits were included in general

* These five NGOs were the only ones initially permitted to receive charitable donations for Covid-19.
support measures, such as wage subsidy schemes in Hong Kong and Japan, many smaller nonprofits were not aware that they qualified or lacked the capacity to apply.

2. TOWARDS ZERO-SUM CSR
A worrying trend of “zero-sum CSR” emerged in 2020 as companies diverted corporate social responsibility (CSR) funding towards Covid-19 and away from other programs. Of the 18 economies we cover, partners in seven economies expressed concerns around zero-sum CSR. Most were worried about this trend continuing into the future. It is to be seen whether zero-sum CSR was a one-off emergency response, whether it’s the new reality, or whether companies will expand their CSR pool to cover both Covid and non-Covid needs.

Pressure on companies to donate to state-controlled Covid-relief funds also diverted resources away from nonprofits. This was true to some extent in Malaysia, Indonesia, Bangladesh and Pakistan. But it was most prominent in India where CSR giving is mandatory.

After it was announced that funding for Covid-related activities would count as CSR, companies rushed to contribute to the Prime Minister’s Citizen Assistance and Relief in Emergency Situations Fund (PM CARES)—a government fund set up to specifically address the pandemic. Within four days of launch, the fund had already received INR 3,076.6 crores (approximately US$427 million). By mid-2020, it had received 25 times the amount of CSR another government fund gets in a year. This reallocation of corporate funding has often come at the cost of nonprofits these companies had previously supported.

Even where CSR was not zero-sum, the future of corporate funding remains uncertain. Businesses tend to give more in the years when a disaster hits and the government calls for their support—and then giving wanes. In the wake of the 2008 Sichuan earthquake in China, donations peaked at RMB 74.5 billion (US$11.4 billion) in 2008 and plunged to RMB 48.4 billion (US$7.4 billion) in 2009. Those of our partners who thought donations had increased in 2020, like Singapore, were still concerned that 2021 may reverse this trend.

3. PRIVATE CAPITAL WAS DEPLOYED SPEEDILY
On the plus side, the speed at which private capital was deployed, uninhibited by bureaucratic hurdles, was commendable—and critical—as the virus overwhelmed communities in a matter of days without proper protection and services.

Philanthropists across Asia quickly stepped up. They donated large sums of money at the onset of the

*While the PM National Relief Fund, set up to help those affected by natural disasters, road accidents and riots, as well as bear medical expenses of the needy, has received INR 200 crore (approximately US$27 million) on average annually from CSR contributions in recent years, the PM CARES Fund received 25 times this amount in a shorter amount of time.
outbreak—and many topped up donations as the pandemic continued unabated. Some also gave to research, an area typically overlooked in Asian philanthropy.

To name a few in just the first six months of the pandemic, Jack Ma, China’s richest man at the time, announced a US$14.4 million donation for vaccine development. Hong Kong’s Li Ka Shing announced nearly HK$300 million (approximately US$38.6 million) for the medical and welfare sectors in Hong Kong and Wuhan. Korea’s Kim Beom-su, founder and chairman of Kakao, announced he would donate stocks of around US$2 million, matched by his company, to help combat Covid-19 in Korea. Singaporean philanthropist Laurence Lien and his family donated SG$2 million (approximately US$1.5 million) to aid 17 charities in Singapore affected by Covid-19.

Early on in the pandemic, some corporate philanthropists also committed large sums of funding to Covid-19 funds and deployed them relatively quickly. Some examples include China’s Alibaba (US$144 million) and Tencent (US$100 million); Japan’s Sony (US$100 million); Philippines’ Jollibee Group (US$20 million); and India’s Bajaj Group (US$14 million) and Godrej Group (US$7 million).


4. TECHNOLOGY HAS BEEN TRANSFORMATIVE—FOR THOSE WHO COULD GO DIGITAL

The pandemic forced SDOs to engage with technology in new ways. Lockdowns and social distancing meant that many activities had to be shifted online. Some of these digital shifts were very successful. For instance, the women’s organization SEWA in India started producing thousands of masks each day by first teaching a small group of women to make them, and then circulating instructional videos to their networks via social media and WhatsApp. In Indonesia, online Covid-19 fundraising campaigns surged. Just by the end of the first quarter of 2020, crowdfunding platform Kitabisa had recorded 513 campaigns with total donations of US$1.4 million.

Corporate allies helped SDOs digitalize donations. For instance, in Bangladesh mobile finance service provider Bkash added a “Donation” button to its mobile app to streamline donations to 11 humanitarian organizations aiding Covid-19 relief efforts. In China, Alibaba encouraged use of its “Charities on the Chain” solution, developed with Ant Group’s blockchain team, to help donors track donations and incentivize giving.

But the pandemic also laid bare the digital divide. The digital divide among beneficiaries is well documented; from school children in remote areas not being able to learn online to those without internet being deprived of telehealth services. But nonprofits themselves are also witnessing a digital divide.

Many nonprofits are struggling with digitalization because of the cost of equipment, a lack of digital skills, missing internet infrastructure—or simply because the provision of food, medicines and shelter cannot be moved online. Without financial support and assistance in improving digital capability, these SDOs, and their swathes of beneficiaries, risk being left behind in the digitally transformed post-Covid-19 society.

5. AN EVOLVING BUT WARY PARTNERSHIP WITH GOVERNMENT

Governments and social sectors came together to deal with the pandemic. In many countries, governments were quick to understand the magnitude of the task ahead of them, and made considerable efforts at building participatory response strategies that included the social sector, especially early on in the outbreak. For example, the Government of India’s central planning agency and think tank, the NITI Aayog, reached out to over 92,000 SDOs to boost cross-sectoral collaboration during the early days of the pandemic. Government, universities, entrepreneurs and SDOs contributed to develop technology platforms
to disseminate information to the large portion of India’s population without smartphones, and to develop drone technology for the delivery of medical supplies.52

In Taiwan and Korea, government took a proactive approach to sourcing innovative ideas from the social sector to develop mobile apps for mask inventory. These apps disseminated real-time information on mask distribution centers, enabling widespread mask wearing.53,54

But working together has not necessarily led to increased trust. Prior to Covid, government oversight of the social sector was already on the rise. We note in the Doing Good Index 2020 that some governments across Asia are showing wariness toward foreign funding and a lack of trust in some segments of the social sector, particularly those not engaged in pure service delivery.55 This mistrust manifested as unease even as governments and SDOs worked together to fight the pandemic. Scrutiny of the social sector continued to tighten in some parts of Asia. Even when it was well-intentioned, to enable greater transparency or to prevent money laundering, it may have slowed down relief efforts and added new reporting requirements to already stretched organizations.

Covid-driven restrictions on freedom of speech and assembly also posed challenges. These restrictions were understandable. Covid necessitated restricting movement and the spread of misinformation. Governments in 10 out of the 18 Asian economies we work in introduced regulations around this.56 But these regulations have also left the door open for restrictions unrelated to Covid.

There is a silver lining here, though: the pandemic provides an inflection point for the relationship between government and the social sector. It could provide impetus to build trust—or not. We will watch what happens over the next few months with interest.

6. LOCAL COMMUNITIES SHOWCASE THEIR POWER

The community came to the fore. Local communities proved to be powerful generators of social solutions. Informal alliances of innovators, volunteers, and community leaders were the unsung heroes of Covid-19 and contributed to the social sector’s response at large.

Our partners from India and Indonesia to China and Korea spotlighted the critical role citizen-led initiatives and volunteerism played: from contact tracing and testing, to provision of supplies, to combating misinformation. Local communities, while a small unit of change, knew how to keep themselves safe and set forth pragmatic solutions to do so. Recognizing and supporting these community solutions—and scaling them where applicable—could be useful for efficiently rebuilding from the pandemic.

The case of Dharavi in India is a good illustration. As the Covid-19 caseload rose sharply in April 2020, Dharavi, Asia’s largest and most densely populated slum with over a million inhabitants, was primed to become a major hotspot. But local stakeholders—community leaders, grassroots NGOs and hundreds of volunteer ‘Covid Warriors’—jumped into action. The community became a critical pillar of response and containment. The slum built internal capacity to supply medicines, provide food in quarantine zones, organize temperature screenings with thermal scanners and oximeters, arrange PPE and medicine, and disseminate information. Dharavi flattened the curve in two months—and its “chase the virus” model became a template for breaking transmission chains in urban slums globally.57

Community volunteers also jumped into action all over Asia. An army of 800 volunteers in Indonesia helped fight Covid-19 by constructing data models to guide provincial governors in enacting stronger mitigation measures and counter misinformation.58 China saw a new generation of volunteers emerge. Ordinary people joined forces to meet emergency needs while the government focused on the public health response. Networks of young volunteers formed over social media to respond to a variety of needs, from sourcing masks for hospitals to driving medical staff to and from work.59

“The role of community-based organizations has been critical. They have come together on the frontlines to support populations battling this pandemic,” said our partner in Pakistan.
Conclusion

Despite the seemingly insurmountable challenges thrown up by the pandemic, the social sector demonstrated a remarkable spirit of optimism and resilience. SDOs faced and continue to face funding shortages, digital divides, mobility restrictions and more. Despite this, we noted a distinct sense of optimism and hope among our partner organizations. Perhaps because the pandemic brought the raison d’etre of the social sector into sharp relief. SDOs extended themselves to meet needs, bridge gaps, and play a variety of roles that leveraged their strengths and showcased their critical impact. Individuals staffing and volunteering in the social sector have a renewed sense of purpose. As our partner in the Philippines puts it: “During Covid-19, the NGO sector is doing what it does best.”

Going forward, it will be critical to sustain this sense of optimism in order to build back better. This is an opportune time for governments, philanthropists, and corporates to provide sustained support on various fronts.

Private donors can play a critical part in filling talent, knowledge, technology or infrastructure gaps—with the recognition that these are long-term investments and may take time to come to fruition. Private capital also has the benefit of speed, which is critical in times of disaster. Corporates and philanthropists could also re-examine processes to ease giving so that they are quick and nimble in helping SDOs meet urgent needs. Flexible and unrestricted funding is the need of the hour. And finally, they can help lift the voices of local grassroots leaders who can leverage their influence and reach in the post-Covid recovery effort.

Governments can help ensure an enabling regulatory environment that allows SDOs to be a true partner in meeting social needs. The pandemic is not the first disaster to hit the world and it won’t be the last. Governments need to understand that SDOs can be a critical partner and enable them accordingly. Effective regulations are key to this as is greater dialogue with the social sector.

The pandemic has not only laid bare the critical role of SDOs, but of the other components of the social sector—philanthropists and companies—that support these SDOs. We have witnessed how Covid-19 was too large for any sector to address alone. Economies will be made stronger if governments can mobilize the private and social sectors to not only respond in the wake of disasters, but also to contribute to preparedness and resilience. In delivering social services to those at the margins or those who need extra support, the social sector has demonstrated its merit as a partner in building back stronger from Covid-19. We hope that this recognition awards the social sector a bigger voice in building our collective futures.

* The Doing Good Index 2020 offers a roadmap on how greater administrative efficiency, smoother flow of funds, and relatively straightforward regulations can help make it easier for SDOs to carry out their important work and do good.
Endnotes


45 Lim, J. (2020, April 19). Coronavirus: Are Singapore's


The Centre for Asian Philanthropy and Society (CAPS) is a uniquely Asian, independent action-oriented research and advisory organization committed to maximizing private resources for doing good. We do this by generating evidence-based insights into how individuals, companies, and governments can best address social challenges.

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