

第三十場主題

從網路公益現象談 **NPO** 資源分配

The 30th Topic

Rethink Resource Allocation in NPO Sector vis-a-vis Online Fund-raising Campaigns

摘要：

數月前在臉書上有一些人討論網絡公益票選活動與公益團體資源募集與分配(兼或競爭)的議題。『網絡星期二』數月後將這線上的討論搬到實體的討論空間裡。

聯合勸募強調對公平的要求將轉化到『共同的公益價值』(Common Good)，以及NPO從被動受贈者轉化為價值創造者。企業與一般人在網路時代開始改變思維與行為，分配者、分配方式與結果亦將有所轉變，NPO必須正視要如何提升創造價值的能力。

Summary:

Few months ago, a discussion about the increased fundraising campaigns on the Internet took place on Facebook, which gave rise to other significant topics related to resource allocation, and oftentimes competition, among NPOs. Few months later, *NetTuesday* organisers moved the online discussion to a real discussion space.

United Way Taiwan stressed the transformation from fairness to common good, and of NPOs from passive recipients (and whiners) to value creators. With the Internet, companies and the general public have changed both ideas and behaviors, which will result in the change in allocators and their way and the results of allocation. The central issue for NPOs is how to improve our capacities for value creation.

話說緣起

在臉書上的討論觸及議題繁多，包括：網路票選活動是否公平、新型分配方式是否排擠部份的NPO、NPO運用網絡資源來獲取支持的方式、NPO部門資源分配與資源募集等問題、還有NPO之間的競爭與合作等議題。

Background

Issues and questions were thrown to the Facebook. Some were met by discussion, others were not. Issues include: the fairness of online clicking campaigns, whether the new allocation models push over some other NPOs, the ways NPOs can use the Internet to acquire support, the resource allocation and fundraising, and at last, the competition and cooperation among NPOs.

中心議題

網路時代的企業社會責任的執行，可以把非營利組織與網友連結在一起，或是更須倚賴企業的公開操作？非營利組織面對企業社會責任與網友愛心行動，如何能將資源/效益最大化，同時也不會排擠其他團體的空間？

The Questions

Do online fundraising campaigns bring closer NPOs and the public, or they rely on corporate PR even more?

How can NPOs, while maximizing resources and optimizing results, not push other smaller NPOs to further marginal position?

最新案例：

每年的11至12月是NPO(非營利組織)的瘋狂月，在這兩個月裡有辦不完的活動，還要結案核銷，更要用力為明年找經費；最近某銀行的贊助投票啟動，有300多個計劃案努力拉票，許多人的臉書和電子郵件裡都收到SOS動員投票的

Newest Case

A Taiwanese bank has just launched a click-to-vote campaign. More than 300 NPOs and their projects participate the campaign and have started all-out lobbying efforts trying to get the most votes and the final cash prizes.

<p>拉票信，展現出企業贊助方式對 NPO 的連動！</p>	
<p>主要分享人： 本次網路星期二邀請到 中華社會福利聯合勸募協會 的副秘書長 陳文良先生，一起來討論這個你所關心的議題。</p>	<p>Key Speaker Louis W.L. Chen, Deputy Executive Director, the United Way Taiwan</p>
<p>討論記錄： 只要有資源，人人都可做分配？</p> <p>資源分配不是專業的獨佔方法。相對於資源分配的專業審查，未來應有公民審查 (Citizen Review) 的可能性。</p> <p>由於現今網路發達、資訊透明，文良認為這樣的趨勢使得聯合勸募以往資源分配的角色不再是無法取代；比如最近某銀行的贊助投票活動，企業已經可以藉由網路自行分配資源。然而這樣的網路公益行動到底反應了什麼？到底資源分配應該如何運作？</p> <p>在資源分配的過程中，最常被質疑討論的議題是公平性的問題 (分配是否公平?)，然而所謂的公平究竟是誰的公平？公益資源的取得過程中，公平是否應該是資源分配的必要性？</p> <p>公平不應該是為公平而公平，而是為了大家都認同的好事 (Common Good)。</p> <p>文良進一步提出，募款資源分配的公平性，隨著資訊的透明度與日俱增，應當由機構間的公平，轉為服務受益者間的公平；所以提升服務產出的價值，並且讓捐款人有感，是 NPO 應該積極正視的事。</p> <p>NPO 服務成效是：創造價值 (Value Creation)</p> <p>所謂提升 NPO 服務的價值，對聯合勸募而言，就是讓非營利組織申請補助方案的重點不在於提供薪水給社工，而是補助方案的結果是否能夠幫助創造價值，改變社會。</p> <p>企業捐助給非營利組織的資源，不是讓 NPO 存起來 (不應該是捐助的概念)，而應是投資的概念。接受捐款的非營利組織，亦應有能力負責任的對社會大眾捐款人說明，受贈的金錢用在哪裡，並且對社會造成何種正面影響。</p>	<p>Details</p> <p>Everybody to handle resource allocation? Starting with United Way's auditing expertise, Louis anticipated the shift from expert reviewers to citizen reviewers.</p> <p>The Internet has motivated companies to allocate grants by themselves and bypassed professional organization like the United Way. How should resources be divided and allocated?</p> <p>In the action of allocation, is fairness the necessary objective, and whose fairness is it?</p> <p>Allocation should be fair for the sake of fairness, or for the common good.</p> <p>Louis furthered the argument by reminding NPOs of the new realities: the greater transparency of information has required the fairness among NPOs to be moved to the fairness among end recipients. Donors need to know and feel the service is better and value is created.</p> <p>The Outcome NPO Service: Value Creation</p> <p>For the United Way, their objective is not to provide steady salary to social workers but to make sure the result of sponsored projects can create value and transform the society.</p> <p>Similarly, companies don't donate to keep NPOs alive but to invest. Recipient NPOs are obliged to explain to the public about how money is spent and what positive impact is made.</p>

網路行銷。到底是行銷弱勢，還是行銷公益？

當非營利機構動員行銷時，到底是行銷弱勢，還是行銷公益？企業有不同的方式做公益，非營利組織也要試著了解企業家是怎麼想？怎麼看？應想好自身組織運作的架構、清楚基本的方案運作能力，想清楚架構後再去跟企業談所謂的合作。

活動後的 Q&A 時間時，從泰國曼谷連線參與現場活動的開拓文教基金會東南亞區計劃主任高子景也同樣為參與者分享了她的想法。

她本身觀察研究的是捐款人的心理狀態，同時亦觀察企業負責公益的公關如何操作公益以符合企業利益。由於這個世代捐款人的想法不一樣，作法不一樣，以後的公益資源分配更需要的是分配機制的看守人。

新詞新概念

一個共享的願景——實踐公益社會的共好
(Common Good)

公平 = Common Good 公眾利益 (對照於既有作法裡的
量化公平)

Do online campaigns promote the disadvantaged or the common good?

Response is mixed. The certain thing is that NPOs need to understand companies' perspectives and to identify our organizational capacities and operational strength before cooperating with companies.

Ann Kao participated the discussion via Skype. She urged NPOs to make more engagement with donors and company PRs and have better understanding in order to be better resource mobilisers and gatekeepers of resource allocation.

New Concepts in New Words

- A shared vision: to realize the societies with Common Good.
- Equality = Common Good (versus the qualitative fairness in conventional practice)

現場照片：<http://www.flickr.com/photos/frontierfoundation/sets/72157628022000319/>

講義分享：<http://www.slideshare.net/nettuesday/npo-10300274>