



Collaborative Giving in Southeast Asia

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About Bridgespan

The Bridgespan Group is a global nonprofit organization that collaborates with mission-driven leaders, organizations, and philanthropists, to make the world more equitable and just.

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How can we unlock the full potential of collaborative giving in Southeast Asia?

Philanthropy across Southeast Asia is gaining powerful momentum

In the past five years, active philanthropists have deepened the scale and impact orientation of their giving, new local funders have emerged, international actors have raised their interest in the region, and new intermediaries and collaboratives have established themselves.

Collaborative giving is emerging as a dynamic force

There are at least 46 active collaboratives in SEA; ~50% formed in the past three years, deploying a median of <US\$1Mn annually (compared to a global median of US\$1-5Mn deployed annually) and cumulative total annual giving of ~US\$20-60Mn (compared to global total annual giving of ~US\$4-7Bn). While median giving may be smaller than global peers, the pace of growth and collective ambition signal significant potential ahead.

- SEA collaboratives are multisectoral by design: 48% of active collaboratives have a corporate funder, 46% have a state-linked funder
- Health, Climate, and Education account for 80% of total funding committed, reflecting regional priorities
- The majority of active SEA collaboratives seek to scale proven issues via grantmaking

Funders in Southeast Asia bring a thoughtful mix of optimism and discernment

There is strong interest in collaboration as a means to tackle complex problems at scale, learn from peers, and deliver meaningful outcomes efficiently, especially in a macro context where impact and alignment matter more than ever. Funders are keen to see data on how collaboratives in Southeast Asia can add additional value.

Across diverse models, this study has identified a few consistent themes in establishing and sustaining collaboratives in the region:

Value Proposition

Compelling reason for being

Balance ambition, feasibility, flexibility

Anchored by strong backbone organization

Deliver on additionality

Donor Engagement

Invest in building trust and alignment

Build commitment from decision-makers

Engage the heart as much as the head

Leverage power of donor to donor asks

To accelerate the promise of collaborative giving in Southeast Asia, funders can take three key actions:

- **Support** existing collaboratives to deepen impact
- **Co-create** with local partners to build solutions that are grounded in regional needs and realities
- **Champion the ecosystem**—share what works and scale what matters

Built on our firsthand experience advising philanthropists and funders globally

Decades of global experience

leveraged by The Bridgespan Group's advising and researching collaboratives

44

individuals and families advised

36

fund collaboratives advised

US\$21Bn

in capital collectively influenced

The Audacious Project
Dasra
Co-Impact

and more...

61 collaboratives

identified and analyzed in Southeast Asia, 46 of which are currently active

The Majority Trust's Scaffold Fund
Asia Philanthropy Circle's Climate Collective
AVPN's Gender Equality Fund
Asia Community Foundation's 30x30
Southeast Asia Ocean Fund
Philanthropy Asia Alliance's Calls to Action

and more...

42 ecosystem actors

interviewed across Southeast Asia

28

SEA funders
(50% participate in collaboratives)

7

SEA intermediaries

8

backbone organizations

From global health to climate resilience, philanthropic collaboratives have **unlocked impact at a scale no single funder could achieve alone**

E.g., **The END Fund** unites philanthropists, NGOs, governments, and the WHO to design and deliver tailored **national programs on neglected tropical diseases**: 21 preventable conditions affecting the world's poorest in Asia, Africa, and Latin America, such as leprosy, chikungunya, and rabies.

Most recently, its financial and technical support facilitated the historic **elimination of river blindness in Niger¹**, alongside its broader impact:

>44

Funders participated²

32

Countries supported

\$3.8Bn

Neglected Tropical Disease treatments funded³

152Mn

People treated⁴

This research aims to explore what makes this kind of impact possible and what it takes to build collaboratives that work, especially in Southeast Asia.

What is a philanthropic collaborative?

Co-created by **three or more independent actors** – including at least one philanthropist or philanthropy – a philanthropic collaborative is an entity that pursues a **shared vision and strategy for achieving social and/or environmental impact**, using common resources and prearranged governance mechanisms.

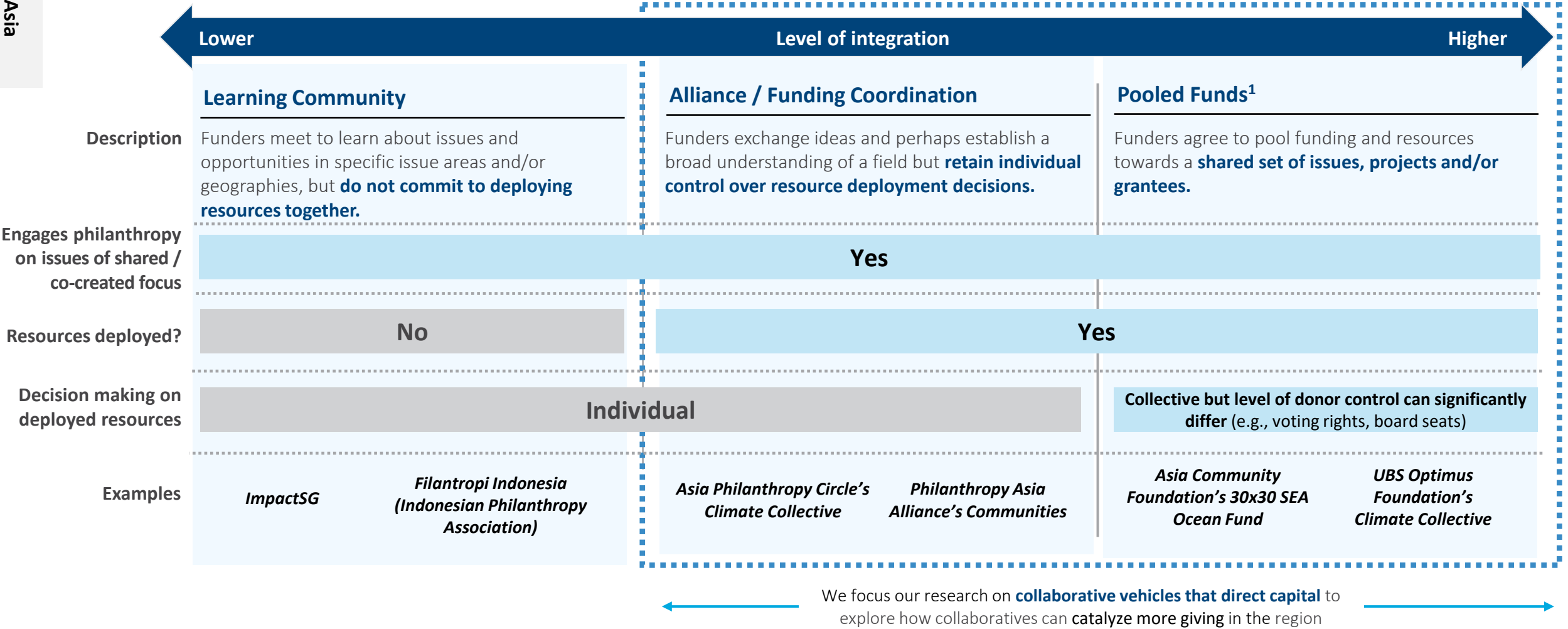
Examples in different geographies include:

Description	 <p>The Audacious Project is a collaborative approach to researching the biggest ideas in the nonprofit world and then seeking to get them funded, with the potential to create change at a thrilling global scale.</p>	 <p>10to19: Dasra Adolescents Collaborative is a multi-stakeholder platform that unites funders, technical experts, the government, and social organizations to reach 15 million adolescents and move the needle on outcomes key to adolescent empowerment</p>	 <p>UBS Optimus Foundation's Climate Collective pools funding for mangrove-based climate mitigation and adaptation projects in Southeast Asia, aiming to develop the case for replication to other regions and ultimately catalyze the global blue carbon market.</p>
Example of donors	<ul style="list-style-type: none"> • Ballmer Group • Children's Investment Fund Foundation • ELMA Philanthropies • Clara Wu & Joe Tsai Foundation • Joe Gebbia 	<ul style="list-style-type: none"> • Bank of America • Children's Investment Fund Foundation • Tata Trusts • USAID • CSR organizations • Family foundations • State and central governments 	<ul style="list-style-type: none"> • High-net-worth individuals (HNWIs) among UBS's clients



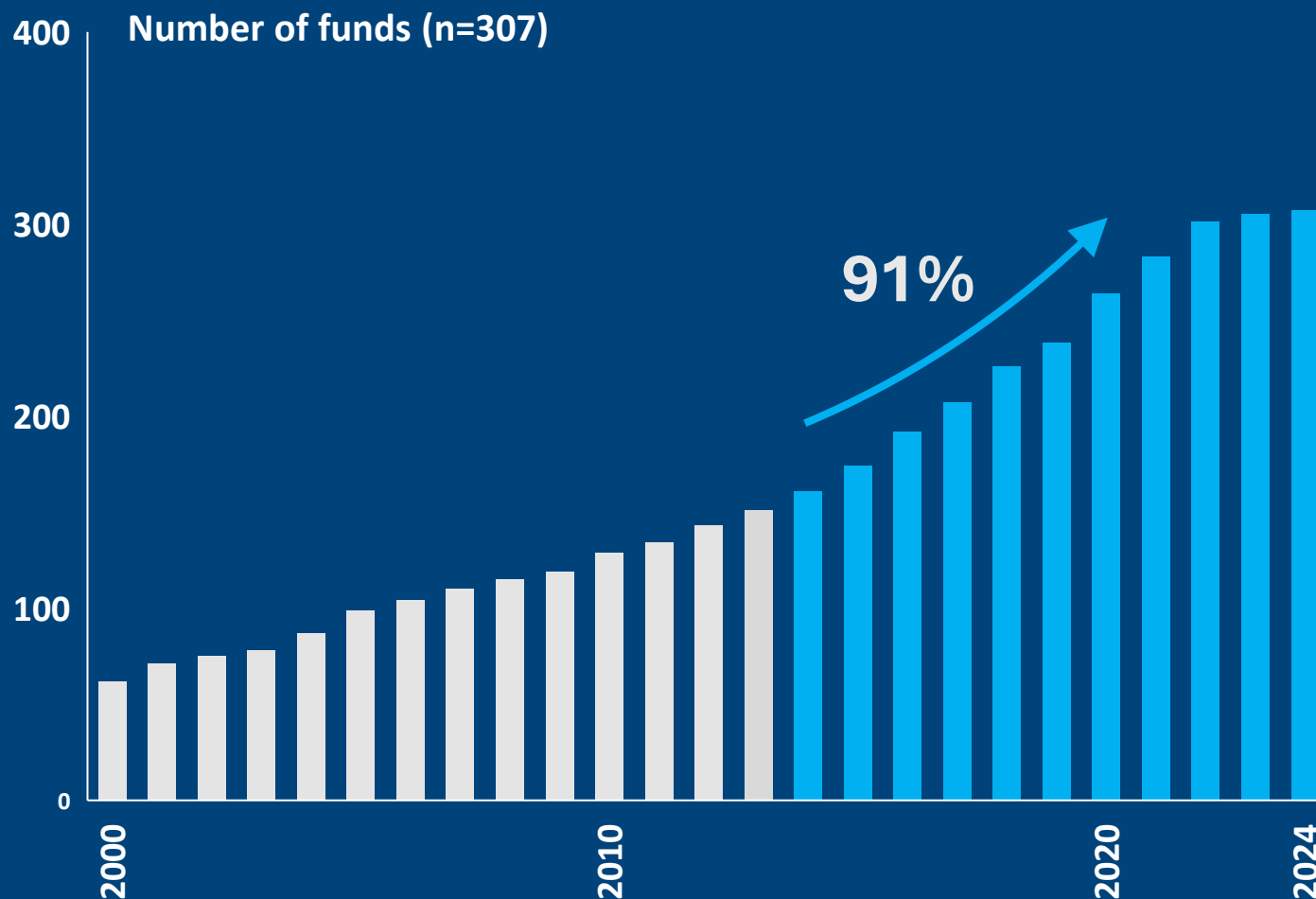
What is a philanthropic collaborative?

In our research on SEA collaboratives, we include all collaboratives founded and/or primarily focused on one or more countries in Southeast Asia and exclude global collaboratives with a partial focus on Asia or Southeast Asia.



Note: 1. We excluded regrants that receive funds from funders and redistribute them to grantees as they typically do not have a co-created focus (by three or more independent actors), serving more as a grantee to the funder | Source: [Philanthropic Collaborations Database](#) (Bridgespan.org, 2024), [Philanthropic Collaboratives in India: The Power of Many](#) (Bridgespan.org, 2020), [The Long Spoon Problem - Five Models of Philanthropic Collaboration](#) (Bridgespan.org, 2018), collaborative websites

The number of collaboratives is **rapidly growing**: 91% rise from 2014 to 2024



➤ **The field is expanding:**
In our sample of 300+ collaboratives founded since 1869, almost half were founded in the past decade.

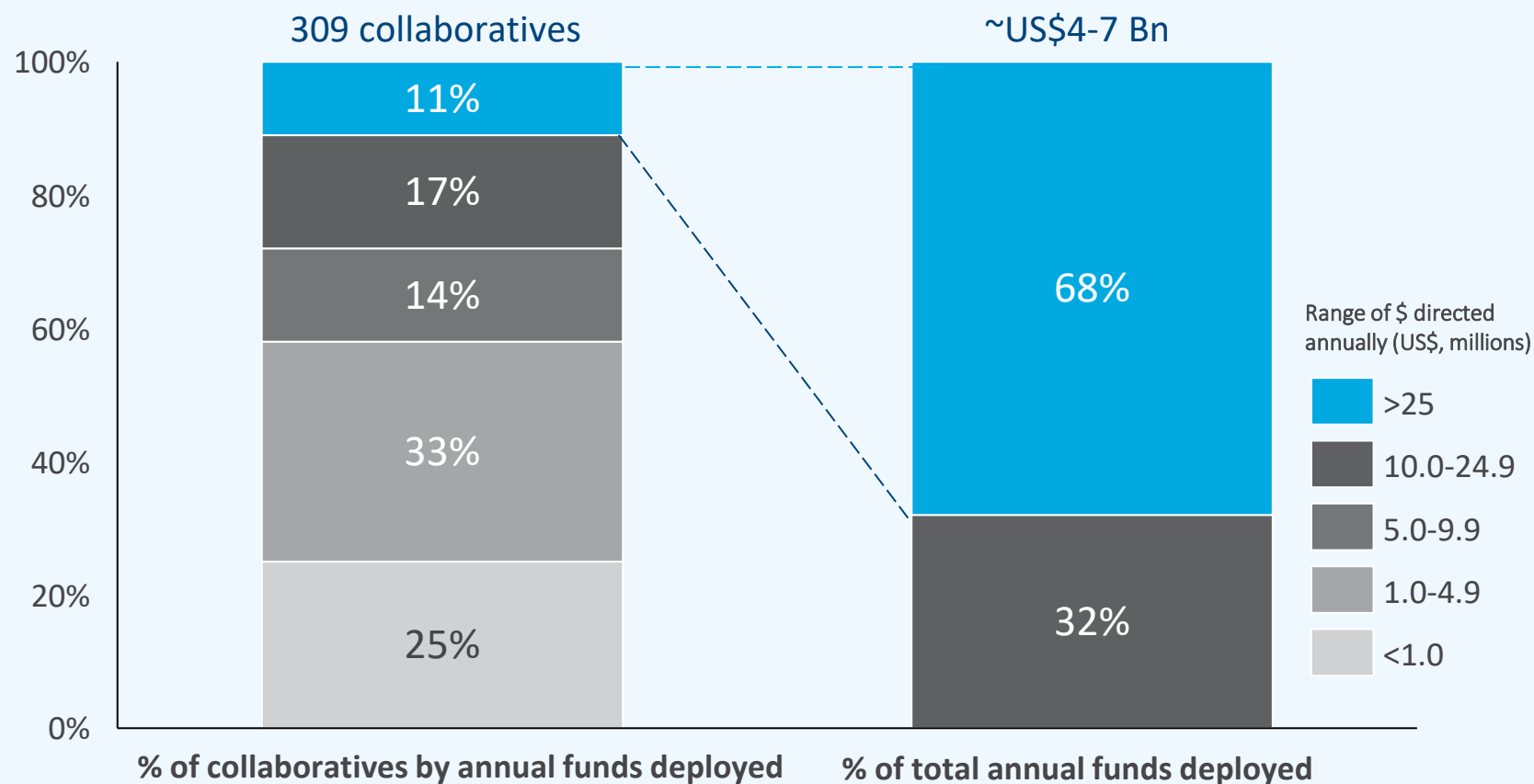
➤ **Collaboratives are active globally:**
Nearly one-third of respondents are working across multiple regions, with growing momentum in India, Africa, and more broadly across the Global South.

Note: Number of funds founded every year, cumulative. Chart reflects only years in which funds were created. For more detail see [Bridgespan's 2024 report, "The Philanthropic Collaborative Landscape"](#).

Source: The Bridgespan Group 2022-24 [survey of funder collaboratives globally](#).

The global collaborative landscape is diverse, and capital is highly concentrated

Annual funding deployed by collaboratives worldwide, 2024



➤ Collaboratives have become **significant actors in the global philanthropic landscape**: These 300+ collaboratives collectively deploy a sizeable US\$4-7 billion per year globally.

➤ However, **total giving is driven by a few large-scale collaboratives**: 33 collaboratives deploying >US\$25 million per year accounted for almost 70% of overall funds deployed.

E.g.:

The Audacious Project
The END Fund
The Global Fund to Fight AIDS, Tuberculosis and Malaria
Lever for Change
Climate Lead

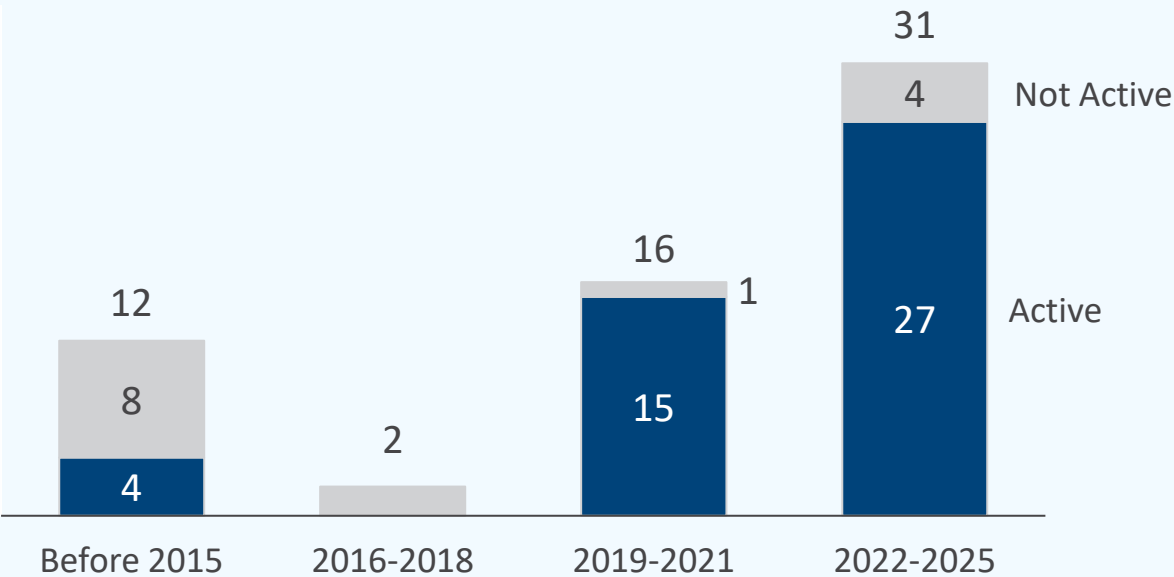
Similarly, collaboratives are gaining momentum in our region



51% of known SEA collaboratives were launched in the past three years, demonstrating a rising appetite for collaborative giving

Given their nascency, SEA collaboratives on average are smaller than their global counterparts

Collaboratives by year formed
(Number of collaboratives, SEA¹, June 2025)



# Active collaboratives (publicly known)	Total annual giving (US\$)	Median annual giving (US\$)
46	~\$20-60Mn ³	<\$1Mn
300	~\$4-7Bn	\$1-5Mn

- E.g.,
- Philippines Disaster Resilience Foundation

1000 Days Fund²

Climate Collective (UBS Optimus Foundation)

Philanthropy Asia Alliance (Calls to Action)

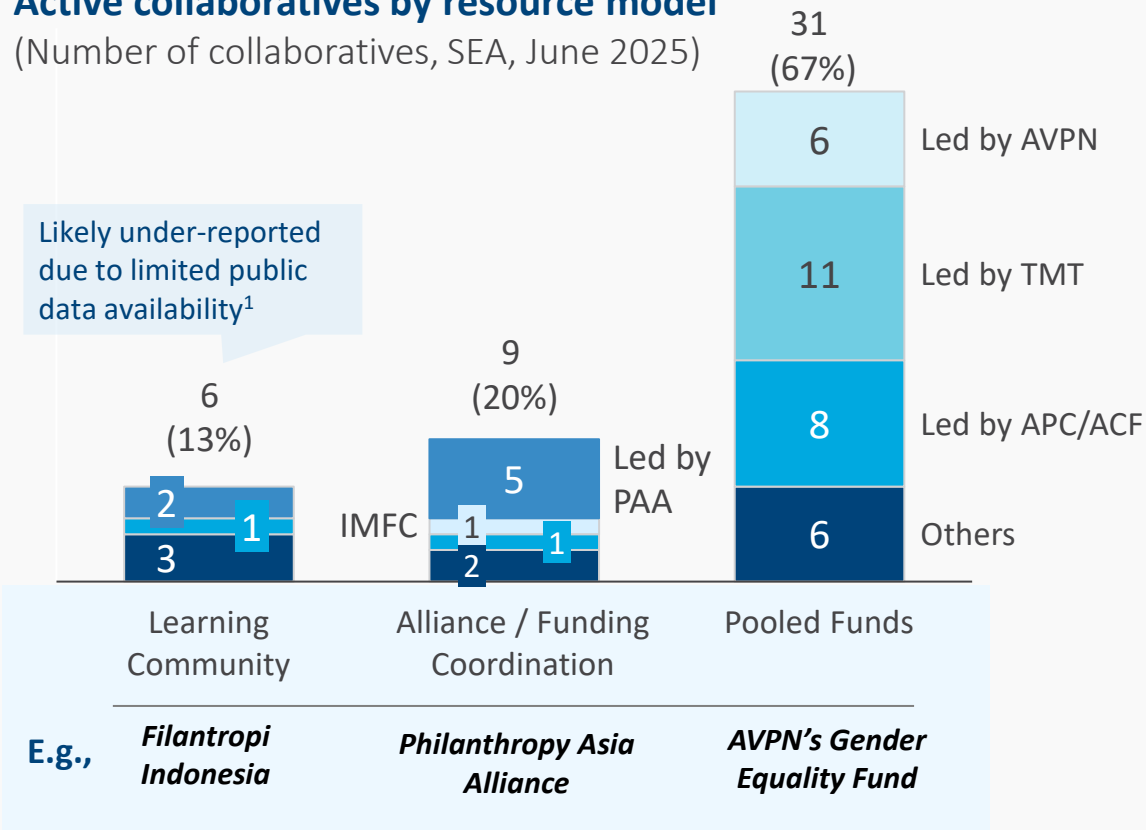
Note: 1. "SEA collaboratives" include all collaboratives founded and/or primarily focused on one or more countries in Southeast Asia, and excludes global collaboratives with a partial focus on Asia or Southeast Asia | 2. While 1000 Days Fund is still active as an independent NGO, it is not included as an active collaborative because the pooled funding that was used to catalyze its creation ceased in 2021 | 3. Given the high proportion of collaborative funds formed in the past three years, annual giving of SEA collaboratives has been estimated primarily based on annualized averages of reported committed funding where available, rather than funding disbursed | 4. Excludes learning communities (not focused on funding) and all Philanthropy Asia Alliance and some Asia Philanthropy Circle funds where annual funding committed or deployed is not reported and cannot be estimated | Source: Literature search (including annual reports, press releases, and financial statements of identified collaboratives where available), [Philanthropic Collaborations Database](#) (Bridgespan.org, 2024), Bridgespan analysis.

The sector is testing multiple models, with most activity in pooled funds



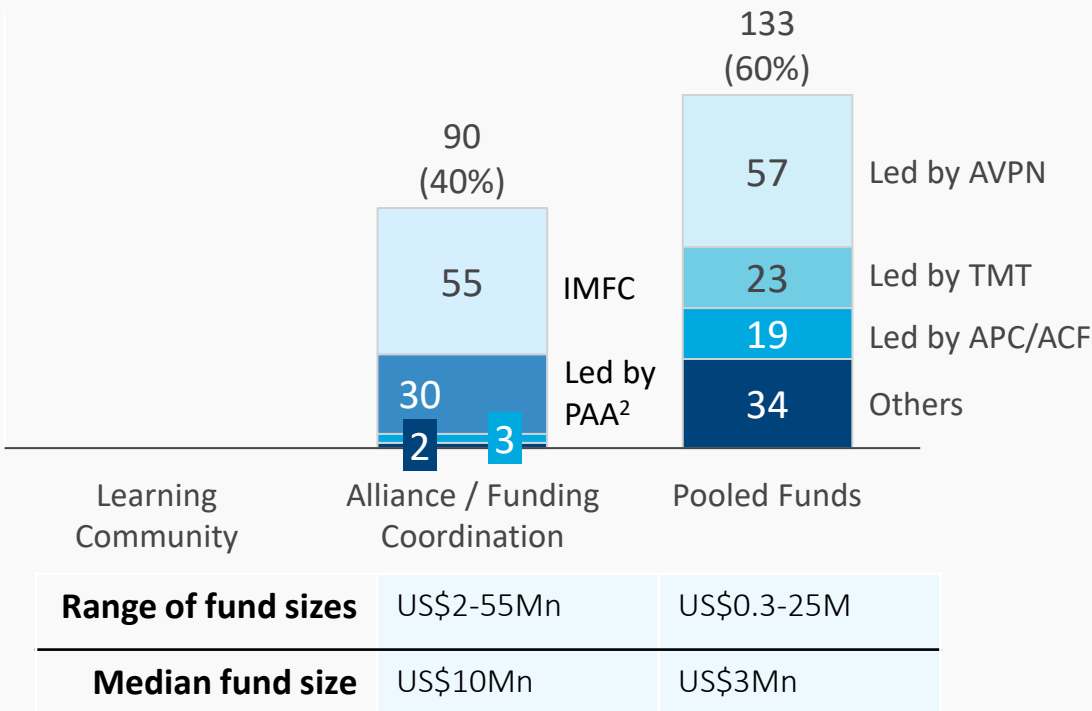
Proliferation of models: Most collaboratives are Pooled Funds, driven by a few backbone organizations

Active collaboratives by resource model
(Number of collaboratives, SEA, June 2025)



Pooled Funds on average are smaller than Alliances

Active collaboratives by resource model
(Total fund size committed, US\$Mn, SEA, June 2025)

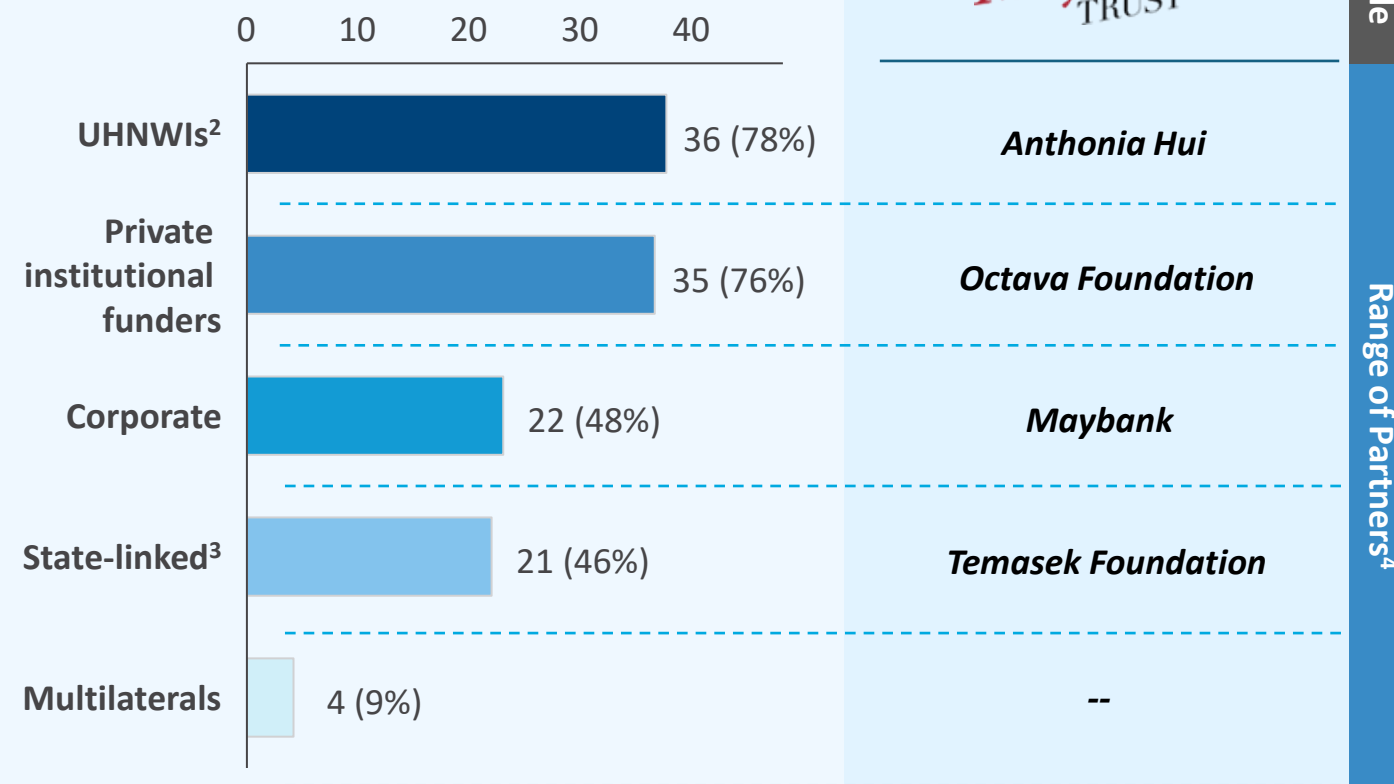


Note: 1. The actual number of learning communities is likely higher, as many operate informally or share limited information publicly | 2. Includes \$30Mn of Philanthropy Asia Alliance’s publicly known committed funding. The full extent of the ~US\$800M in pledges is not reflected here, as details on new versus existing funding have not yet been made public. Also excludes the US\$100M target of the recently launched Health for Human Potential Community, for which committed funding figures have not been publicly shared to date. | Source: Literature search (including annual reports, press releases, and financial statements of identified collaboratives where available), Bridgespan analysis.

SEA collaboratives are multi-sectoral by design

Active collaboratives¹ by type of partner

Number of collaboratives, SEA, June 2025)



➤ **UHNWIs and private foundations** are the driving force behind collaborative giving in SEA.

- Nearly 80% of active collaboratives include ultra-high-net-worth individuals (UHNWIs).
- Private institutional funders are nearly as present, involved in 76% of active collaboratives.

➤ **Corporates and state-linked actors** also play a significant role, reflecting **SEA's unique mix of business and government alignment** in social investment.

- Government, in particular, is a key strategic actor; in SEA, philanthropy often engages government as an impact partner.
- Some collaboratives actively seek to engage **government as a partner to achieve sustainable scale.**

Note: Percentages do not add to 100% as collaboratives may have more than one type of partner | 1. Total 46 active collaboratives | 2. Defined as individuals with a net worth of over US\$30Mn | 3. Refers to entities that are created, owned, and/or predominantly funded by a government agency or ministry | 4. Partners who have contributed >\$1Mn to one or more funds | Source: [The Philanthropic Potential of Asia's Rising Wealth](#) (Bridgespan.org, 2023), Literature search (including annual reports, press releases, and financial statements of identified collaboratives where available), Bridgespan analysis.

Collaboratives’ focus reflects underlying regional priorities



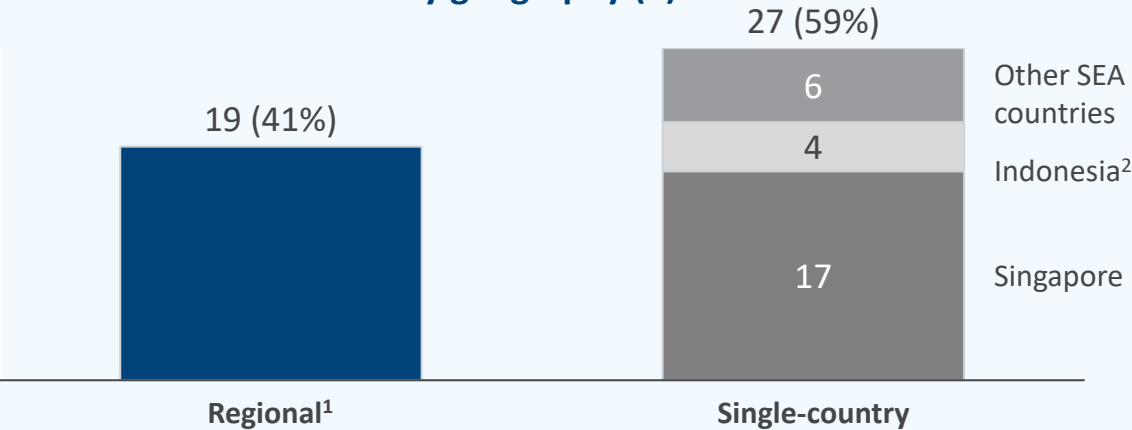
Geography

41% operate regionally; single-country collaboratives are mainly in Singapore and Indonesia

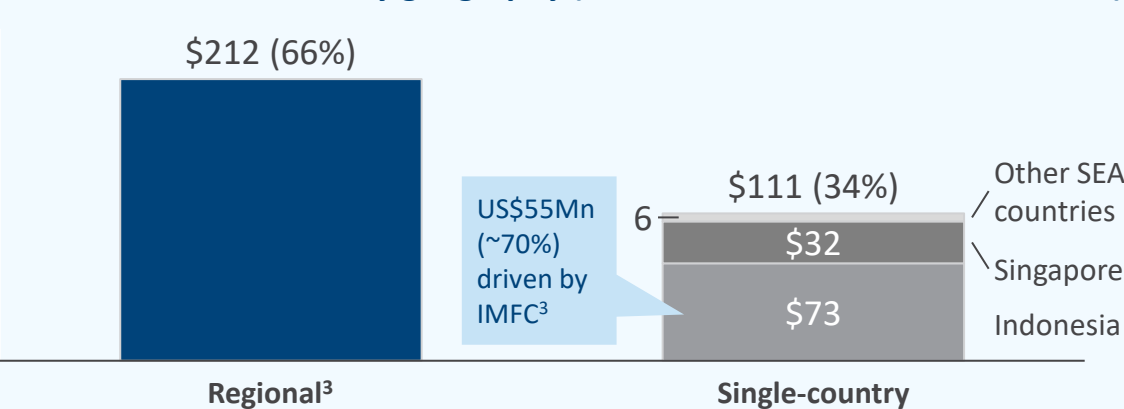
Issue Areas

Health, Climate, Education, and Economic Empowerment receive the most funding

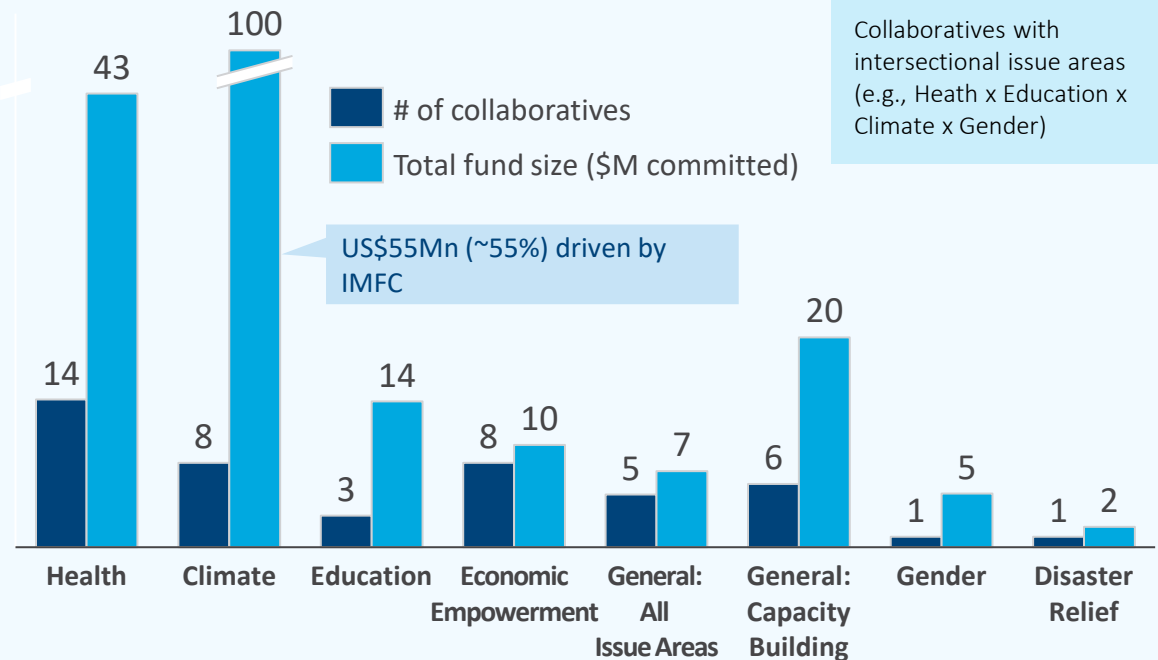
Active collaboratives by geography (#)



Active collaboratives by geography (Total fund size committed, US\$Mn)



Active collaboratives by primary issue area



10
Collaboratives with intersectional issue areas (e.g., Health x Education x Climate x Gender)

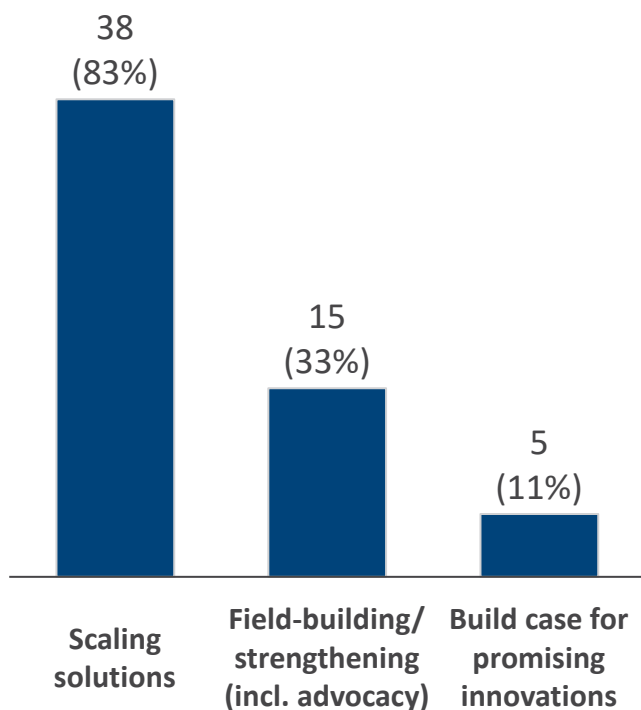
Note: 1. Includes both predominantly SEA-focused funds and SEA-originating funds focused on Asia generally | 2. Single-country collaboratives were found in Malaysia, Philippines, and Thailand | 3. IMFC (Indonesia Marine Funders Coalition) is a collaborative of four Global North funders – Margaret A. Cargill Philanthropies, the David and Lucile Packard Foundation, USAID Indonesia, and Walton Family Foundation – aimed at aligning grantmaking strategies to protect Indonesia’s coastal and marine resources at scale | Source: Literature search (including annual reports, press releases, and financial statements where available), Bridgespan Philanthropic Collaborations Database, Bridgespan analysis.

Most collaboratives aim to **scale solutions via grantmaking**



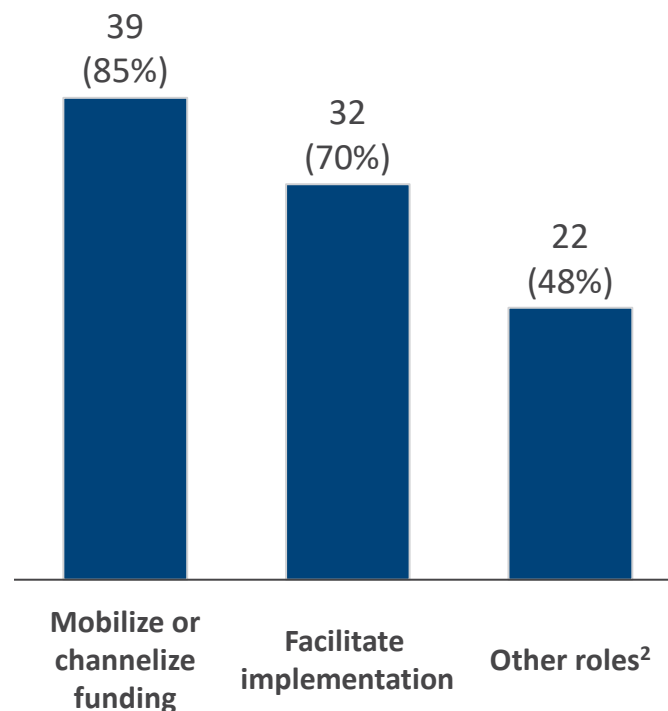
Number of active collaboratives¹ by stated goal

Southeast Asia, June 2025



Number of active collaboratives by stated role

Southeast Asia, June 2025



Out of 46 collaboratives. Percentages do not add to 100% as collaboratives may have more than one stated goal and/or role.

- Most collaboratives have the stated goal of **identifying and scaling promising programs**.
- Financial capital is just the start. 70% of collaboratives now support implementation too, pointing to a more **hands-on approach to collective impact**.
- A minority of collaboratives are **experimenting with other goals and roles**:

Systems change



Social Innovation



Knowledge and R&D



Three key benefits of collaboration

	Engagement	Effectiveness	Efficiency
Learnings	Collaboratives help funders build meaningful relationships and learn faster	Collaboratives offer unique capabilities and extensive networks to amplify impact	Funders can outsource processes to collaboratives , e.g., S&D and MEL, especially beneficial for new priorities
SEA interview insights	<ul style="list-style-type: none"> Funders generally value collaboratives as authentic way to build relationships. Funders enjoy learning together, from peers and experts, both because it derisks and is enjoyable. Funders value collaboratives that build in opportunities to collectively reflect on their giving. <p>“It’s almost like we’re paying a small ‘membership fee’ to get plugged into the sector and learn by doing.” Funder of collaborative, Singapore</p>	<ul style="list-style-type: none"> Funders attracted to collaboratives that identify opportunities beyond what funders can find on their own. Funders value collaboratives that effectively build grantee capacity, a growing priority across Southeast Asia. <p>“Most funders are inundated with asks. Trusted collaboratives cut through the noise.” Funder of collaborative, Indonesia</p>	<ul style="list-style-type: none"> In SEA, varying levels of comfort “outsourcing” to collaboratives. <ul style="list-style-type: none"> Some principals of family businesses may prefer to operate as they have unique social capital and operating assets to run programs effectively. Other principals do not wish to build their own in-house team and prefer to outsource. <p>“Why reinvent the wheel? Outsourcing to a trusted collaborative lets funders scale faster without building from scratch.” Asia-wide collaborative backbone org</p>

Collaboration is costly. It makes sense when you...



...are a **new funder** keen to accelerate your learning

Rather than building networks, sourcing grantees, and testing interventions through trial and error, new funders can leverage the due diligence, evidence base, and expertise that collaboratives have already established. This approach is akin to paying “tuition fees” to bypass the early-stage learning curve. For example, a funder entering the education sector could gain immediate access to a vetted portfolio of high-performing literacy programs operating in the region.

...are tackling a **new or complex issue**

When tackling an issue with limited existing information or fragmented knowledge, collaboration enables funders to access peer insights, fill evidence gaps, and avoid blind spots. This is particularly important for challenges that cut across sectors, such as climate resilience linked to livelihoods, or health intertwined with education. For instance, joining a health and nutrition collaborative could provide access to robust, pooled research that would otherwise be costly and time-consuming to commission independently.

... have **bold ambitions** at a large scale

Some social and environmental challenges – such as closing foundational literacy gaps across Indonesia – are beyond the reach of any single funder. By pooling resources, expertise, and influence, collaboratives can mobilize at the scale necessary to drive systemic change, shift policy, or achieve other large-scale objectives. For example, a coalition of corporate and philanthropic funders advocating for renewable energy policy reform can achieve reach and influence unattainable for an individual organization.

...prefer to **outsource** rather than build an in-house team

Funders without dedicated program teams can rely on collaboratives to manage core functions such as sourcing, due diligence, grant management, and monitoring and evaluation. This enables faster deployment of capital without compromising quality or rigor. For example, a family foundation could fund high-quality climate adaptation projects through a collaborative’s backbone organization, eliminating the need to recruit and manage an internal team.

Collaboratives in our region are delivering impact



DEEP DIVE IN APPENDIX



Model	Hyper-local collaboration driving deep impact and government engagement	Collective voice catalyzing systems change across the region	Strong value proposition mobilizing new capital to a complex issue
Fund size (US\$M)	~US\$1.1Mn	TBA	~US\$8.8Mn
Geography	Singapore	Philippines	Indonesia and Vietnam
Year established	2021	2024	2021
Issue area	Social Inclusion for Migrant Workers	Early Childhood Development (ECD)	Climate and Environment
Impact to date	~45K beneficiaries reached ~70% of surveyed participants indicated favorable opinions of migrant workers	Supported the passage of the 2025 Philippines ECCD System Act , the country’s first comprehensive nationwide ECD legislation Convened public-philanthropy ECD roundtable involving key Secretaries, members of Congress and philanthropists.	132,184ha of mangroves conserved, restored or protected as of 2025 Over 143 partnerships established to sustain outcomes, including local and national government, private sector, academia, NGOs, and funding partners

Source: Bridgespan Southeast Asia Landscape Scan of Philanthropic Collaboratives, 2025.

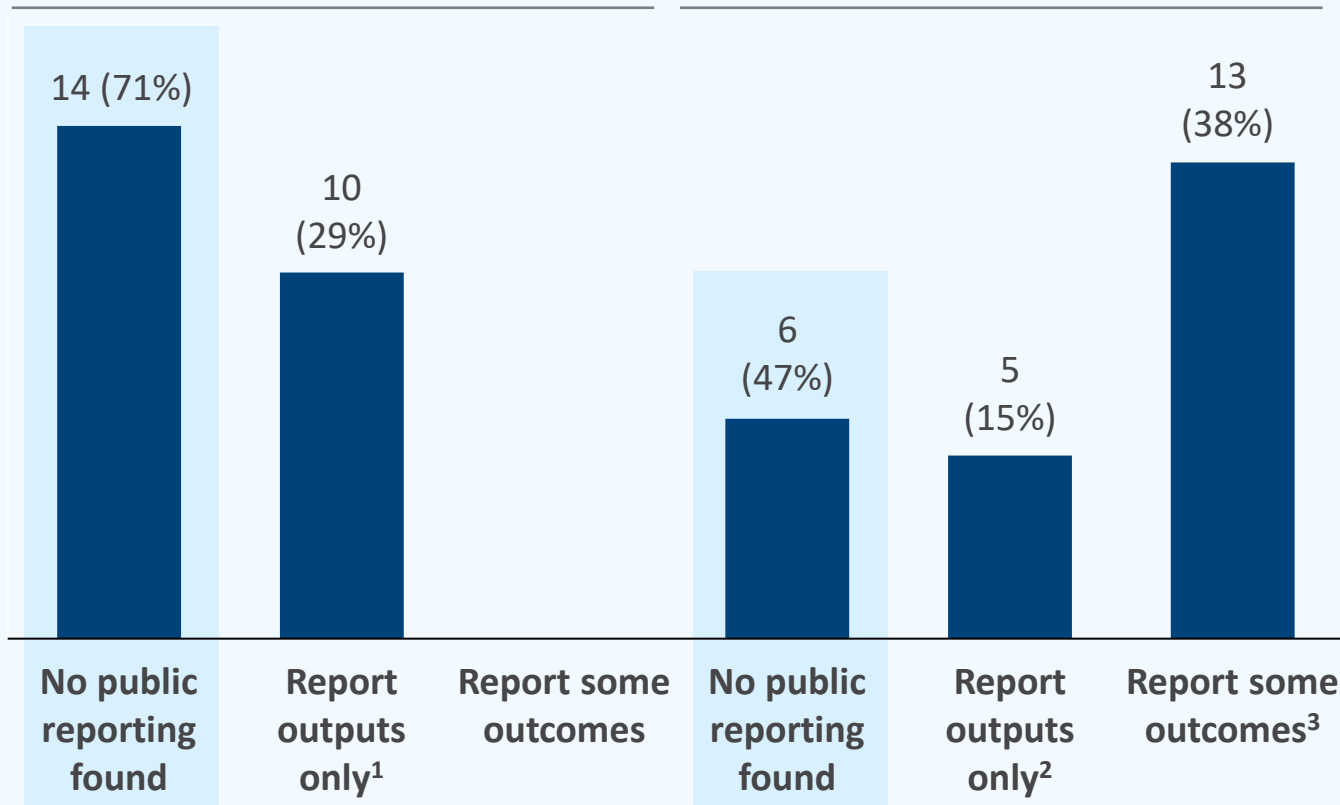
Some skepticism remains: **impact potential is unclear without better data**

Lack of public impact data fuels the skepticism

Number of active collaboratives formed before 2024 by published impact metrics

Donor-level impact¹

Grantee-level impact



Some doubt the extent to which collaboratives deliver impact in SEA

“It’s still unclear why we need to formally collaborate – **why not just exchange learnings and execute independently?**”

SEA principal

“**There are reputational risks:** if a party in the collaborative does something wrong, I risk being tarred by the same brush”

SEA principal

“Many collaboratives have promised big things but have either **yet to deliver on their promise or walked back on their initial ambitions.**”

Global corporate funder

Note: Refer to [The Bridgespan Group 2024, 'How Philanthropic Collaboratives Measure, Evaluate, and Learn'](#) for the different levels at which collaboratives can measure impact | 1 I.e., report only member activities, e.g., [TMT Scaffold Fund](#): “held 2 donor convenings” | 2. I.e., reporting only grantee activities or output metrics, e.g., [World Bank MDTF-IHCA](#): “impacted 10M families in Indonesia as of 2021” | 3. I.e., reporting data on endline impacts, e.g., [APC Migrant Workers Project](#): “saved ~SG\$500,000 of migration fees as of 2024”.

There are many models for effective collaboratives—but all successful collaboratives invest in iteratively **answering these critical questions**

Most critical in SEA



Is there a compelling **rationale for launching or maintaining** the collaborative?

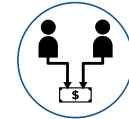


How will the collaborative **work with donors**?

How will the collaborative **evolve over the years**, and what might be its **end game**?



How will the collaborative **deploy resources** to accomplish its aims?



Six critical questions; often requires an iterative approach

How will the collaborative **operate**



How will the collaborative **measure, evaluate, and learn**?



Source: “[Six Questions to Sharpen Philanthropic Collaboratives’ Value Proposition](#),” The Bridgespan Group, May 2025.

Read more at:



Our research has surfaced critical, hard-won lessons that are especially relevant in Southeast Asia: **Value Proposition**

Compelling reason for being

- Unlock **what a funder cannot achieve alone**: E.g.
 - **Portfolio approach** to de-risk and diversify impact
 - Stronger **collective voice** to influence systems
 - **Privileged access to data and field insights** to inform decisions
 - Coordinated efforts for greater efficiency
 - **Expanded network** of funders working in the same field

“It’s faster and easier to do it alone. Collab needs to make 1+1 equal 3”

Balance ambition, feasibility, flexibility

- **Anchor bold vision** to rally around: What is success?
- **Set and achieve winnable milestones** to build confidence: How do we know this is working? Impact measurement crucial
- **Stay flexible** to funders’ inputs, new evidence and evolving context
- Align ambition realistically with **available resources**

“Some collabs promised the sky and then had to walk back on their promise”

Anchored by strong backbone organization

- Seen as a **trusted advisor**, not just a vendor
- Skilled at **stakeholder management** to avoid descending to lowest common denominator
- Brings **deep expertise and field connections** to translate intent to outcomes
- Effective **process management** to keep momentum

“The best collabs can skillfully navigate competing priorities to get to “yes””

Deliver on additionality

- Deliver on **functions that funders value** more effectively and efficiently than they could do individually
- Especially critical in SEA:
 - **Sourcing and diligence** given nuanced local risks
 - Strengthening **nonprofit capacity** given nascent sector in the region
 - **Strategically engage government**, often on “inside track”

“They surfaced pressing needs and great nonprofits I couldn’t have found on my own”

Our research has surfaced critical, hard-won lessons that are especially relevant in Southeast Asia: **Donor Engagement**

Invest in building trust and alignment

- Invest deeply in building relationships between funders: **Can I trust you?**
- **Start small to start well:** Founding donors set tone
 - Easier to **align a small group** than a big tent
 - **Tighter mandate** avoids masking misalignment
- **Choice of funders matters:** Reputation, values influence decision to join

“Problems are inevitable—can I trust you to do the right thing?”

Build commitment from decisionmakers

- **Small aligned group** willing to stay the course: No “tourists”
- Honest about **true commitment required:** Non-monetary resources help, but funding is key
- **Clarity on decision-making** rights, roles, processes
 - Who gets what say when in deploying resources?
 - Address tension points upfront, pre-empting conflict

“Our core funders must be willing to let us stumble, learn and improve.”

Engage the heart as much as the head

- **Curate meaningful experiences:** Giving resonates most when it feels personal and rewarding
- **“Show not tell”:** Field trips, direct narratives from the field leave the strongest impressions
- Create space for **deep peer connections:** Meaningful interactions with other funders build trust and momentum

“Giving feels different when you see the impact up close.”

Leverage the power of peer influence

- **Funders trust peers:** Peer-led asks open doors and lower barriers to collaboration
- **The right anchor funder** is key: Committed & credible
 - Track record of giving at scale with impact
 - Expertise in issue area
 - Strong ambassador: Passionate but not overbearing
- When funders become **advocates for the cause area**, not just the fund, you attract new funders

“Nothing mobilizes donors like seeing someone they respect go first.”

Philanthropic collaboratives hold enormous potential in Southeast Asia

We're at a pivotal moment

Philanthropists and intermediaries across Southeast Asia are ready to move beyond fragmented efforts toward more coordinated, scalable solutions. Whether you are or already an active supporter of a collaborative, the way forward starts with clarity of purpose and deep trust among partners.

Support

existing collaboratives

Co-create

and build with partner organizations

Champion

the ecosystem, and prove the model

We hope this research sparks ideas on how you might strengthen collaborative efforts that rise to meet the scale and urgency of the region's social and environmental challenges.

Interested in learning more?

Bridgespan has conducted extensive research globally on collaborative. Scan the QR code for more insights and tools at our [Philanthropic Collaboratives Resources](#) page.



Case studies of select collaboratives in Southeast Asia

Appendix



The Majority Trust’s Scaffold Fund: How a hyper-local collaborative can leverage research to engage government strategically



Case Study

Year of
Founding

Aim

2021

Foster social inclusion of migrant workers in Singapore, and improve their personal and professional development.

Context/Need

The Majority Trust’s (TMT’s) research highlighted significant needs in [societal integration](#) and [personal development](#) for migrant workers in Singapore, a potentially politically sensitive topic given [increasing public discontentment around their treatment](#) during COVID-19.

US\$1.1Mn

raised as of 2025

25

grantees awarded

44,253

beneficiaries reached



Unofficial government endorsement (e.g., in a [campaign launched by a minister](#))

What drives the collaborative’s success?

Deliver on
additionality

TMT strategically engages government by building an evidence base on important and potentially sensitive topics

Anchored by strong
backbone
organization

Informed by its evidence base, TMT takes the lead on the end-to-end process and decision-making for grant disbursement.

“

We have a very practical view of it: **we want to be an ally to the government.** In our region, organizations need to work in concert with government. At their core, governments are really made of many individuals navigating their respective systems, so engaging these individuals in a technical discussion on our quality evidence base helps us to **discuss potentially sensitive topics in a data-backed and nuanced way.**”

Martin Tan, CEO of The Majority Trust

Asia Philanthropy Circle’s Philippines Early Childhood Collaborative shows how collective voice can catalyze systems change



Case Study

Year of
Founding

Aim

2024

Complement existing efforts to strengthen the Philippines early childhood development (ECD) system by engaging key national stakeholders and working with local government units (LGUs) to build and enhance local capacity.

Context/Need

APC’s [2023 regional ECD landscape study](#) found significant needs and opportunity for systemic impact in the Philippines, particularly as multiple members were working on the issue in the country.

What drives the collaborative’s success?

Compelling reason for being	Balance ambition, feasibility, flexibility
APC identified multiple strong tailwinds driving the collaborative’s immense potential for impact given significant efforts by both APC members and national actors that the collaborative could coordinate and amplify	Built in flexibility for funders to shape its framework and facilitated strong internal momentum with external wins, e.g., successful passage of ECD legislation in the Philippines

~US\$230Th

funding for initial research base

Despite its nascency, the ECD Collaborative has already achieved initial traction in catalyzing systems change:



Extensive stakeholder engagement and advocacy with government contacts



Supported the passing of the Early Childhood Care and Development (ECCD) System Act in [May 2025](#), the first comprehensive nationwide ECD legislation in the Philippines

“To unlock systems change, we need to collaboratively find and fund the right orchestrators to identify, coordinate, and mobilize action on the biggest leverage points in the system. If the ultimate goal is impact, philanthropic funding mobilized is an interim metric; public funds mobilized and institutionalized towards a cause is orders of magnitude more sustainable. That’s why we focused so much on national stakeholder engagement for the ECD Collaborative.

Carol Tan, Deputy CEO of Asia Philanthropy Circle

UBS’s Climate Collective demonstrates how a collaborative can unlock funders’ willingness to begin giving in Southeast Asia



Case Study

Year of
Founding

Aim

2020

“Catalyzing the blue carbon market to enable climate mitigation and climate-resilient livelihoods for communities and smallholders living off mangroves”

Context/Need

UBS found immense opportunity to [leverage the power of collaboration to mitigate the complex issue of climate change](#), starting in SEA where coastal communities are particularly vulnerable

What drives the collaborative’s success?

Invest in building trust and alignment

UBS reached out and pitched to potential donors via its existing corporate network of [philanthropy advisors](#), leveraging the pre-existing trust UBS’s clients already had in the organization

Engage the heart as much as the head

UBS organized [learning journeys](#) in Indonesia and Vietnam for funders to understand and emotionally connect with the situation on the ground, particularly important as many funders were not from the region

~US\$6.6Mn

committed in the first cohort

11

grantees awarded (2022-2025)

132,184 ha

of mangroves conserved, restored or protected

143

new grantee partnerships catalyzed

“ Our Climate Collective’s funders aren’t all from Southeast Asia or even Asia, so ensuring additionality was extremely important – many of these funders likely would not have given without UBS, as quite a few were funding in Southeast Asia for the first time. The insights trip was core to the experience, especially since some of our funders had never even been to Asia at all! That moved people the most, alongside helping them network better in-person.”

Grégorie Muhr, Head of Insights and Solutions, UBS Group Sustainability and Impact



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