Masterclass Series:
INNOVATING MODELS FOR SUSTAINABLE HERITAGE MANAGEMENT

MASTERCLASS 3
Creating Shared Value Through Social Enterprises

BAAN LUANG RAJAMAITRI
CHANTHABURI, THAILAND

CLASS HANDBOOK

APR – MAY 2024

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CONTENTS

I. Overview

What success in heritage management? State-of-the-art conservation of a historic property? Reviving a long-lost traditional practice? Increasing the number of visitors to the site? Restoring local ecology and landscape? Improving local well-being? Even before the global pandemic, there has been a push for the heritage sector to expand its boundaries and rethink its priorities.

Sustainable heritage management is no longer just about conserving heritage values, but also about creating new value through innovative business and governance models.

The Sustainable Heritage Management Masterclass Series deep dives into innovative models in the region and unveils the various competences that ensure the vitality of these heritage sites. Guided by expert facilitators, participants learn from standard-setting cases in heritage management, including UNESCO Heritage Award-winning projects and World Heritage properties. Participants will interact with project teams and solve challenges by applying newly-acquired knowledge and skills.

The Masterclass series covers knowledge and skills in the UNESCO Competence Framework for Cultural Heritage Management. It is developed in cooperation with Fraunhofer IMW and Think City Institute with support from the Ng Teng Fong Charitable Foundation.

Masterclass 3 on Creating Shared Value Through Social Enterprise
Baan Luang Rajamaitri, Chanthaburi, Thailand

The third course in the Masterclass series will explore the ways to create shared value among different heritage actors in managing a heritage property. It will introduce the innovative social enterprise model in restoring and operating the 150-year-old Baan Luang Rajamatri historic inn in downtown Chanthaburi, Thailand, which won a UNESCO Heritage Award of Merit in 2015. Explore ways to achieve social and financial impact that complement and support heritage management goals.

II. Course Objective

Course Objective

Participants will learn how to mobilize social enterprise tools and processes to create a sense of ownership and generate benefits for various stakeholders in the sustainable management of a heritage property.

Learning Outcomes

By the end of this course, participants should be able to:

- Develop proposals for delivering better value for stakeholders in managing a heritage property using social enterprise tools and processes
- Acquire new competences (skills and knowledge) relevant to cultural heritage management, with a focus on the managerial competences defined by UNESCO (such as organizational governance/heritage planning/strategic management, human capital management, financial management, communication/collaboration/coordination)
- Apply analytic thinking and problem-solving tools in a heritage management context

III. Facilitators

Janet Pillai
Independent Consultant and Resource Person
Culture and Heritage Education
E-mail: janetpillai@gmail.com

Janet Pillai is an independent consultant and resource person advocating for cultural sustainability through education, capacity building and community based projects. She previously served as associate professor at the Department of Performing Arts in University Sains Malaysia (until 2013) and as adjunct Associate Professor at The University of Hong Kong, Division of Architectural Programs (until 2022). Her field of specialization includes cultural heritage education, cultural mapping and programming of community-engaged arts projects in partnership with local agencies, institutions, and professionals. Pillai has researched and published widely on community-based arts in the Asian region, cultural mapping and has authored 5 books related to arts, culture and heritage education. Pillai also contributes as an expert resource person to regional institutions such as UNESCO Bangkok and APCEIU Korea and Hong Kong University.

Teng Chamchumrus
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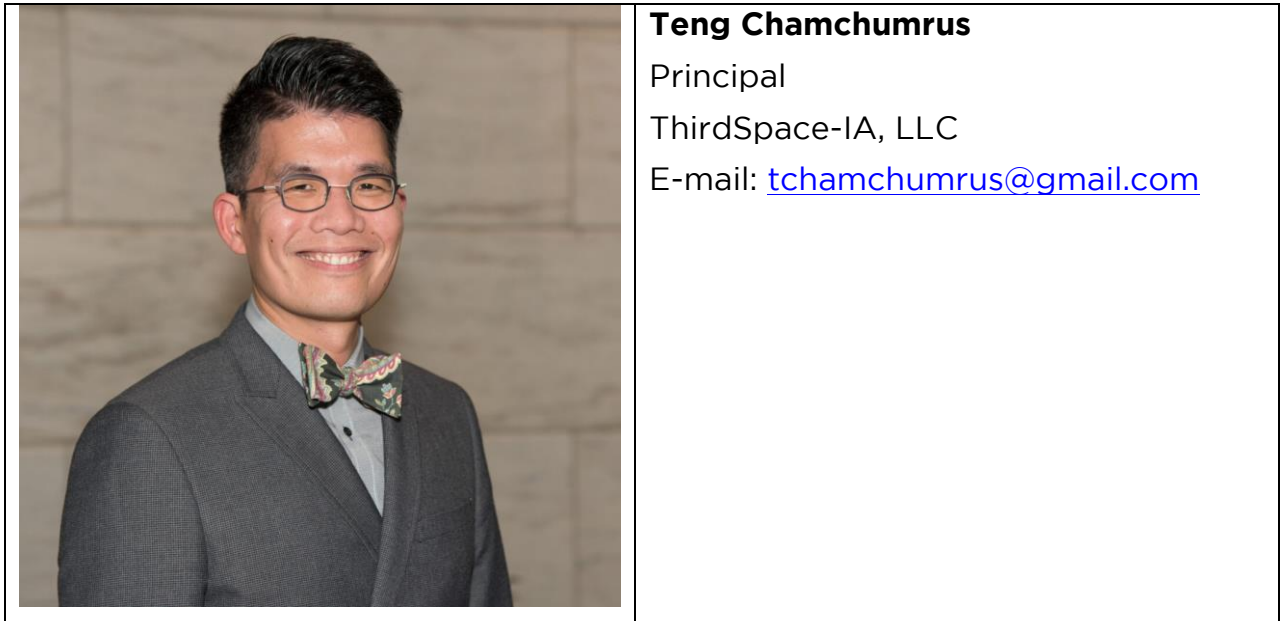
Teng Chamchumrus is an applied strategist with more than 20 years of experience in the nonprofit and the private sectors. He has a BA in economics (magna cum laude) and an MBA from Harvard University. He served as Executive Officer, at the Smithsonian Institution, where he provided strategic thinking, leadership and management expertise in planning and implementation of education and audience engagement initiatives. Prior to the Smithsonian, Teng held various management and leadership roles at the American Red Cross, including leading the financial planning and analysis function for major disaster relief operations including Hurricane Katrina. Internationally, he served on the board of the International Council of Museums – United States (ICOM-US) and is an active member of the ICOM International Committee for the Collections and Activities of Museums of Cities (CAMOC). Locally, he served on the board of Montgomery History, Montgomery County, Maryland, USA. As a Fulbright Specialist, Teng provided strategic advisory services to the Kosovo Council for Cultural Heritage.

Teng is interested in museums' roles in serving communities and the intersection of economic development, cultural sustainability, and sustainable communities. Teng is committed to bring his professional expertise and experience to help keep communities vibrant and diverse for generations to come.

IV. Class Format

This course is a combination of self-paced learning, interactive live tutorial sessions, and a three-day programme on site in Chanthaburi, Thailand. It involves plenary discussions, group work and mentoring. At the end of the class, you will receive feedback on your work from the fellow classmate teams, facilitators, and the organizers.

The class format is divided into the following:

- Self-learning
- Live interactive sessions
- Onsite programme
- Group work

The <u>self-learning component</u> comprises a case study, lecture videos, curated readings and worksheets that are accessible via Think City Institute website. Participants must engage with these materials and complete the tasks required at their own time and pace before attending the interactive tutorial sessions and the onsite programme.

The <u>live interactive sessions</u> are real-time online sessions that will take place on the specified dates and times (please refer to the detailed course schedule in the following section). Plenary discussions and Q&A sessions will take place during these live sessions. Participants are expected to engage actively in conversations with fellow classmates and facilitators during these sessions.

This third edition of the *Sustainable Heritage Management Masterclass* involves a three-day <u>onsite programme</u> in Chanthaburi, Thailand. Participants will visit Baan Luang Rajamaitri and the Chanthaboon River Community, interact with the project team, and engage directly with the community members to respond to the dilemma of the case study. Participating in the onsite programme and live interactive sessions is a requirement to completing the course successfully.

<u>Group work</u> is an essential part of the Sustainable Heritage Management *Masterclass*. Participants are expected to apply the knowledge and tools learned during class and put into practice through group work. Participants will be assigned to a group of 4-5 participants to work on a group assignment together. Instructions and worksheets including assignment templates will be available via Think City Institute website. All groups are to collaborate on completing the assignment on their own time and pace during the "Self-learning & Group work" period.

Office Hours will be organized for sharing progress and Q&A.

Groups will present their work twice, once during the onsite programme and finally during the last live interactive session. Facilitators, organizers, fellow classmates and invited commentators will provide feedback. Participants will also be asked to apply their newly acquired skills and knowledge to their own site, project, or work. There will be a chance for selected participants to present their individual work at the last live interactive session.

Participants that have completed this course successfully, subject to full attendance of the course sessions and submission of the required assignments, will receive a certificate of completion.

V. Schedule and Learning Materials

Class Orientation
Wed, 24 Apr 2024 (8:00 – 9:30 AM, GMT+7)

Access Zoom link:
https://us06web.zoom.us/j/86042568636?pwd=x34pF4jBpFCPsQBbvLdXoR8NTEl2nl.1
Meeting ID: 860 4256 8636
Passcode: 410369

Agenda
- Introduction to the course by UNESCO (10 min)
- Participants' and facilitators' introduction (60 min)
  - Facilitators' introduction (5 min)
  - Participants' introduction (2 min per person)
    - Name, What do you do?
    - What is your site, and your role at the site?
    - What do you wish to gain from this course?
  - Group photo
- Introduction of the case method: An overview, expectations, and application to the learning journey for this Masterclass by Teng Chamchumrus (20 min)
- Guidance on learning platform and preparation for next class by Think City Institute and UNESCO

After session
Please make sure you have access to the Think City Institute learning platform and explore the learning materials available.

Class learning materials shared online
Wed, 24 Nov 2024

Access the link below using your login ID.
https://thinkcityinstitute.org

Setting the Scene
Get ready to indulge in depth with the core resources of the course. This section starts with a primer on how to re-orient heritage practice to respond to current sustainability needs by Montira Unakul of UNESCO Bangkok.

- **Class Videos**
  - Re-orienting Heritage Practice by UNESCO
  - Applying the Competence Framework by UNESCO
  - Introduction to Values-based Heritage Management by UNESCO

Then, familiarize yourself with the Baan Luang Rajamaitri project through the case materials. The Case Study is a core learning material specifically developed for this Masterclass. It provides a comprehensive overview of the project from its inception to current status, and challenges faced.

The Case Study

- **The Case Study and guiding questions**

  The case will walk you through the narrative of the Baan Luang Rajamaitri, its historical and cultural setting, the conservation and operational management models, stakeholders involved, and challenges to be addressed.

  In the next live interactive session, participants will dissect the case with the guidance of facilitators and define the dilemma of the case. Please refer to the guiding questions that will facilitate the in-class discussion.

- **Reading and reference materials**

  Please refer to page 15 for required and recommended reading materials in relation to "Reorienting Heritage Practice" and "Competence-based capacity building for sustainable heritage management".

Introduction to Social Enterprise
A series of introductory lessons by Teng Chamchumrus and Janet Pillai on social enterprise through the lens of leadership and management is made available for participants to explore.

- **Class Videos**
  - Foundations of Social Enterprise by Teng Chamchumrus
  - Community-based Social Enterprise: Characteristics, Components and Purpose by Janet Pillai

- **Reading and reference materials**

  Please refer to page 15 for required and recommended reading materials.

LIVE Online Session 1: Case Discussion
Sun, 28 Apr 2024 (8:00 – 11:00 AM, GMT+7)

Access Zoom link:
https://us06web.zoom.us/j/86042568636?pwd=x34pF4jBpFCPsQBbvLdXoR8NTEl2nl.1
Meeting ID: 860 4256 8636
Passcode: 410369

Agenda
- Case Discussion facilitated by Teng Chamchumrus (80 min)
- Break (10 min)
- Presentation on "Foundation of Social Enterprise" by Teng Chamchumrus (30 min)
- Presentation on "Community-based Social Enterprise: Characteristics, Components and Purpose" by Janet Pillai (30 min)
- Q&A (20 min)
- Wrap up by the facilitators (10 min)

Class learning materials shared online
Mon, 29 Apr 2024

Access the link below using your login ID.
https://thinkcityinstitute.org

Tools for Social Enterprise
Janet Pillai and Teng Chamchumrus introduces a selection of tools that can be applied to social enterprises to activate community engagement, protect assets and the grow assets.

- **Class Videos**
    - Activating Community Engagement: Process, Techniques and Tools by Janet Pillai
    - Tools for Growing Assets by Teng Chamchumrus
    - Tools for Protecting Assets by Teng Chamchumrus

- **Reading and reference materials**
    Please see page 15 of the class handbook for required reading and reference materials for the course.

Tools for Social Enterprise

LIVE Online Session 2
Sun, 12 May 2024 (8:00 – 11:00 AM, GMT+7)

Access Zoom link:
https://us06web.zoom.us/j/86042568636?pwd=x34pF4jBpFCPsQBbvLdXoR8NTEl2nl.1
Meeting ID: 860 4256 8636
Passcode: 410369

Agenda
- Unpacking the Community Engagement through the Case Study: a facilitated group activity and discussion by Janet Pillai (40 min)
- Presentation on "Tools for Community Engagement" by Janet Pillai (20 min)
- Break (10 min)
- Presentation on "Tools for Growing Assets" and "Tools for Protecting Assets" by Teng Chamchumrus followed by Q&A and discussion (70 min)
- Discussion on Dilemma (identify problems) and Explanation on Group Work by facilitators and wrap up (30 min)

Group Work and Individual Work
   13 May – 2 Jun 2024

- **Group Work:** Apply the concepts and tools on social enterprise and community engagement to develop a 5-year management action plan for Chantaboon Rakdee Ltd. Co. to ensure i) financial sustainability, ii) community impact, and iii) organizational governance. Identify high/medium/low priorities and short/medium/long-term actions. The action plan should be prepared *from the perspective of the Executive Director/Manager of Chantaboon Rakdee Ltd. Co.* Please explain which business and community engagement tools should be used to implement these actions. This should focus on maximizing the creation of shared value for Historic Chantaboon Riverfront Community.

  Group work is an essential part of the Sustainable Heritage Management *Masterclass*. Participants will be assigned to a group of 4-5 participants to work on a group assignment together. Refer to Group Work guidance on TCI website to complete the assignment.

  Participants will make their first presentation of Group Work during the onsite programme on 19 May. After feedback, all groups will be invited to present their final work on 2 June 2024.

- **Individual Work**

  Apply the concepts and tools to prepare a proposal that can strengthen i) financial sustainability, ii) community impact, and iii) organizational governance for your own site/project/work. This should focus on maximizing the creation of shared value for your site and the community.

  Limited slots will be available for participants to present their Individual Work and receive feedback during the LIVE Session on 2 Jun 2024.

  If you wish to present, please send us your Individual Work by 29 May and secure your slot. If overwhelming request to present, facilitators may select most appropriate proposals for presentations.

Office Hours
Office Hours will be open for class participants to join in, share progress, ask questions, and receive feedback. The schedule of Office Hours will be announced closer to time.

Onsite Programme (Chanthaburi Thailand)

Bon Voyage! Please be prepared to travel for the onsite programme in Chanthaburi, Thailand (17-19 May 2024). All participants are required to be onsite in Chanthaburi, Thailand during these three days. A shuttle will be organized from Bangkok to Chanthaburi in the morning of 17 May and from Chanthaburi to Bangkok on 19 May afternoon. Participants are expected to organize their own travels, including transportation to/from Bangkok, and accommodations in Chanthaburi.

Further details will be shared closer to date.

17 May	**18 May**	**19 May**
7:00 at Meeting Point Travel from Bangkok to Chanthaburi (7:30-11:30) 11:30 – 14:00 Participants check-in and lunch 14:00 – 16:00 Site tour of the Chantaboon Riverfront Community 16:30 – 18:00 Meeting with the manager of Baan Luang Rajamaitri - Operation of the hotel - Hotel manager's role and involvement of the community 18:30 Welcome dinner	9:00 – 9:30 Recap of Group Work Exercise 9:30 – 11:00 Facilitated discussion with community representatives 11:00 onwards Group Work: formulating recommendations for Chantaboon Rakdee Ltd. Co. 12:00 – 13:00 Lunch 15:00 – 16:00 Check-in with facilitators 16:00 – 18:00 Continue Group Work	9:00 – 12:00 Group Presentation and Feedback 12:00 – 13:30 Lunch 13:30 – 17:30 Travel from Chanthaburi to Bangkok

After session
Groups are to prepare for the final presentation of their work on 2 June based on the feedback received onsite. Participants who wish to present their Individual Work should send in their PPT by 29 May 2024 to secure your slot.

LIVE Online Session 3
Sun, 2 June 2024 (8:00 – 11:00 AM, GMT+7)

Access Zoom link:
https://us06web.zoom.us/j/86042568636?pwd=x34pF4jBpFCPsQBbvLdXo
R8NTEl2nl.1
Meeting ID: 860 4256 8636
Passcode: 410369

Preparation for the Session
Submit your group's final presentation material by 31 May 2024.

Agenda
- Presentation of revised group work (60 min)
    - Groups presentations followed by joint feedback
    - External commentators will join this session.
- Break (10 min)
- Announcement of the selected proposal, and how it responds to the current situation at the site (10 min)
- Plenary discussion and wrap-up (15 min)
- Presentation of Individual Work (Limited number of slots) (60 min)
- Finale event (30 min)
    - Reflections by the participants and facilitators

VI. READING AND REFERENCE MATERIALS

Theme: Reorienting Heritage Practice, Competence-based capacity building for sustainable heritage management

<u>Required</u>

UNESCO Competence Framework for Cultural Heritage Management
https://bangkok.unesco.org/content/competence-framework-cultural-heritage-management-user-guide-essential-skills-and-knowledge.

Hosagrahar, Jyoti. "Cultural Heritage and the 2030 Agenda for Sustainable Development." In Asia conserved, vol. III: lessons learned from the UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation, 2010-2014, edited by William Chapman, 4–11. Bangkok; Nanjing: UNESCO; Southeast University Press, 2019.
https://unesdoc.unesco.org/ark:/48223/pf0000374412.

Wilkinson, Sara; The Context for Building Resilience through Sustainable Change of Use Adaptation; in Sara J. Wilkinson and Hilde Remøy (Editors); Building Urban Resilience through Change of Use; Wiley BlackWell, 2018: free pdf available at https://www.wiley.com/en-au/Building+Urban+Resilience+through+Change+of+Use-p-9781119231424 An easy read version of the above available here: https://theconversation.com/heritage-building-preservation-vs-sustainability-conflict-isnt-inevitable-83973.

"Hazrat Nizamuddin Basti: A Cultural Revival." YouTube Video, 8:57. Posted by "Nizamuddin Urban Renewal Initiative," June 8, 2018.
https://www.youtube.com/watch?v=F8373bb_vfs.

"Introduction to Lai Chi Wo" Webpage. Posted by Policy for Sustainability Lab, Centre for Civil Society and Governance, The University of Hong Kong.
https://ccsg.hku.hk/ruralsd/en/pages/about/introduction-to-lai-chi-wo/

<u>Additional</u>

Ashworth, G.J.; Heritage and Economic Development: Selling the Unsellable; heritage & society, Vol. 7 No. 1, May, 2014, 3–17. Download here: https://drive.google.com/file/d/1KLzfonKaxMMyXYivSRNPaxXr4Ias1mhu/view?usp=sharing

Klamer, Arjo and Zuidhof, Peter-Wim; The Values of Cultural Heritage: Merging Economic and Cultural Appraisals; in Economics and Heritage Conservation: A Meeting Organized by the Getty Conservation Institute, December 1998.

https://drive.google.com/file/d/18uoVpzTrmIoUd5GaVVdQLVzNCXvif1j W/view?usp=sharing

Rypkema, Donovan; Heritage Conservation and Property Values; in Guido Licciardi and Rana Amirtahmassebi (editors) The Economics of Uniqueness: Investing in Historicy City Cores and Cultural Heritage Assets for Sustainable Development; World Bank, 2012. https://drive.google.com/file/d/1Auaa6u94uhmtkc7uVrlFaXZF4IJNoJui/v iew?usp=sharing

Chapagain, Neel Kamal; Contextual approach to the question of authenticity in heritage conservation and tourism; Journal of Heritage Management, 2(1). https://drive.google.com/file/d/1orSevNfpG-paHM7Hkwkr8gca9EqNrehz/view?usp=sharing

Special theme: Core competences for cultural heritage management

*Note from UNESCO: Below materials have been selected from the **Sustainable Heritage Management Foundation Course**. Learn more about the course here:* https://thinkcityinstitute.org/sustainable-heritage-management-course/

Module 1: Sustainable Development (SUS)
- C1 How can heritage management contribute to sustainable development?
- C2 How to create shared values and shared benefits?

Module 2: Heritage Policies, Principles, Processes and Ethics (HER)
- A1 Introduction to module
- B2 Tourism and heritage

Module 3: Applying Laws and Regulations (ALR)
- B1 Toolbox for reinforcing heritage laws and regulations under the sustainable development goals

Module 4: Community, Rights and Knowledge (CRK)
- A3 Why work with communities? Working with the '5th C' in practice
- B1 Introduction: Engaging with diverse communities and stakeholders

Module 5: Heritage Education and Interpretation (HED)
- A1b Overview of Heritage Education and Interpretation
- A5b Principles for Heritage Interpretation
- C1 Designing 'Experiences' for the Visitors: Linking Heritage and Business

Theme: Values-based heritage management

<u>Required</u>

World Heritage Centre. 2021. Operational Guidelines for the Implementation of the World Heritage Convention. https://whc.unesco.org/en/guidelines/

Croker, Alan. 2017. Sydney Opera House Conservation Management Plan https://www.sydneyoperahouse.com/our-story/conservation-management/conservation-management-plan.html

Avrami, Erica, Randall Mason, Susan Macdonald & David Myers, eds. (2019) *Values in heritage management: emerging approaches and research directions*, Los Angeles, California: The Getty Conservation Institute, 14-58. https://www.getty.edu/publications/virtuallibrary/pdf/9781606066195.pdf

Heritage Lottery Fund (nd) 'Conservation management plans: a guide.' http://ip51.icomos.org/~fleblanc/documents/management/doc_ConservationManagementPlans-Guide.pdf

UNESCO (2016) *The HUL Guidebook*. Bad Ischl, Austria: UNESCO. http://historicurbanlandscape.com/themes/196/userfiles/download/2016/6/7/wirey5prpznidqx.pdf

<u>Additional</u>

Cook, Ian and Taylor, Ken. 2013. A Contemporary Guide to Cultural Mapping. An ASEAN-Australia Perspective. Jakarta: ASEAN Secretariat. https://www.asean.org/wp-content/uploads/images/2013/resources/publication/Contemporary%20Guide%20to%20Cultural%20Mapping%20Rev%20X.pdf

Theme: The Case Method

<u>Required</u>

"Case Method in Practice." (Video) Harvard Business School. *TEACHING BY THE CASE METHOD Case Method in Practice.* Accessed 22 April 2024. https://www.hbs.edu/teaching/case-method/Pages/default.aspx

"How the Case Method Words." (Video) Harvard Business School. *The HBS Case Method.* Accessed 22 April 2024. https://www.hbs.edu/mba/academic-experience/Pages/the-hbs-case-method.aspx

Theme: Foundations of Social Enterprise

<u>Required</u>

The Investopedia Team. 11 June 2022. *Social Enterprise: What It Is, How It Works, and Examples.* Accessed 22 April 2024. https://www.investopedia.com/terms/s/social-enterprise.asp

Virtue Ventures. *Social Enterprise in Context.* Accessed 22 April 2024. https://www.4lenses.org/book/export/html/81/

Suriyankietkaew, Suparak & Krittayaruangroj et al (2022). Sustainable Leadership Practices and Competencies of SMEs for Sustainability and Resilience: A Community-Based Social Enterprise Study. Sustainability. 14. 5762. 10.3390/su14105762. https://www.researchgate.net/publication/360519350_Sustainable_Leadership_Practices_and_Competencies_of_SMEs_for_Sustainability_and_Resilience_A_Community-Based_Social_Enterprise_Study

Rosa González (2020) The spectrum of Community Engagement to Ownership https://d3n8a8pro7vhmx.cloudfront.net/facilitatingpower/pages/53/attachments/original/1596746165/CE2O_SPECTRUM_2020.pdf?1596746165

<u>Additional</u>

L Olmedo, M. Shaugnessey (2022) Community-Based Social Enterprises as Actors for Neo-Endogenous Rural Development: A Multi-Stakeholder Approach https://onlinelibrary.wiley.com/doi/full/10.1111/ruso.12462

Thananusak T, Suriyankietkaew S. (2023) Unpacking Key Sustainability Drivers for Sustainable Social Enterprises: A Community-Based Tourism Perspective. Sustainability. 2023; 15(4):3401. https://doi.org/10.3390/su15043401

Theme: Tools for Activating Community Engagement

<u>Required</u>

Aslin, H.J. & Brown,V.A. (2004) Towards Whole Of Community Engagement: A Practical Toolkit. Murray-Darling Basin Commission. https://openresearch-repository.anu.edu.au/bitstream/1885/77450/2/1831_towards_whole_of_community_engagement_toolkit.pdf

Alter, Driver, Frumento, Howard, Shufstall and Whitmer (2017) Community engagement for collective action: a handbook for practitioners. Invasive Animals CRC, Australia. https://community.invasives.com.au/wp-content/uploads/sites/4/2023/03/CommEngHandbook2017.pdf

Theme: Tools for Growing and Protecting Assets

Required

Note from UNESCO: Below materials have been selected from the Sustainable Heritage Management Masterclass 1 on Building a Legacy. Learn more about the course here https://thinkcityinstitute.org/sustainable-heritage-masterclass/legacy/

"Strategic Planning & Business Problem Solving Tools by James Yong." Vimeo, uploaded by UNESCO and Think City Institute. https://vimeo.com/681203268/3e5d7ba40b

"Business Models by James Yong." Vimeo, uploaded by UNESCO and Think City Institute. https://vimeo.com/681201737/d3964cd0bc

Kenton, Will. 30 December 2022. *How to Use the McKinsey 7-S Model for Strategic Planning.* Accessed 22 April 2024. https://www.investopedia.com/terms/m/mckinsey-7s-model.asp

National Council of Nonprofits. *Board Roles and Responsibilities.* Accessed 22 April 2024. https://www.councilofnonprofits.org/running-nonprofit/governance-leadership/board-roles-and-responsibilities

Barbara E. Taylor, Richard P. Chait, and Thomas P. Holland. The Magazine, September – October 1996. *The New Work of the Nonprofit Board*. https://hbr.org/1996/09/the-new-work-of-the-nonprofit-board

Recommended

"Sources of Business Risk" in Simons, R. Performance Measurement and Control Systems for Implementing Strategy. Prentice Hall, 2000. Chapter 12. http://www.hbs.edu/faculty/product/256

The Investopedia Team. 24 October 2023. *What Is an Asset? Definition, Types, and Examples.* Accessed 22 April 2024. https://www.investopedia.com/terms/a/asset.asp

DIY Committee Guide. *Ensuring the stewardship of assets.* Accessed 22 April 2024. https://www.diycommitteeguide.org/the-code/principle-1/stewardship-of-assets/

Elkington, John. 25 June 2018. *25 Years Ago I Coined the Phrase "Triple Bottom Line." Here's Why It's Time to Rethink It.* Harvard Business Review. *https://hbr.org/2018/06/25-years-ago-i-coined-the-phrase-triple-bottom-line-heres-why-im-giving-up-on-it*

The University of Scranton. *Sustainability for People, Planet and Profits: Understanding the Triple Bottom Line*. Accessed 22 April 2024. https://elearning.scranton.edu/resources/article/triple-bottom-line/

Laura Arrillaga-Andreessen & David Hoyt, 2003, "*An Introduction to Social Return on Investment*", Case No. SI65, Length 4 pgs. https://www.gsb.stanford.edu/faculty-research/case-studies/introduction-social-return-investment

Sopact. *Social Return on Investment (SROI).* Accessed 22 April 2024 *https://www.sopact.com/guides/social-return-on-invesment-sroi*

Low Income Investment Fund (LIIF) *Social Impact Calculator* https://www.liifund.org/calculator/ The direct link to Social Impact Calculator is currently under revision.

VIII. Organisers

UNESCO

UNESCO is the United Nations Educational, Scientific and Cultural Organization, established to promote peace via education, science and culture. As the only UN agency mandated to promoting culture, UNESCO's programmes recognizes culture as a driver for sustainable development, and contribute to the achievement of the Sustainable Development Goals defined in Agenda 2030, adopted by the UN General Assembly in 2015.

Contact for general matters: Injee Kim (i.kim@unesco.org)

Think City Institute

The Think City Institute (TCI) is the culmination of a decade of know-how, experimentation and expertise derived from Think City's projects and knowledge networks in ASEAN and beyond. TCI will offer resources from our Knowledge Repository, and courses, built inhouse and with our international partners, to all levels of professionals looking to elevate proficiencies in city-making and urban development.

Contact for IT, technical matters: Donny Ewe (donny.ewe@thinkcity.com.my)

With support from: