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## Introduction

At Umano, our mission is to support initiatives that foster holistic empathy for humans, animals and the environment, with a vision of an empathic and compassionate world for all.

We provide nonprofit leaders and social entrepreneurs with mentorship, tools and funding to build holistic empathy into their work. The Umano **RISE Model** is a framework we developed to help empathy-building changemakers run initiatives that are financially resilient and impactful.

### The Umano RISE Model

- **R**each
- **I**mpact
- **S**ustainability
- **E**mpathy for humans, animals, and the environment

### How to Use This Guide

We developed this guide to our Umano RISE Model to help nonprofits and social enterprises create a plan for increasing their reach, defining and measuring their impact, achieving financial sustainability and resiliency, and building holistic empathy into their work.

In each section, we provide:

- An explanation of the topic
- Guiding questions

We also offer the accompanying [Umano RISE Model - Template](#), which is a fillable form that includes the guiding questions and provides space to fill in your answers. You may find this template on our website.

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## RISE - Reach

The primary way that Umano promotes holistic empathy is through our partners and collaborators. Helping nonprofits and social enterprises to expand their reach means that more people will learn about holistic empathy and consider the impact of their decisions on humans, animals, and the environment.

Increasing reach for a nonprofit or social enterprise includes scaling the number of people reached, expanding programs into other regions, or sharing best practices so that others can adapt the program in another location.

### Guiding Questions

- Current reach
  - Broadly speaking, who are your beneficiaries?
  - How many beneficiaries are impacted by your work?
- Scale
  - Are you able to increase the number of beneficiaries in the community you are currently working in?
  - If so, what added costs will you need to incur to achieve this?
  - Do you have the financial, human, or material resources needed to reach and serve more beneficiaries in your community?
- Replicate
  - Are you able to replicate your program in another geographic area?
  - Will you need to adapt your program to the new area, and if so, what adaptations are needed? Examples include differences in clientele, language, culture, environment, etc.
  - Do you have enough knowledge of the area you want to expand to?
  - Do you have the financial, human, or material resources needed to expand to a new area?
- Share best practices
  - Do you know of other organizations that would be interested in implementing your program in their community?
  - Do you have the time to share best practices with another organization?

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## R I S E - Impact

Nonprofits and social enterprises exist because their founders want to make a difference in the world. As such, they should be able to clearly define what impacts they want to have, and they should be able to measure their impacts through quantifiable metrics.

While an initiative may primarily seek to help one of humans, animals, and the environment, at Umano, we assess the impact that programs have on all three. One of Umano's Guiding Principles is that initiatives we support must do no harm to humans, animals, and the environment.

### Guiding Questions

- Define the impact
  - What impact does your organization aim to achieve?
  - Does your organization have an impact statement or theory of change? If not, consider developing one. An impact statement addresses the problem your organization seeks to solve i.e. *If we support grassroots initiatives by providing training, mentorship, and funding we can build holistic empathy.* Visit our website for resources on developing your theory of change.
  - Does your intended impact align with your mission statement and vision?
- Impact measurement
  - How do you measure your impact?
  - How often do you measure your impact?
- Negative impacts
  - What negative impacts on **humans** may arise from your work?
  - What negative impacts on **animals** may arise from your work?
  - What negative impacts on the **environment** may arise from your work?

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## RISE - Sustainability

We recognize how challenging it is for nonprofits to continually have to seek donations and grants to sustain their programs. Umano encourages nonprofits to become more financially resilient by diversifying their revenue streams and/or creating a related social enterprise. Some of our collaborators have created amazing enterprises that have provided a steady stream of income to fund their important nonprofit programs!

It is important to note that tax rules for nonprofits vary by country. Please seek professional advice for your jurisdiction to determine the tax impact of revenue generating income streams.

### Guiding Questions

- Current sources of revenue
  - What are your current sources of revenue and how much do you receive from each? Examples of revenue sources include donations, grants, events, sales, admissions, etc.
  - What are the challenges that you have encountered or may encounter when fundraising for your organization?
  - Are there any other funding resources your organization could consider? i.e. corporate partnerships, grants from multilateral institutions, etc.
  
- Social enterprise ideas
  - Do you want to create a revenue stream that is in place of, or in addition to, donations and grants?
  - What goods or services can your organization sell? Examples include merchandise, food and beverages, entrance fees, workshop fees, consulting fees, etc.
  - Is there a market for your goods or services? Who is the market and how can you reach them?
  - What steps do you need to implement to be able to sell these goods or services?
  - Do you have the financial and human resources to implement this idea?
  - Have you created a business plan for your social enterprise idea yet?
  - Does this product or service align with your organization's mission?

- Does this product or service cause harm to humans, animals, or the environment in any way? Examples include products whose suppliers have poor labor practices, items that utilize animal products (leather, wool, etc.), or products that have a lot of packaging.
- If your initial product or service idea causes harm to humans, animals, or the environment, are you able to source alternatives that cause no harm?

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## R I S E - (Holistic) Empathy

The most important letter of our RISE framework! The well-being of humans, animals, and the environment are interconnected, and we believe that empathy for all is an essential solution to eliminating suffering in the world.

While nonprofits and social enterprises often seek to tackle issues facing humans, animals, **or** the environment, Umano enthusiastically challenges them to consider all three in the good work that they do. We provide tools, activities, and resources to help initiatives incorporate holistic empathy-building into the work they do.

Learn more about holistic empathy [here](#).

### Guiding Questions

- Current work
  - Does your organization currently build empathy **for each of** humans, animals, and the environment, and if so, how?
  
- Plans for building holistic empathy
  - How will you build empathy for humans in the work you do?
  - How will you build empathy for animals in the work you do?
  - How will you build empathy for the environment in the work you do?
  - Which of our [holistic empathy tools and resources](#) do you plan on using?
  - Who is the audience of your empathy-building program?
  - How will you measure the effectiveness of your empathy-building program?