

Worker at Uzima Chicken's hatchery in Kigali, Rwanda—one of the many companies Acumen has invested in using the capital it has raised, businesses that serve people and have transformed countless lives.

Green bamboo—
how long have you been green?
Slender stems, delicate leaves—
how do you become walls and ramparts, O bamboo?
Wherever you grow, you flourish, green,
even in stony soil, in pale, exhausted earth.
Through storms, stem shelters stem;
arms embrace and hold, drawing one another closer.
Loving one another, the bamboo does not stand alone;
from this, O people, walls and ramparts rise.
Should a stem break, a branch fall,
the roots remain, passing life to the young shoots.

Excerpt from the poem 'Vietnamese Bamboo'
'Tre Việt Nam' by Nguyễn Duy

Bamboo makes many of us think about East and Southeast Asian countries. Though it also grows in other parts of the world, this distinctive, beautiful, useful and strong plant—whose peculiarities are behind many inspiring stories—has become a symbol of this region, where its presence is a defining feature of many iconic landscapes.

The scope, variety and magnitude of its uses go far beyond what most people would imagine.

In many East and Southeast Asian countries like Brunei, Cambodia, China, Indonesia, Japan, Myanmar, the Philippines, South Korea, Taiwan, Thailand and Vietnam, bamboo is used to build kites.

Experts estimate that kite-flying in the region dates back to the fifth century or even earlier. But their long history is only part of the story: East and Southeast Asian kites are not just "any kite". In many countries like Vietnam and Cambodia, they even produce music or humming sounds when flying. Astonishingly, in some cases, these sounds happen to resemble traditional Mongolian throat singing. Also, powerful, beautiful and transcendental symbolism surrounds kite-flying. In Japan, a kite can welcome a child into the community. In Taiwan, a bamboo kite can connect generations—and, as some believe, call to ancestors. In South Korea, some think a kite can carry away misfortune. In Indonesia, making the kite can be as socially important as flying it. Similarly, in Malaysia, kite-flying celebrates the fruits of collective work. Let's not forget that just to get it into the air, you need two people.

As might be expected, Malaysia, East Asia's "melting pot"—a land that, for centuries, has absorbed multiple elements from across the region, mainly because of its central and strategic location along the ancient "Spice Route"—also has a beautiful and distinctive kite-making tradition. And this is where "WAUS" steal the show.

A WAU is a traditional Malay kite, made with a bamboo frame and decorated paper. WAUS are truly stunning pieces of art. Their creation and all of their details are the result of a whole process that requires endless and patient work and a high level of expertise. And more than that, a flying WAU embodies a fascinating, perfect combination of lift, drag, weight and balance that makes its flight possible. This phenomenon can be seen both as a precise application of science and a miracle. In fact, the *Universiti Teknologi* in Malaysia has offered lessons hosted by MIT using kite-flying to teach forces and flight dynamics.

WAUS are truly important to the Malay nation and its culture, to the point where they appear on Malaysia's RM1 banknote and on four coins. Beyond featuring WAUS on its

currency, Malaysia's central bank also highlights their cultural significance, describing kite-flying as a traditional celebration of a good harvest that brings communities together.

And last, but probably most importantly, as kites do in other countries, WAUS carry a deep transcendental meaning and significance that have been transmitted through generations. Professor Ghulam-Sarwar Yousof, a researcher in Southeast Asian arts, explains how WAUS "symbolize the human soul" and how they "ascend to heaven […] linking a connection between heaven and the earth […] and man being taken from one dimension to another dimension."

In 2020, a documentary called *High in the Sky* was released. It tells the story of a group of enthusiasts who wanted to fulfill their bold ambition to fly a gigantic 15-foot WAU. After a failed attempt, they successfully made it! It took craziness, audacity, passion, great teamwork, a mix of applied skills and genius and 15 men to finally carry and launch the gigantic kite. This is a beautiful story of a grand, creative ambition—perhaps unlike any feat previously attempted in kite-flying—that was made possible through collective skill and support. And on top of that, the documentary's production itself demonstrated how WAUS can foster human interaction and relationships. Similarly, in a separate case, after an art research project involving travel and interaction with people, the award-winning Malaysian contemporary artist Cheng Yen Pheng also saw how WAU culture helped her connect with local families and craftspeople.

—

Just like an Asian kite is not just "any kite", Acumen is not just another nonprofit organization; it's not just "any impact investment fund".

WAU makers take an ordinary, simple resource—something as simple as a piece of bamboo—and make it FLY. Yes, FLY! Acumen takes money—something that is part of everybody's daily life (and held in abundance by some)—and transforms it into incredible, tangible benefits for millions of people!

Turning a bamboo stick into a gigantic 15-foot WAU and making it fly is a bold ambition. So is convincing wealth creators to direct their capital towards creating or strengthening businesses that will improve other people's lives. This kindhearted, intelligent but different use of capital calls for the very same qualities that made the gigantic WAU's flight possible: endless work and patience, a high level of expertise, craziness, audacity, passion, great teamwork and a mix of applied skills and genius. It

also requires a nearly unprecedented collective and humane effort, perseverance, learning from failed attempts and overcoming the odds.

Just like art is linked to money through WAUS when they appear on banknotes and coins, philanthropy can be completely connected to prosperity and prosperity to philanthropy. But more than that—to put it more strongly—in this case, prosperity and philanthropy seem destined to be linked. Some are even convinced that prosperity was made to serve philanthropy and philanthropy was made to serve prosperity.

And last, but probably most importantly, just like WAUS carry a deep transcendental meaning, let us not forget that, for some, joining a cause like Acumen's may mean more than doing a job or a task. They may feel that, through this work, their souls are following a calling from heaven, fulfilling the purpose of their existence and accomplishing the mission they came into this world to carry out—that same mission that transcends and takes them from one dimension to another.

—

Next time we see a kite, let's not take it for granted: it's one of the most incredible human inventions. Making an object fly still sounds surreal when you stop and really think of it. And it's even more awe-inspiring when the object is a piece of art, produces music when flying, carries the history of a civilization and embodies deep meaning. Not to mention the fact that it is also fun and that kites have even had various other unimaginable uses, such as sending messages, especially in military contexts.

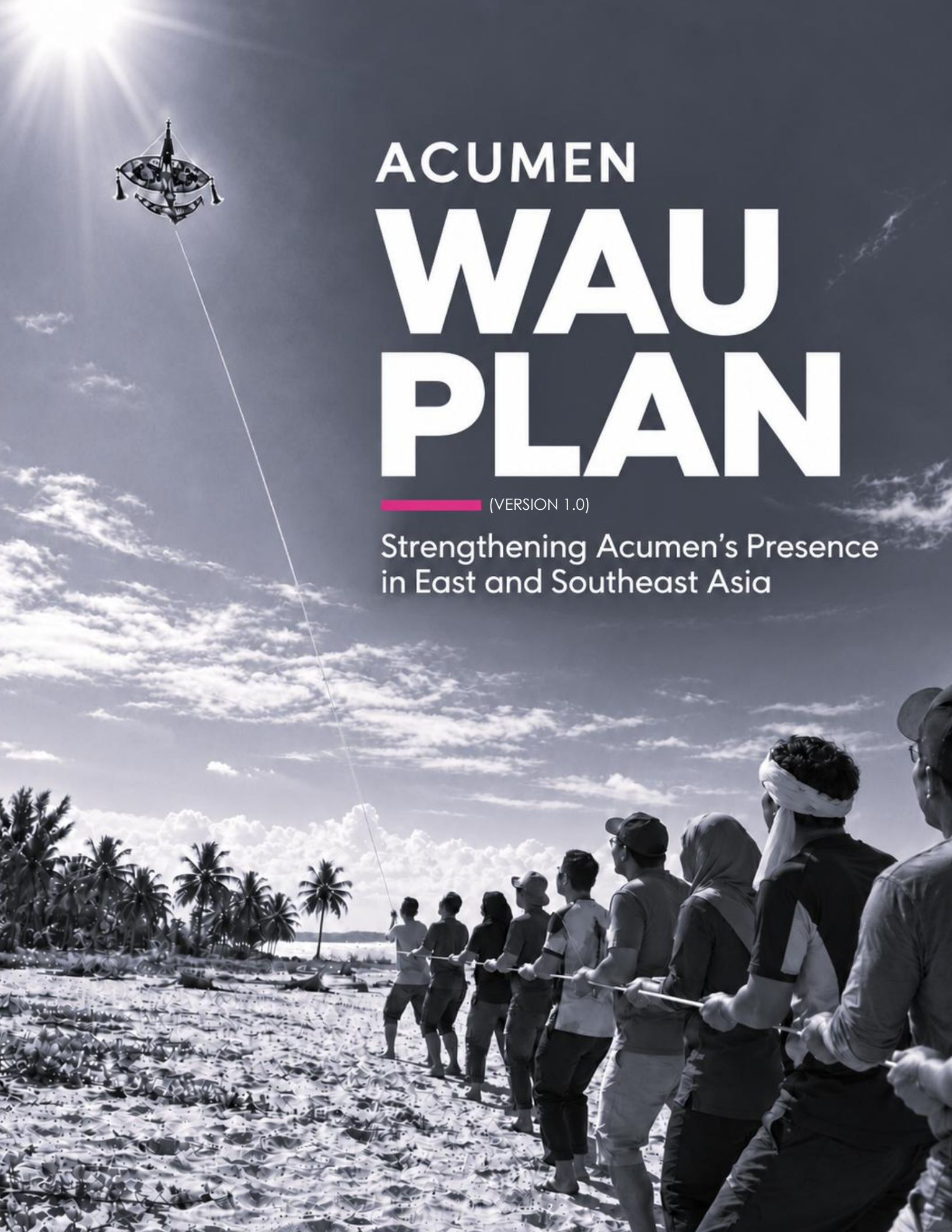
But above all else, let us never, never underestimate—or refuse to believe in—the greatness that something made out of sticks and paper, something that looks so thin, light and fragile—like a WAU—can achieve.

It is simply fascinating, simply WOW.

Flying and rising in themselves symbolize progress and positive evolution. How fitting, then, that kite-flying in Malaysia celebrates a good harvest and brings communities together. In that same spirit, we should long ago have started flying kites to celebrate Acumen's historic achievements and their invaluable contribution to humanity.

It is simply fascinating, simply WOW.

Let's keep Acumen WAU.



ACUMEN WAU PLAN

(VERSION 1.0)

Strengthening Acumen's Presence in East and Southeast Asia

CONTENTS

VERSION 9
INTELLECTUAL PROPERTY 10
TERMINOLOGY 13
WHAT? 14
Objective 14
INTRODUCTION 15
AS IS & TO BE 20
Key Indicators 22
WHY? 24
387 Million People Longing for Our Help! 24
Owners of US$4.2 Trillion in Available Capital Waiting to Be Convinced to Support Philanthropy! 27
Learning from Asia's Successful Models of Rapid Development Is a MUST for Everyone 32
HOW? 37
ACUMEN WAU PLAN'S ROADMAP 37
WAU Governance Model and Organizational Structure 38
Management and Execution System 42
WHO? 52
Today's Team 52
Proposed Team 53
First Requirement — PASSION FOR PHILANTHROPY AND IMPACT INVESTMENT 54
Leadership in Tandem 54
Selection Based on Results, Not on Titles and Experience 55
An Exceptional Marketing Team Can Take the WAU Plan Further 55
Roles, Responsibilities, and Decision-Making 56
HOW MUCH? 81

A Possible Amount: USD 2.8M to Rocket-launch WAU 81
Cost of Living in Singapore 82
Income Statement Forecast 86
Appendices 89
Adaptation of Agile practices to WAU 89
WAU's meeting framework 91

VERSION

This report is a draft of the first version and is intended to be shared with Jacqueline Novogratz in its current form on November 9, 2026.

The first version will be finalized once the bibliography is complete.

Future versions would include a second check of any data from external sources that the report quotes or uses as the basis for analyses, forecasts, and assumptions. They would also include a second check of the results from models that I developed and ran using artificial intelligence (AI) tools.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

INTELLECTUAL PROPERTY

Juan Camilo Olivera is recognized as the owner of the intellectual property in this report. The corresponding rights to use and/or cite the report also belong to him. Technical and/or commercial use of the intellectual property is reserved for the beneficiary of this project, Acumen Fund Inc.

If this document is published in whole or in part, either during or after the project, the author and the beneficiaries will be named, and the intellectual property rights and rights to use the document will be respected.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

METHODOLOGY

Juan Camilo Olivera conceived, designed, created, and coordinated all of the content in this report. In developing the report, he drew on his own ideas, knowledge, creativity, and resourcefulness. He used artificial intelligence (AI) to assist with editing the language, researching sources, producing tables, and running models he developed. AI was not used to create the report's content. Its role was limited to carrying out these supporting tasks under his direction.

The approach combines consulting methodologies familiar to the author with methodologies he developed himself.

This consulting project took an integrated approach. Its proposals also cover governance, management, organizational values and culture, organizational structure, and talent management, among other areas. The report considers this organization-wide perspective essential because it recognizes that all processes depend on one another and need to work together in harmony. At the same time, this report acknowledges that Acumen already operates through well-established systems, models, structures, and mechanisms. The recommendations are therefore offered for Acumen's consideration as options for future improvement. Acumen can decide whether and how to adopt them.

The analyses drew on publicly available sources, including reports, podcasts, books, websites, videos, documentaries, interviews and articles. Preparing a second version would require meeting with Acumen representatives and requesting internal information. Some of the available data, particularly the financial data, lack precision. For example, Acumen publishes only high-level financial information and provides no breakdown by region, specific activity, or income stream. The review found gaps in the available information that, if filled, could have led to new, more complete, or better-supported conclusions. For example, the available information does not establish specific or even typical time frames for borrowers to repay Acumen's loans, for Acumen to receive dividends from companies it helped establish or invested in, or for Acumen to exit equity investments at a profit. As a result, some analyses covered only the most recent year for which data were available and did not examine historical data.

Acumen's team would also be asked many other specific questions. A full list would be out of place here, but one example is how the team calculates its indicators.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

A second version would also consider developing new indicators for Acumen's activities, such as "Number of people lifted out of poverty" and "Number of dignified jobs created." These would differ slightly from some of Acumen's existing indicators and would shed light on other crucial aspects of its work. Their development cannot be promised at this stage, as building the models needed to calculate them could require substantial resources.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

TERMINOLOGY

East Asia and Southeast Asia are commonly regarded as two separate regions. For the purposes of this report, "East Asia" refers to East Asia and Southeast Asia combined, excluding Russia and North Korea. The term covers the following 16 countries, listed alphabetically.

Brunei, Cambodia, China, Indonesia, Japan, Laos, Malaysia, Mongolia, Myanmar, the Philippines, Singapore, South Korea, Taiwan, Thailand, Timor-Leste and Vietnam.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

WHAT?

Objective

This report presents a proposal to build on Acumen's existing work in East Asia and significantly strengthen its presence in the region by establishing an independent subsidiary.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

INTRODUCTION

Acumen's already strong presence in East Asia

Acumen has a presence in East Asia that dates back nearly 20 years. In Japan, Acumen began a partnership with the Tokyo Foundation in 2008. Its relationship with Japan is longer-standing and more substantial than it may initially appear. The Global Fellowship enrolled participants that same year. Since then, a range of other impact-oriented philanthropic initiatives have taken place, including support programs, leadership workshops, knowledge-sharing forums, events and even corporate support relationships between Japanese companies and companies that Acumen has helped establish around the world.

Records also show significant activity in other East and Southeast Asian countries. In addition to the activities described above, these efforts have included grants, business acceleration programs and volunteer chapters.

More recently, Acumen established operations in Malaysia in 2019 in partnership with YTL Foundation. The first Malaysian Fellowship cohort began in 2020. The partnership with YTL Foundation marked a significant milestone for Acumen's presence in Southeast Asia.



Presentation of the US$10,000 grant awarded to WeGrow at the final showcase of the first Vietnam Business Accelerator, run by Acumen Academy and Fulbright University Vietnam. Source: Acumen Academy (2023).

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.





Top photograph: Panel discussion at the July 2026 launch of ilmu, a Malaysian leadership fellowship run by YTL Foundation in partnership with Acumen. Source: YTL Foundation (2026).

Bottom photograph: Lou Sang prosperity toss in January 2025 celebrating the 2024 Southeast Asia Acumen Fellows. Source: YTL Foundation (2025).

Public sources identify at least three people who help support, lead, manage and deliver Acumen's leadership development work and other Acumen-related activities in the region. Their involvement demonstrates the organizational support behind Acumen's activities, although public sources provide only limited information about their time commitments and employment arrangements.

By 2022, Acumen's expansion beyond Malaysia was already underway, spanning Vietnam, Indonesia, the Philippines, Thailand and Singapore. It focused primarily on education and training programs, with business acceleration in some cases.

2022 was an important year. Alongside its training activities, Acumen provided funding to companies for the first time in the region. Records document seven cases in which entrepreneurs in the region received support from Acumen Angels.

More recently, Acumen further strengthened its presence by creating its first three staff positions to formally run operations in Southeast Asia. Joelle Pang, Southeast Asia Expansion Lead, was listed as a member of the team in 2024. Chi Liew, Southeast Asia Foundry Lead, and Ping Hao, Southeast Asia Program Lead, were both listed in 2025. All three report to Bavidra Mohan, Acumen Academy's Fundraising Director, who is based in Toronto, Canada. They work closely with YTL staff, forming a strong team.

Perhaps the biggest achievement and most encouraging development for the region was the substantial volume of donations earmarked exclusively for Southeast Asia Expansion. Between 2022 and 2024, these donations totaled US$1,078,466, as shown in the table below. Acumen published these figures in its financial reports.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Entry in Acumen's audited accounts

"Southeast Asia Expansion" accounting category

Amounts in US$

Year	Amount
2022	202,433
2023	724,575
2024	151,458
TOTAL	**1,078,466**

Acumen's 2025 financial statements reported US$300,000 in in-kind contributions restricted to Acumen Academy's Southeast Asia program. This is an encouraging development for the region, as it reflects growing willingness to support the expansion of Acumen's activities there.

What about China, the region's powerful "big dragon"? Acumen has documented historical and portfolio-related ties with China. Those ties may predate its work in Japan, as records of Global Fellows date back to 2007. However, Acumen's public information provides no evidence of a sustained, dedicated operation in China. The evidence reviewed establishes neither an adverse relationship with China nor the reasons for Acumen's limited institutional presence there.

For Taiwan, Mongolia and Macao, the available public data revealed no dedicated Acumen programs, offices or identified direct investments. For Brunei, Laos and Timor-Leste, records show eligibility for regional programs. That eligibility alone provides no evidence of completed activity in each country. The Fellowship currently accepts work affecting all eleven Southeast Asian countries.

A presence that can be strengthened

These facts show that Acumen already has a strong and significant presence in East Asia. Even so, its presence remains smaller than in other regions where it operates, including India, Africa and Latin America. The first question we would like to ask Acumen's management is why its presence in East Asia is weaker than in these other regions. Acumen's management may have asked themselves this very question long ago and already found an answer.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Acumen's presence across regions

The available public data did not allow us to estimate how much capital Acumen raised or how many companies and start-ups it reached in each region. Even so, the data we found give a clear picture of the scale of Acumen's activities and the strength of its presence across regions. Most of its activity is concentrated in Africa and India, with Africa accounting for the largest share.

Cumulative capital provided to companies reflects Acumen's core activity. In East Asia, the estimated total is US$200,000 to US$350,000 across seven documented grant recipients. Individual grants are estimated at US$25,000 to US$50,000 each. The exact regional total remains undisclosed.

By comparison, the amount provided in East Asia could be considered negligible. The amounts provided in Latin America, India and Africa are more than 40, 160 and 160 times the East Asia figure, respectively. Africa leads with US$72 million invested since operations began, followed by India with US$46 million.

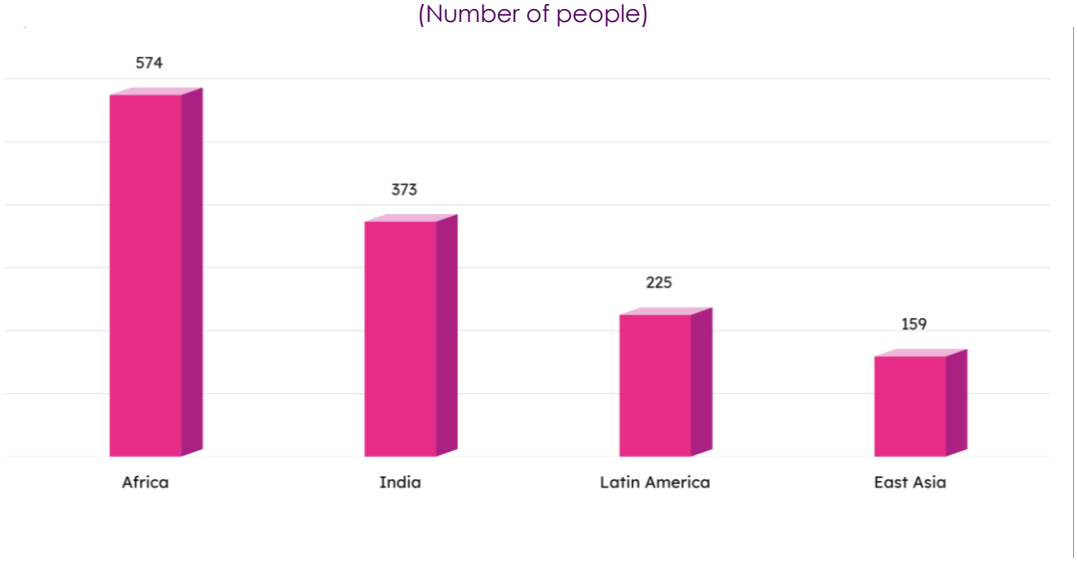
Acumen's Cumulative Capital Provided to Companies and Organizations by Region Since 2001
(Amounts in USD)



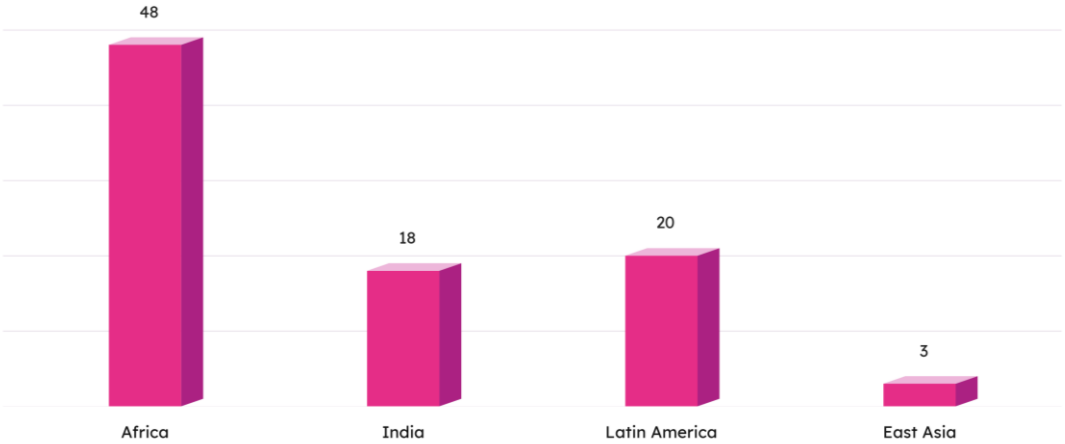
INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Other publicly available indicators of Acumen's presence across regions include the number of leaders and entrepreneurs trained and the size of each regional team. These indicators confirm the broader pattern, with Africa and India having the most robust operations. Among Acumen's activities in East Asia, Acumen Academy stands out for what it achieved in a short time. In just a couple of years, it trained more leaders and entrepreneurs than it had trained in other regions over much longer periods.

Cumulative Reported Count of Acumen Academy Alumni by Region Since 2001
(Number of people)



Current Acumen Staff Listed Publicly by Region
(Number of staff members)

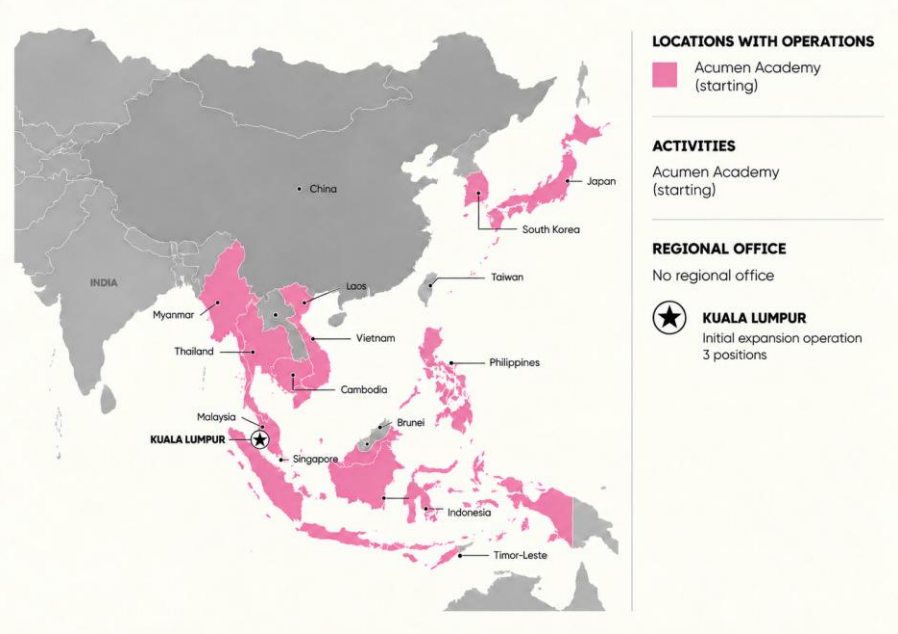


INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

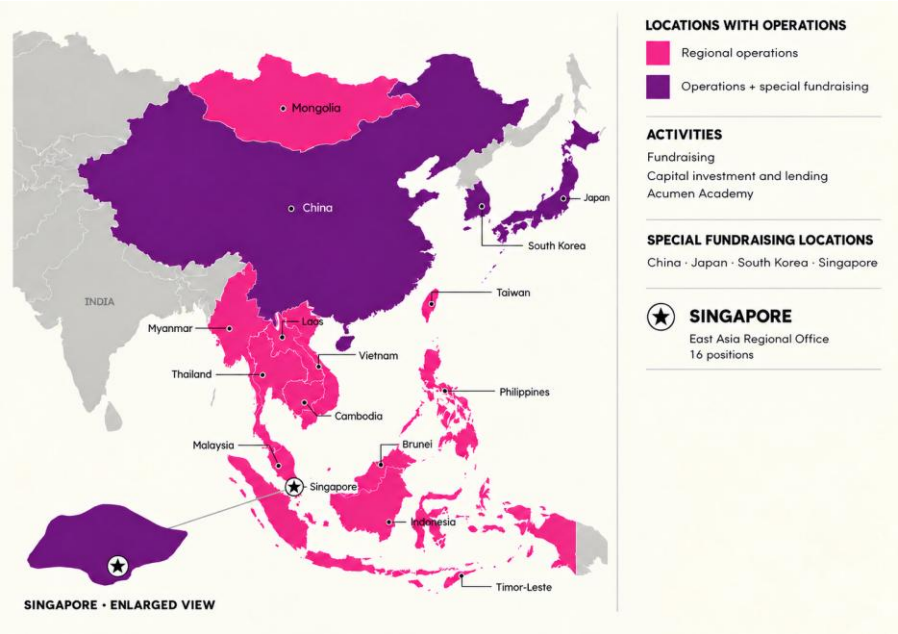
AS IS & TO BE

Strategic Locations and Scope of Operations

TODAY



IN 10 YEARS



INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Current operations in East Asia are largely limited to leadership and entrepreneurship development. The WAU Plan proposes a more ambitious expansion into Acumen's core activities in the region, beginning with fundraising, capital investment, and lending.

The objective is to reach all 16 countries in the region within 10 years of launching the plan. Strengthening Acumen's operations and relationships in China would be particularly important, and this work could be made a priority.

The proposed operation would evolve from an initial focus on Acumen Academy and a three-person expansion team in Kuala Lumpur into a 30-position East Asia Regional Office in Singapore.

Kuala Lumpur is well suited to the continued development of Acumen Academy, while Singapore is the ideal location for the office that would serve the entire region.

Singapore is one of Asia's leading financial hubs and an ideal base for an impact investment fund. It offers the conditions a nonprofit financial institution needs to operate and, most importantly, to build fundraising partnerships and find investors and investees. Its ecosystem makes it easier to connect with prospective partners, and its long-established banking, legal, and business infrastructure and systems streamline processes and procedures. The Gates Foundation's arrival in 2025 was a defining milestone that confirms Singapore's suitability as a base for an international philanthropic organization coordinating work across Asia.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Key Indicators

Amounts expressed in USD

RAISED FUNDS

Cumulative since Acumen began operating in East Asia

TODAY		IN 10 YEARS
$0	→	$14,151,864

REVENUE FROM PORTFOLIO INTEREST AND DIVIDENDS

Cumulative since Acumen began operating in East Asia

TODAY		IN 10 YEARS
$0	→	$267,335

COMPANIES INVESTED IN

Cumulative since Acumen began operating in East Asia

	TODAY		IN 10 YEARS
Larger-ticket investments	0	→	13
Small-ticket funding	7	→	43
Total companies	7	→	56

CAPITAL INVESTED IN PORTFOLIO COMPANIES

Cumulative since Acumen began operating in East Asia

TODAY		IN 10 YEARS
$0	→	$7,800,000

ENTREPRENEURS AND LEADERS TRAINED

Cumulative since Acumen began operating in East Asia

TODAY		IN 10 YEARS
159	→	419

IMPACTED LIVES

Cumulative since Acumen began operating in East Asia

TODAY		IN 9 YEARS
102,000	→	3,902,000

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Today, Acumen's activities in East Asia are largely limited to training leaders and entrepreneurs. The goal is to continue strengthening that work and, more importantly, to fully develop the other two core activities that are most central to Acumen's mission and work. These are fundraising and providing capital through investments and loans.

Important Notes on the Indicators

- The previous page summarizes key figures. Every figure shown there appears again and is explained in full in a later section of this report.
- In the summary on the previous page, "invested in" includes companies that received equity investments, loans, or grants.
- The estimated "Lives Impacted" indicator covers users and beneficiaries of Acumen-supported businesses, including household members where applicable. Acumen's broader reach is expected to be substantially greater and includes people who receive training, people who benefit from employment opportunities, and others reached through its regional activities. The indicator does not separately quantify these additional groups, some of whom may overlap with those already counted. The actual number of lives impacted is therefore already much higher than the figure shown here and will continue to exceed the figures presented. This broader impact begins with the lives affected by Acumen's team members and extends to those affected by its many other stakeholders.
- Acumen already uses the indicators shown here. Other indicators are also highly relevant, and this report recommends that Acumen calculate them because measuring them would be crucial to its operations and goals. Examples include "Number of people lifted out of poverty" and "Number of dignified jobs created." A future version of this report could still provide estimates for these indicators, but doing so would require a substantial commitment of time, resources, and personnel.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

WHY?

387 Million People Longing for Our Help!

East Asia is a very wealthy region. Although poverty there is less widespread than in Africa and India, hundreds of millions of people still live in poverty.

What constitutes poverty and who should be classified as poor are questions open to debate. For practical purposes, this report uses the World Bank's poverty standards. These standards have limitations, but they give a sense of the scale of poverty and provide a starting point for estimating how many people live in it.

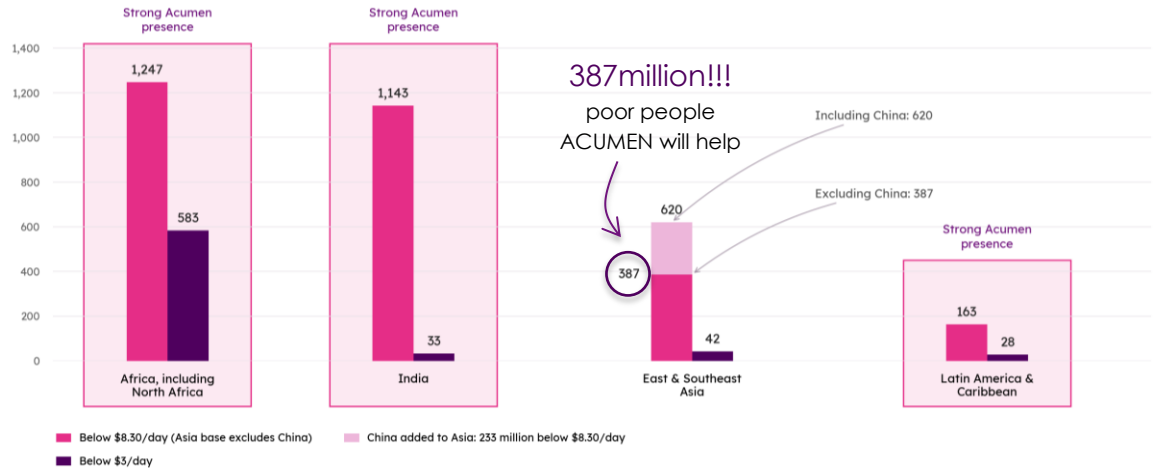
According to World Bank data, 387 million people in East Asia, excluding China, live on less than US$8.30 a day. That is more than twice the number living under the same conditions in Latin America and the Caribbean, where Acumen has a stronger presence. Including China brings the figure to 620 million, nearly four times the number of people living in poverty in Latin America and the Caribbean. These figures exclude a further 42 million people living in extreme poverty.

387 million is far too many people to be trapped in a deadly cycle of poverty that is nearly impossible to escape. These 387 million people have long been waiting for help to break that cycle. That is more than twice the number of people living in poverty in Latin America and the Caribbean, where Acumen's presence is much stronger.

POVERTY ACROSS REGIONS

Estimated Population Living Below US$8.30 and US$3.00 per Day by Geographic Area 2024 (Millions of People, 2021 PPP)

Source: World Bank Poverty and Inequality Platform



INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.



13-year-old Wenie Mahiya collecting plastic bottles from polluted water in Tondo, Manila
© Hartmut Schwarzbach / Argus Photo Agency

Identified Obstacles

Acumen's leadership likely considered expanding its activities in East Asia long ago. As noted earlier, a second phase of this analysis would require obtaining information directly from Acumen. Several obstacles may have made it harder for Acumen to establish a presence in the region, starting with how far philanthropy and impact investing are from the established culture and practices of the region's main economic and business actors.

The following are some of the main obstacles Acumen could face in establishing operations in East Asia.

Political Obstacles

China's authoritarian system of government and the tight controls it imposes top the list of obstacles to operating in and building relationships with this key ally. Both nonprofit and for-profit organizations face substantial challenges. To enter the country, they must adapt to local requirements and accept specific conditions.

Despite these restrictions, several large nonprofit organizations have opened offices in China, including the Ford Foundation, WWF, and Save the Children. UN programs and multilateral development institutions such as the Asian Development Bank and the World Bank also have a presence there. This is highly encouraging for Acumen. Their

presence shows that, despite the difficulties, there is considerable scope for Acumen to strengthen its relationships and expand its operations in China.

Long-standing rivalries, conflicts, and political tensions pose a second significant obstacle to operating in the region. Limited regional cohesion and reluctance to invest in other countries constrain opportunities for impact investment.

Language Barriers

Limited English proficiency across much of East Asia is a barrier for people in the region themselves, closing off opportunities that could support development. Experience elsewhere, however, suggests that this barrier can be overcome. Acumen has accomplished a great deal in Africa and India. Although many regard these places as English-speaking, English proficiency remains concentrated among an elite, and the share of people who do not speak English is similarly high in East Asia. Greater bilingualism would undoubtedly accelerate progress.

The main language barrier is the lack of a shared language across East Asia. This makes it harder for countries in the region to interact and for outside organizations to enter the region.

Latin America offers a clearer example of a shared language. Africa and other parts of Asia are also linguistically diverse, yet English and French serve as official languages in diplomacy, government, and business in parts of those regions. This makes a substantial difference to how organizations operate. East Asia has no equivalent shared working language across the region.

Operating Costs

The "HOW MUCH" section of this report examines the cost of operating in East Asia. The difference between operating costs in East Asia and those in India and Africa is enormous. These much higher costs sharply reduce the chances of launching projects in East Asia.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Owners of US$4.2 Trillion in Available Capital Waiting to Be Convinced to Support Philanthropy!

This section shows the scale of wealth in East Asia and why it is such encouraging news for Acumen's expansion. Publicly available figures show that the region has the one resource without which impact investing cannot happen: capital.

The existence of this wealth alone gives no immediate indication of whether its owners will invest in other countries or commit any of it to philanthropy. Some of these capital owners may already be Acumen donors, and their contributions may support projects outside Africa. Even so, the presence of substantial capital in the region is encouraging.

What may surprise many readers is that at least US$4.2 trillion is available for use, as the end of this section shows. How can Acumen persuade capital owners to direct some of those funds toward impact investing? That is the challenge Acumen itself must face and solve.

> **US$4.2 trillion is a staggering sum, almost impossible to grasp. If Acumen could persuade capital owners in East Asia to commit just 0.01% of that US$4.2 trillion to impact investment, it would mobilize US$420 million!**

Extensive Evidence of Extraordinary Wealth

In the World Bank GDP ranking cited in this report, China and Japan are both among the world's five largest economies, ranking second and fourth, respectively. South Korea also ranks high globally, placing 12th, just outside the top 10.

Selected Asian Economies: Global GDP Rankings, 2024.[1]

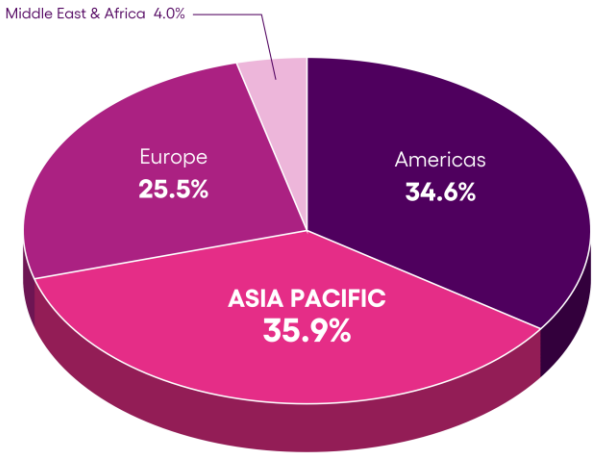
Economy	World rank	GDP, current US$
China	2	$18.74 trillion
Japan	4	$4.03 trillion
South Korea	12	$1.88 trillion

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Forbes World's Billionaires by region, 2026

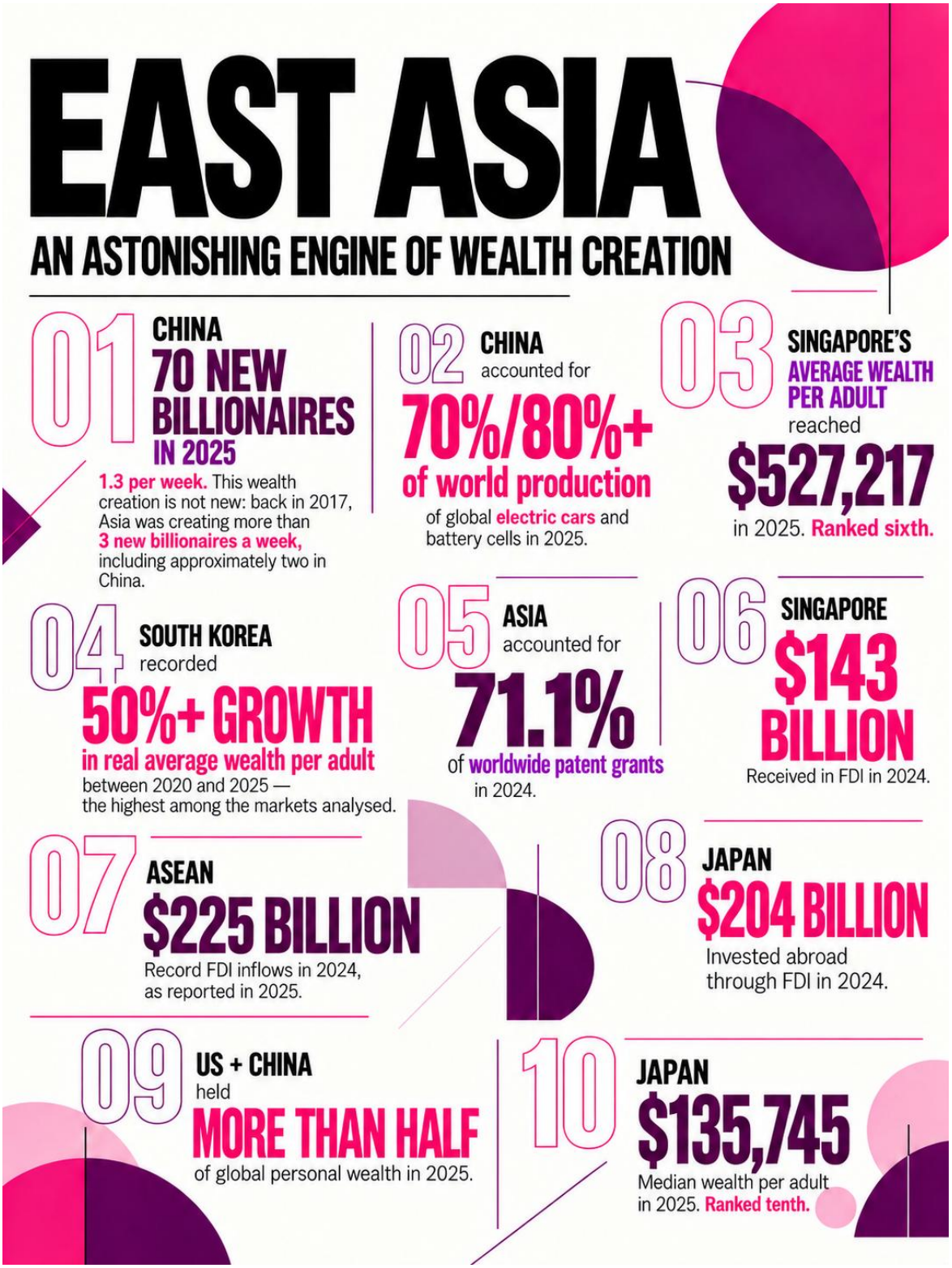
Distribution of 3,428 billionaires by citizenship, using Forbes's regional groupings.

Region	Billionaires	Share of world total
Asia-Pacific	**1,229**	**35.90%**
Americas	1,186	34.60%
Europe	875	25.50%
Middle East & Africa	138	4.00%
Total	**3,428**	**100%**



A striking finding in Forbes's 2026 billionaire rankings is that Asia-Pacific had more billionaire citizens than any other region. Its total surpassed that of the Americas as a whole and that of Europe.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.



INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

And here is our most important and striking finding.

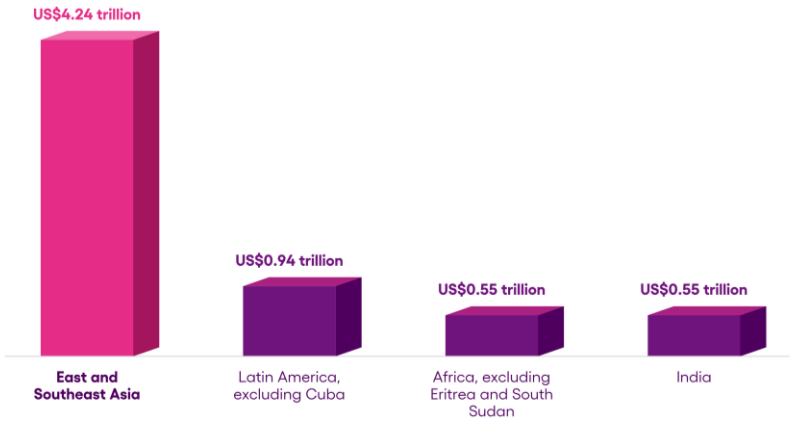
In theory, companies' after-tax profits can generally be considered funds available after accounting for salaries, costs, taxes, and other expenses. A company may report a profit before collecting all the cash associated with it, and it may still need cash to repay debt, replace equipment, or fund its operations. Even so, after-tax profit remains a strong indicator of wealth.

There are several ways to find and calculate corporate profits, and doing so is easier than one might expect. Publicly listed companies must publish their financial statements, and in many countries, financial statements must be publicly available more broadly. Better still, in 2023, Idann Gidron, Ludvig Wier, and Gabriel Zucman, researchers from the Paris School of Economics and the University of California, Berkeley, estimated global corporate profits from 1975 to 2023.

Using the study's profit estimates and additional assumptions, including a model for China's corporate profits, we estimate that companies in East and Southeast Asia earned US$4.2 trillion in after-tax profits in 2022. Even more striking, that is more than four times the amount earned in each of Africa, India, and Latin America.

Estimated Annual After-Tax Corporate Profits by Region, 2022
(Amounts in US dollars)

East and Southeast Asia	US$4.24 trillion
Latin America, excluding Cuba	US$0.94 trillion
Africa, excluding Eritrea and South Sudan	US$0.55 trillion
India	US$0.55 trillion



INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

It is important to note that China accounts for most of these profits (US$2.83 trillion), but the regional estimate still deserves serious attention.

Even more striking, corporate profit estimates capture only part of the wealth potentially available. The total is estimated to be much larger when privately held wealth, individuals' personal assets, and other sources of wealth are taken into account. The figures are staggering.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Learning from Asia's Successful Models of Rapid Development Is a MUST for Everyone

Some have gone so far as to describe the Japanese as a "superior race." Hiroshima, Nagasaki, one devastating natural disaster after another, a catastrophic and tragic nuclear accident. All this within the narrow confines of a tiny archipelago. Yet Japan rose to become a leading world power and has held that position for 120 years. It has also used its power to devastating effect. It is no secret that Japan posed a grave threat to China and backed it into a corner, even though China has 26 times Japan's land area and 11 times its population. This remains a sensitive and often taboo subject, bringing to mind deeply painful episodes in China's history, such as the Nanjing Massacre.

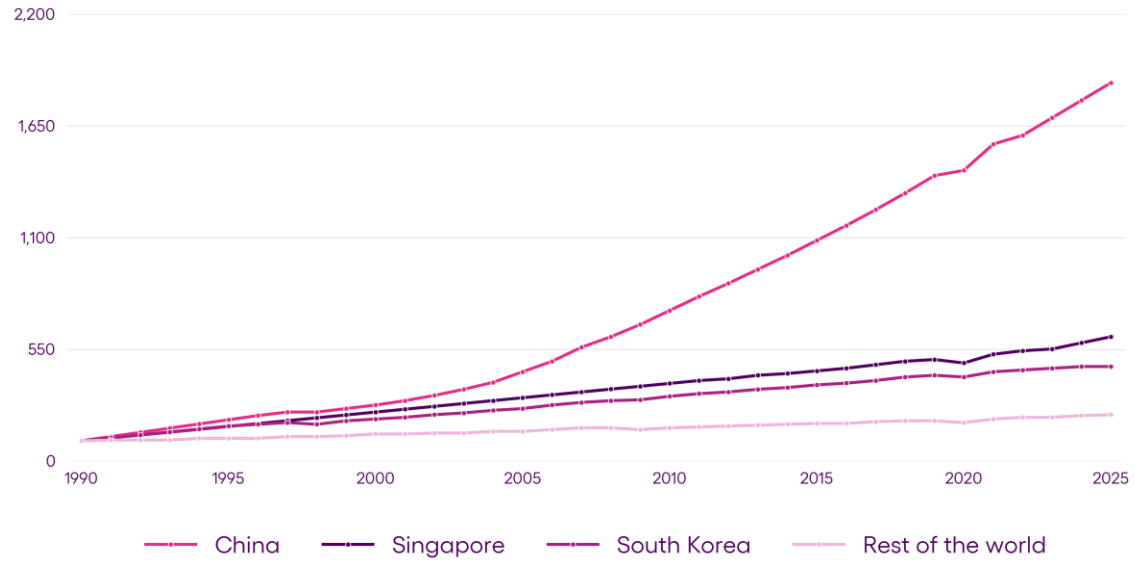
China, South Korea, and Singapore offer similarly remarkable examples of growth so rapid that it seems almost humanly impossible, and of development at a pace that is hard to imagine. In just 50, 35, and 20 years, respectively, these countries went from poverty to prosperity.

Acumen and other organizations seek to support and facilitate this kind of development. The desire to learn from countries that have achieved it so quickly and so spectacularly is itself a reason to be present and operate there.

Real GDP Growth Compared with the Rest of the World, 1990–2025

Each line is indexed to 1990 = 100.

A value of 600 means the economy is six times as large as it was in 1990, after adjusting for inflation.



INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

SINGAPORE 新加坡

A city rapidly transformed

1960 SEPTEMBER



2018 JUNE



Singapore's downtown, 1960–2018. Different viewpoints.

1960: Peter Forster
2018: Basile Morin

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

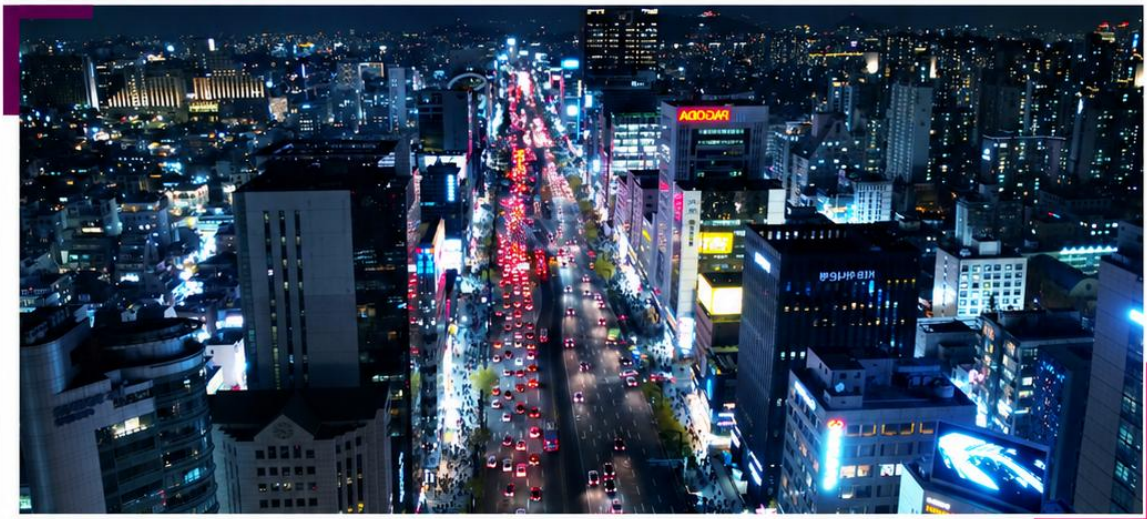
SEOUL 서울

A city rapidly transformed

1970s EARLY



2017 NOVEMBER



Gangnam Station area, early 1970s–2017.
Different viewpoints; 2017 photograph mirrored for visual comparison.
Historical photo: Apgujeong community association
2017: © Korea Tourism Organization–IR Studio

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

SHENZHEN 深圳

A city rapidly transformed

1980 JULY



2023 OCTOBER



Shenzhen. Different locations and viewpoints.
Leroy W. Demery Jr.
Cai Fang
Modern photograph capture date unconfirmed; published in 2023.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

An Organization Specializing in Capital Management, with a Team of Brilliant Experts and Business Managers Hungry for Equality and Eager to Put Those Funds to Work Fighting Poverty!

What an explosive combination when the three circles come together: people in need, available resources, and teams that know how to use those resources to help them.

At this point, Acumen has already proven itself to be the ideal organization to lead this transformation and nurture the seed in an environment ready for it to grow. It has demonstrated its trustworthiness, responsibility, professionalism, and experience. Above all, it is an organization that guarantees results.

> **So clearly, the question isn't "why." The real question? Is "why" even a question?**

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

HOW?

ACUMEN WAU PLAN'S ROADMAP



INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

WAU Governance Model and Organizational Structure

Traditional governance models typically follow a pyramidal hierarchy, depicted in a family-tree-style organizational chart. Larger teams at the bottom report to managers above them through a chain of command. These models have been in use since the Industrial Revolution and draw on structures that date back at least to the Roman Empire. Today, people who work within these hierarchies often criticize them for relying on fear, heavy-handed authority, and tight control. They see too little equality, freedom, or humanity, and too few opportunities to participate, put forward ideas, and develop professionally. Senior managers seem to care more about the hours employees put in than about their performance and the results they achieve.

What is surprising is that, well into the 21st century, most organizations still adhere to this outdated structure in essentially the same form. Some organizations, however, are adopting a range of new and creative structures. These models rely on people taking responsibility for delivering results independently, ethically, and reliably, with the freedom to work without round-the-clock supervision or having to clock in and out to report their hours. One person remains accountable for the operation as a whole, and everyone is accountable for their own work. People still monitor and track progress, give feedback, and assess performance. Authority and structured decision-making still apply. What changes is how these responsibilities are carried out. Loyco in Switzerland and Sociocracy For All in the United States are two examples of organizations that work in circles.

Acumen already has a deeply rooted organizational structure worldwide, and changing it is impractical. This report nevertheless puts forward a governance model and organizational structure that it considers well suited to WAU, for Acumen's consideration.

Operating Principles

A full explanation of this model would take considerably more space. It includes specific methods, guidelines, and systems for reporting, monitoring, giving feedback, and assessing performance. This section briefly describes its main features.

The model operates through interconnected circles. Each colleague has clear responsibilities and the freedom to deliver agreed results ethically and independently. The Regional Director remains accountable for the entire operation, with support from the Deputy Regional Director and the designated Acumen governing authority. Every

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

colleague shares responsibility for advancing WAU's purpose and contributing to the wider team's success.

The model makes initiative part of everyone's work. Colleagues are expected to identify problems, suggest improvements, respectfully challenge existing practices, and help shape decisions. The circle coordinator and colleagues who work directly with the person assess performance together, drawing on the person's self-assessment and evidence of results.

Reciprocal Reporting, Monitoring, Feedback, and Performance Assessment

Reporting, monitoring, feedback, and performance assessment must work in both directions among circle coordinators and between coordinators and their circle members. Any team members may also take part in these exchanges with one another, as routinely happens during monitoring, feedback, and assessment. In other words, everyone is accountable, and everyone is everyone's boss.

Focus on Results Rather Than Hours Worked

As explained in the "Management and Execution System" section, goals and KPIs will provide the basis for assessing the work and measuring the results achieved.

Clear Responsibilities and Real Autonomy

Each person has agreed deliverables, clearly defined authority and boundaries, and the freedom to organize their own work without constant supervision. Assessment considers results, quality, reliability, and ethical conduct. Any required time records are kept solely for administrative or operational purposes.

Participation and Initiative

Every colleague can propose improvements within or beyond their own circle. Each proposal is assigned a named owner, considered by the appropriate person or circle, and given a reasoned response.

Decisions Close to the Work

The person responsible for the work makes the decision within their delegated authority after consulting others. Circles make shared decisions by consent, which means that any reasoned objection related to the circle's purpose must be resolved before the decision can go ahead. Major decisions remain with formal leadership.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

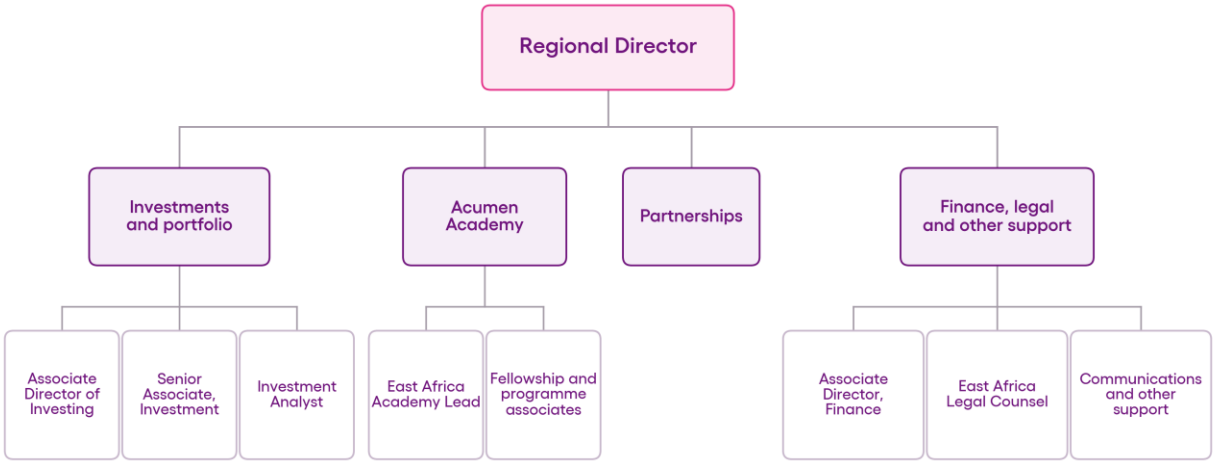
Connected Circles and Visible Commitments

Circle coordinators support delivery by connecting people, aligning priorities, and coordinating work that depends on others. Teams record commitments, progress, obstacles, and decisions in a shared working system.

Shared Assessment and Formal Oversight

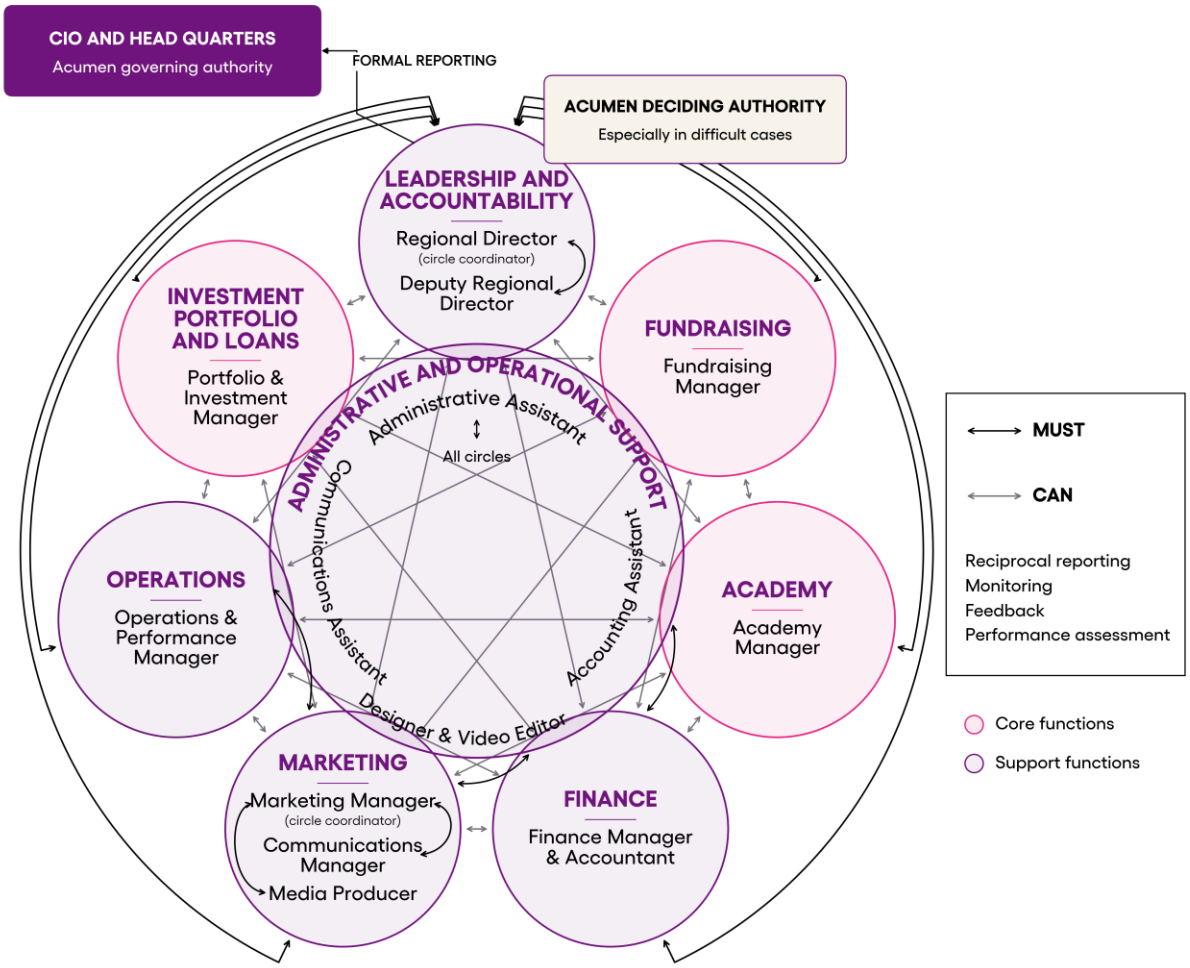
The coordinator and relevant colleagues assess performance together. Dismissals, serious disciplinary action, and other major decisions reserved for formal leadership remain within the established leadership and governance channels.

Current Organizational Structure Type



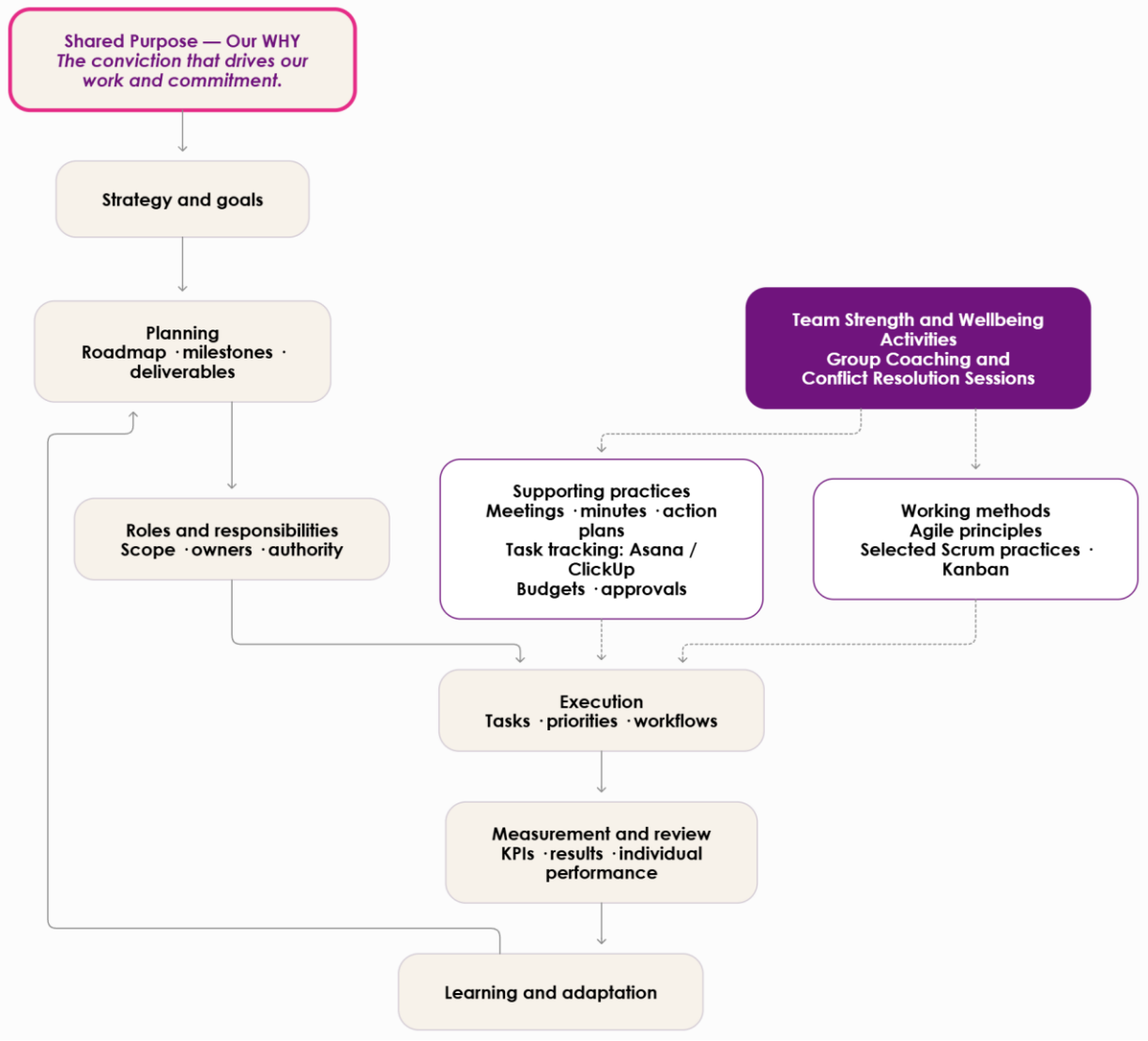
INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Proposed Organizational Structure



INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Management and Execution System



WAU will establish an integrated management and execution system to turn its shared purpose and strategic ambitions into coordinated work, measurable results, and continuous improvement. The system will draw on techniques, methodologies, tools, frameworks, and relevant research findings for planning, defining roles, running meetings, making decisions, measuring performance, tracking tasks, and developing the team.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

These components will work together. Strategic objectives will guide priorities, which in turn will determine deliverables and tasks. WAU will assign responsibilities and allocate resources, then review results to inform future decisions. It will select practices that suit its mission, activities, and stage of development and refine them through experience.

Shared Purpose — Our WHY, *The conviction that drives our work and commitment.*

In the "WHO?" section we dive deeper into the importance of a shared "WHY" and why that is the foundation of everything. WAU's shared purpose will be the primary driver of the system. It will express why the team's work matters, whom it serves and the change it seeks to make possible. Beyond meeting targets, it will connect individual contributions with Acumen's mission to solve problems of poverty and build a world based on dignity.

Purpose will guide strategy, priorities and everyday decisions. Strategy will define the approach; goals will specify the achievements sought; and the management and execution system will organize the work required to pursue them.

Planning and Delivery

The planning structure will connect the long-term roadmap and financial forecast with annual objectives, quarterly priorities, and detailed monthly work plans. For each major initiative, WAU will define the scope, expected outcomes, timeline, milestones, and deliverables, and identify the resources required, dependencies, and principal risks.

Milestones will mark significant achievements or decision points. Deliverables will specify the concrete outputs needed to reach them. Each significant deliverable will have an accountable owner, a deadline and acceptance criteria defining what completion means.

Planning will account for the different demands of WAU's activities. Legal establishment and banking arrangements will require sequential steps and external approvals. The timing of fundraising and investment decisions will be uncertain. Communications campaigns and Academy programs will offer opportunities for testing and refinement.

WAU will therefore plan near-term work in greater detail and review longer-term assumptions as evidence develops. It will reflect any changes in the relevant work plans, responsibilities, budgets, and forecasts.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.



The WAU Team Executing the Plan and Working Hard
AI-generated image

Goals, KPIs, and Performance Measurement

WAU will translate organizational objectives into departmental and role-specific goals. Each KPI will have a definition, a baseline where available, a target, a timeframe, a data source, a reporting frequency, and an owner. Where useful, WAU may use an Objectives and Key Results (OKR) approach to connect qualitative objectives with measurable results.

WAU will distinguish three types of measures.

- **Activities** are the work undertaken, such as holding donor meetings or screening investments.
- **Outputs** are the products or services delivered, such as proposals submitted or training programs delivered.
- **Outcomes** are the resulting changes, such as funding secured, improved enterprise performance, or benefits experienced by the people served.

WAU will generally review operational indicators monthly and assess strategic outcomes quarterly and over longer periods where necessary. Financial monitoring will connect

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

the work underway with budgets, spending, funding availability, and the financial forecast.

Individual performance assessments will consider results alongside quality, judgment, collaboration, ethical conduct, and improvement. Task completion will be one piece of evidence in the broader assessment of each person's contribution.

Assessments will distinguish between commitments within a person's control and outcomes that depend on others. For example, a fundraising manager can be accountable for donor research, proposal quality, and timely follow-up. The timing of a donor's approval depends partly on the donor. WAU will track both execution and fundraising outcomes and take this distinction into account when interpreting the results.

Working Methods and Continuous Improvement

Agile principles will form one component of WAU's broader management and execution system. They will encourage teams to deliver work in manageable increments, seek stakeholder feedback, learn from it, and adjust their approach. WAU will tailor these practices to the needs of each activity.

Agile provides a broad approach to working. WAU's wider management framework will supply the rest of the operating system, including the specific roles, meetings, KPIs, and processes for assessing individual performance.

Two complementary approaches will help WAU choose its working practices.

Scrum organizes work into fixed cycles called sprints, each lasting one month or less. It defines the accountabilities of the Product Owner, Scrum Master, and Developers, with Developers referring to the people who create the result. Its events include Sprint Planning, the Daily Scrum, a Sprint Review to examine the results, and a Sprint Retrospective to reflect on how the team worked. Scrum may suit selected projects in which a dedicated team can produce something usable within a short cycle, such as developing and testing a donor presentation or an Academy learning module.

Kanban supports the continuous flow of work by making its stages visible, defining how work moves through them, limiting work in progress, and monitoring progress toward completion. It may suit ongoing activities such as producing communications materials, handling administrative requests, and preparing proposals. A board makes the work visible, while Kanban's effectiveness depends on managing capacity and addressing bottlenecks.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

WAU may adopt selected practices from either framework. If WAU adopts only some Scrum practices, it will describe the approach as Scrum-inspired. Tools and meetings will support the chosen working method. Agile also requires the team to put its principles into practice.

Agile is recommended and has been widely adopted by organizations around the world. Its principles are still too general to guide WAU's work without adaptation. The appendices explain how WAU can adapt Agile practices to its needs.

Task Tracking and Information Management

A shared digital platform will connect individual tasks with departmental deliverables and organizational priorities. Options include Asana, ClickUp, and monday.com for broader work coordination, Trello for simpler visual boards, Microsoft Planner for a Microsoft-based environment, and Jira for specialized technical or software work. Other options include Notion, Smartsheet, Wrike, and Basecamp.

WAU will most likely use Acumen's existing preferred platform. If WAU selects a different platform, it will consider ease of use, reporting needs, integration with other systems, cost, and the team's capacity to maintain it. For each significant task, the platform will record its owner, priority, due date, status, dependencies, and relevant documents.

Departmental views will help teams manage their work, while a consolidated management view will show major milestones, risks, blockers, and decisions that need to be made. A fundraising pipeline, for example, could show Research → Initial Contact → Discussion → Proposal → Decision. WAU could set a separate limit on the number of proposals in preparation at any one time to match the team's capacity.

The platform will provide a shared record of commitments and progress. Sensitive personnel, donor, and investment information will remain subject to appropriate access controls. Tracking will support coordination while allowing teams to focus their documentation on significant work.

Meetings, Decisions, and Follow-Up

Each meeting will have a defined purpose, the appropriate participants, an agenda, and an expected outcome. Participants will normally share routine updates in advance to leave more meeting time for decisions, problem-solving, and substantive discussion.

The appendices provide the detailed meeting framework.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Team Strength and Wellbeing Activities

WAU will organize recurring activities to strengthen motivation, build connections among colleagues, encourage shared learning, and deepen commitment to its purpose. These activities will complement operational meetings by giving colleagues dedicated time to develop as a team.



Team Strength and Wellbeing Activity
AI-generated image

Regular sessions will give everyone a chance to share something that could benefit colleagues, whether it's an article, a video, a book excerpt, a research finding, a case study, or an experience from their professional life. The team will discuss why it matters and how it might apply to WAU's work.

These sessions will also give colleagues time to reflect more deeply on why their work matters and why each of them is there. Stories from portfolio companies, meaningful achievements, and ethical dilemmas can help colleagues reconnect their daily responsibilities with the people WAU seeks to serve.

The founding team will help name and shape these recurring rituals, giving every member free rein to be creative. A brief weekly opening could bring together a story about WAU's mission, recognition of a colleague's contribution, and a shared intention for the week. It could also take the form of a reading session or a music appreciation session. The possibilities are wide open! A more energetic option could even include

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

synchronized movement, rhythmic clapping, and a coordinated call-and-response or a phrase spoken in unison, in the style of the boot-camp-style motivational routines often seen in Asian companies. Quieter formats could include reading together, taking time to express appreciation, or having a discussion. The team will try different formats and adapt them based on how useful they are and how colleagues experience them.



WAU Team-Building Dinner
AI-generated image

Collective rituals and reflection sessions will have one explicit restriction on content. Participants must keep religion and personal beliefs out of shared discussions. Session content must remain neutral, inclusive, and suitable for everyone, with room to adapt it to different needs. This restriction applies to what participants bring into shared sessions. Their private beliefs remain their own. Sharing personal experiences or information and taking part in physical or vocal activities will remain voluntary. Performance assessments will exclude how much enthusiasm people show in these sessions.

Occasional dinners, parties, celebrations, and full-day team-building activities will give colleagues opportunities to enjoy time together outside their routine work. These activities will accommodate different abilities, preferences, and circumstances.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

An initial schedule could include a brief weekly ritual, a longer monthly session, and occasional social or full-day activities. The team will review how often these activities take place and how they are run to keep them worthwhile and maintain a reasonable balance with operational commitments.

Group Coaching and Conflict Resolution Sessions

Periodic group coaching will help strengthen communication, trust, and collaboration and clarify responsibilities. It may also help address recurring difficulties before they become entrenched.

When those involved in a disagreement are unable to resolve it constructively, WAU will provide access to an impartial facilitator or mediator. The sessions will clarify the issue, give each person a chance to be heard, and help participants reach practical agreements and decide who will follow up.

If shared stress or emotionally difficult experiences create a need for support, WAU may arrange voluntary group sessions with a qualified psychologist. Participants will be told the purpose of the sessions, what will remain confidential, and what information, if any, may be shared with management.

Coaching, mediation, and psychological support will each serve a distinct purpose. Concerns involving harassment, discrimination, retaliation, or other misconduct will go through formal reporting and investigation procedures.

Ownership and Review of the System

The Regional Director will ensure that the parts of the management and execution system work together, with support from departmental managers and the Human Talent Manager. Each manager will maintain clear priorities and reliable records and ensure appropriate follow-up within their area.

WAU will review the system quarterly. It will retain, simplify, or change practices based on how well they support clarity, delivery, learning, and team wellbeing. This will keep accountability consistent while allowing WAU's methods to evolve with the organization.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Values and Organizational Culture

For many people, the opportunity to work for Acumen would itself be a source of great satisfaction. Acumen's culture and the principles that underpin the organization are grounded in ethics, respect, equality, diversity, honesty, humanity, and kindness, among other values.

Everyone on the WAU team MUST respect these values and let them guide their actions. WAU's culture will also be shaped by the additional values below. From the moment they join, team members are expected to act responsibly and professionally, be punctual, and treat others with humanity.

In a kind workplace where people mean well, it can be easy to blur the distinction between being a good person and being a hard worker. The following values make clear what WAU expects of its team.

Excellence and Hard Work as Priorities

A commitment to philanthropy calls for high standards and the willingness to push ourselves to do our best. Mediocrity is unacceptable.

Professionalism and results: Delivering Results, Not Socializing

Delivering results is the primary purpose of our time at work, and treating colleagues with respect is essential. Close bonds will naturally form. Time spent socializing as friends must stay separate from time set aside to work together as colleagues.

Focus and Efficiency in a "No Small Talk" Culture

WAU will prioritize efficient work and avoid small talk and activities that waste time. Everyone is expected to stay focused while treating colleagues with care, courtesy, and humanity.

Candor and Respect in Feedback: Directness and Rudeness Are Two Different Things

Giving feedback is essential. It can be especially difficult to give honest, constructive feedback when it is critical. In some cultures, directness can be perceived as rude, and people may avoid giving critical feedback for fear of hurting someone's feelings. Rudeness is unacceptable. Direct feedback, delivered respectfully, can be highly beneficial.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Integrity

A commitment to philanthropy requires us to uphold ethics, transparency, and honesty in our work. Dishonest practices are unacceptable.

Non-complicity

Kindness goes hand in hand with refusing to enable wrongdoing or tolerate complicity in it.

Intrinsic motivation

Colleagues can expect recognition for their contributions, but their main motivation should come from within. Personal interests, a sense of purpose, and a commitment to the mission and the value of the work should give them more energy than external pressure or expectations alone.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

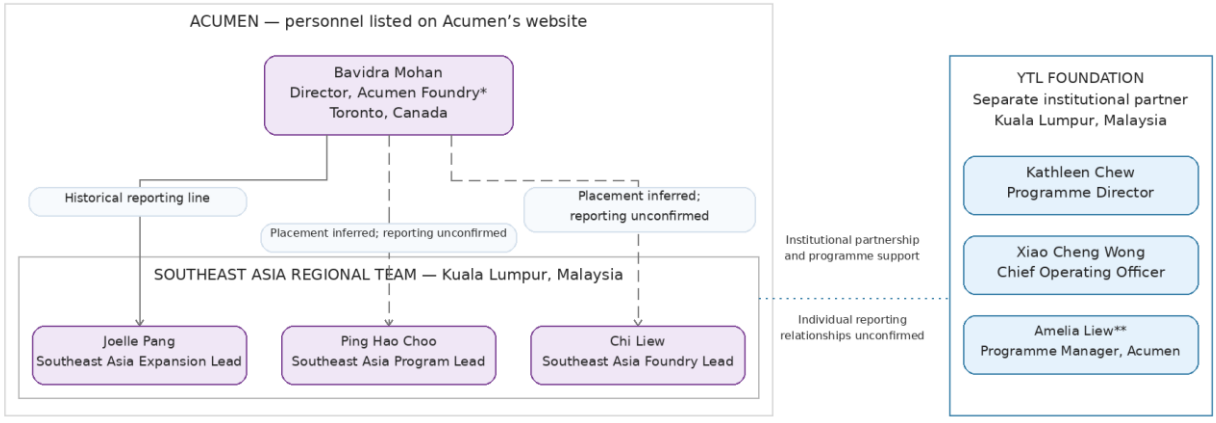
WHO?

This section describes the WAU Plan's proposed team in detail. Some positions are permanent, while others are temporary and needed only during specific phases or at particular points in the plan. Internal or external consultants or consulting firms may fill some positions or carry out some of their responsibilities.

Today's Team

Acumen partnered with YTL Foundation to launch its operations in East Asia, with the primary aim of developing social leaders in the region. Acumen's regional team supports the strategy and programs, while YTL Foundation's team helps manage and deliver the Fellowship.

Acumen directly employs just three people on the regional team. The organizational chart below shows the current structure, including YTL Foundation staff.

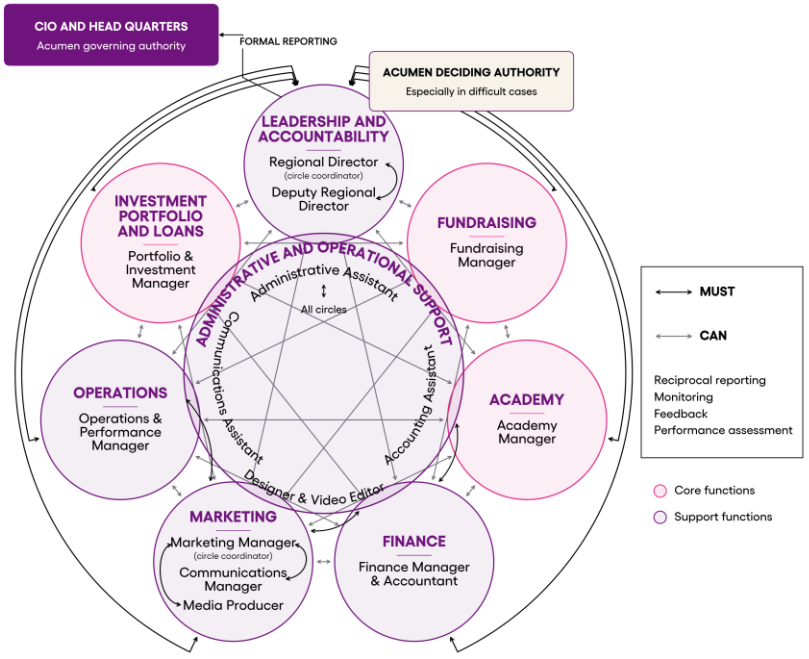


Solid connection: reporting stated in a historical vacancy; current arrangement unconfirmed.
Dashed arrows: unconfirmed reporting. Blue dotted line without arrows: institutional partnership.
Horizontal placement does not establish equal seniority.
* Bavidra's biography alternatively says Fundraising Director of Acumen Academy.
** Amelia's possible identity overlap with Chi is unresolved. Team listings do not verify contractual employers.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Proposed Team



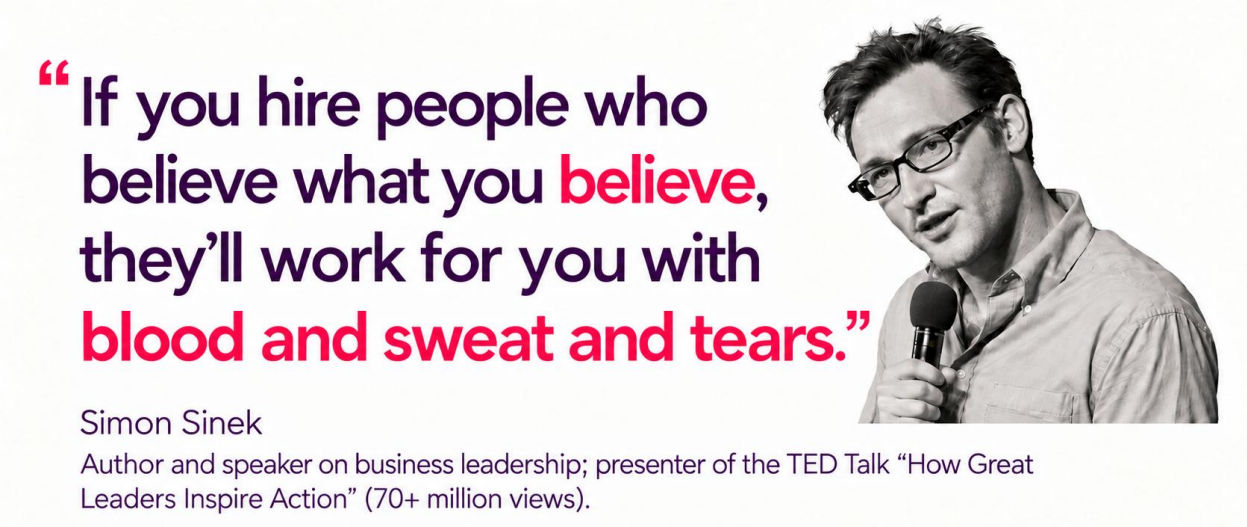


INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

First Requirement — PASSION FOR PHILANTHROPY AND IMPACT INVESTMENT

The team is the most important asset of any organization or project. Its people do the work, create, deliver results, drive change, and turn ideas into reality.

The first and most important criterion in building the best possible team is finding people who share a genuine, deep passion for philanthropy, impact investing, philanthropic economic models, and related fields. That shared passion is what will make the difference. Bringing together people who share a common objective and a common WHY is the most important step. It lays the foundation for everything that follows and will take Acumen's East Asia office to heights we can hardly imagine.



Leadership in Tandem

Leadership in tandem is an approach in which two people work closely to guide an organization. For example, a Regional Director might work with a senior deputy or a world-class strategic advisor who puts forward proposals, offers advice, challenges decisions, and helps turn strategy into action. The Director may retain final authority while benefiting from a trusted partner's judgment. Many organizations use different forms of shared leadership. A familiar example in government is the pairing of a president and vice president, although their responsibilities vary. At Xerox, Ursula Burns served as executive assistant to CEO Paul Allaire before becoming CEO herself. Her experience illustrates a close executive partnership. The example establishes the working relationship, while formal shared leadership is a separate question.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

This report strongly recommends leadership in tandem and considers it an excellent fit for at least Phases 1 and 2 of the WAU Plan. That is why the plan proposes the role of Deputy Regional Director and Senior Strategic Advisor.

Selection Based on Results, Not on Titles and Experience

Data and concrete examples show that candidates with the experience, degrees, titles, and diplomas typically expected for a role are not necessarily the best people for it. Recent global discussions have also highlighted gaps in soft skills among senior leaders. These skills are increasingly seen as more important than technical knowledge.

The primary criterion for identifying and selecting candidates should be their ability to deliver the expected results. Job titles and experience can inform the assessment.

An Exceptional Marketing Team Can Take the WAU Plan Further

One possible criticism is that the proposed team looks unbalanced because it gives marketing more weight than even the teams responsible for core functions. A large marketing team is indeed unusual for a nonprofit or impact investment organization. The proposal deliberately gives marketing a prominent place because it takes the view that an exceptional marketing team can help the WAU Plan achieve far more.



INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Knowledge Transfer as a Key Catalyst

Acumen has launched new operations, designed and planned operating models, and identified and recruited talent before. More importantly, it has 25 years of experience running those operations. Acumen knows what it takes to operate successfully and how to put that knowledge into practice. Launching a new operation today is an entirely different undertaking from starting from scratch in 2001.

Knowledge transfer is a fascinating field. Many organizations have discovered how valuable it can be, and it was a key factor in the exceptionally rapid growth of some of Asia's largest multinational corporations. The concept is simple. Gather the essential information needed to run an operation and make it accessible to the people who need it. This includes documenting how each process works, what each role needs to do, how to avoid or overcome specific pitfalls, and what knowledge, skills, competencies, and practical know-how people need to acquire. There is much more to say about why an approach centered on knowledge transfer is useful and valuable, but these are its essentials.

Today, many companies have departments or teams dedicated entirely to knowledge transfer. Others specialize in providing knowledge transfer services.

Knowledge transfer plays a key role in the WAU Plan. Both the roadmap and the budget make explicit provision for it, and the plan describes the roles responsible for it in detail.

Roles, Responsibilities, and Decision-Making

Each position will have a defined purpose and scope, along with clear responsibilities, recurring tasks, expected deliverables, goals, and performance indicators. Role descriptions will clarify reporting relationships, collaboration requirements, decision-making authority, and which matters require escalation or approval.

When work involves several departments, one person will remain accountable for the overall deliverable. The people responsible for contributing to and approving it will also be identified. This will help prevent gaps, duplicated effort, and uncertainty about who needs to act.

Team members will be able to adjust how they carry out their work within their agreed responsibilities and budgets. Changes affecting strategic commitments, major

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

expenditures, investment approvals, or significant external obligations will follow the appropriate approval process.

The following pages describe all identified positions in detail.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Regional Director

Singapore | Reports to President | Full time

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Lead, monitor and drive all regional activities—including fundraising, investment oversight, debt financing, Academy programmes and regional operations—and manage the teams responsible for delivery. Maintain effective controls, keep operations running effectively and ensure regional objectives are achieved. Be accountable for overall regional performance to Acumen's CEO and President/CIO.

KNOWLEDGE AND REQUIRED DEPTH

Advanced: Acumen's operating model, programmes, investment vehicles, funding sources, policies, approval processes and organisational commitments; acquired through onboarding and experience.

Intermediate — management: Strategy; organisational and process design; delegation; resource allocation; project, change and performance management; recruitment and succession planning.

Intermediate — finance: Financial statements, cash flow, budgets, forecasts, ratios and financial sustainability; patient capital, equity, debt, blended finance, investment appraisal, due diligence and portfolio governance.

Intermediate — funding and impact: Donor cultivation, proposals, restricted grants and stewardship; theory of change, impact indicators and ESG.

Foundational: Valuation, discounting, NPV/IRR, dilution and term sheets; regional history, political economy, poverty and philanthropy; HR and adult-learning models; Singapore operations, cross-border rules, sanctions, data protection and crisis protocols, supported by specialists.

SKILLS AND REQUIRED PROFICIENCY

Managerial and analytical — advanced: Creativity; strategic and analytical thinking; prioritisation; action planning; decision-making under uncertainty; follow-up; project management; designing management systems and processes; resource allocation; delegation; people and team management; recruitment, performance management and succession; problem-solving, change and crisis management.

Technical — intermediate: Investment appraisal; budget/scenario analysis; proposal review; impact-dashboard interpretation; market and opportunity research. Excel: SUMIFS, lookups, pivot tables, sensitivity models. CRM: donor pipeline tracking. Presentation, collaboration and project-tracking tools; risk registers.

Interpersonal — advanced: Leadership; persuasion and rhetoric; public speaking and presenting; cross-cultural communication; funding and partnership negotiation; influencing; coaching; conflict resolution; writing and active listening. Professional English.

Judgment and organisation — advanced: Ethical decisions, conflicts-of-interest management, timely escalation, agenda management and reliable follow-through.

CORE COMPETENCIES — BEING ABLE TO…

Combine continuous data interpretation and analysis, action planning, implementation and team management to deliver fundraising, lending, company creation/support, investment and leadership-development activities.

Allocate people, funding and attention across operations; establish clear responsibilities and controls; resolve bottlenecks, underperformance and urgent problems.

Identify opportunities and risks, adapt priorities and processes, and protect financial sustainability, ethical standards and delivery commitments.

TYPICAL WEEK 40 HOURS ESTIMATED

10h — Strategy, performance and reporting: Review strategy, KPIs and other key indicators; follow up each operation's performance; allocate resources; design corrective actions and action plans. Reassess regional priorities and coordinate with headquarters. Deliver reports to top management and headquarters. Includes 2h reserved for urgent problems and decisions.

9h — Meetings and team management: Meet team heads and President/CIO to review results, decide, coordinate, provide feedback, identify needs, coach and address staffing. Meet the Academy team to review delivery and community feedback; meet donors and other stakeholders as needed.

6h — Site visits: Visit operating sites, portfolio companies and programme teams; meet beneficiaries and other stakeholders; check progress and resolve issues firsthand.

6h — Document review: Review proposals, budgets, reports, contracts and other decision documents.

6h — Personal organisation: Manage agenda, emails, calls and follow-up commitments.

3h — Events and representation: Attend events, represent Acumen and develop relationships.

SINGAPORE COMPENSATION IN USD

Base: US$200,000–240,000 gross/year

Monthly: US$16,667–20,000

Budget estimate: US$220,000/year

Possible benefits, applicable employer contributions and expatriate relocation additional, and bonus depending on performance. Business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Funding: Achieve annual cash-fundraising targets and donor renewal and stewardship commitments.

Investments and lending: Deliver the approved workplan, including due diligence and authorised disbursements; complete portfolio-support and credit-risk actions on time, meeting quality and approval requirements.

Impact and learning: Achieve the agreed target for the number of people trained.

Financial control: Deliver milestones within approved resources; maintain agreed cash coverage; submit accurate reports on time and close material audit findings by their deadlines.

Team leadership: Complete agreed feedback and development reviews; achieve staff-engagement and critical-talent retention targets.

ONGOING KPIs

Cash received; donor renewal rate; capital disbursed; portfolio companies on track; loan repayment rate; people trained; Academy programme enrolment; actual expenditure versus budget; on-time report submission rate; completeness of supporting records.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Deputy Regional Director and Senior Strategic Advisor

Singapore | Reports to Regional Director | Full time

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Advise the Regional Director and serve as designated deputy. Apply senior management judgment and deep Acumen knowledge to strengthen decisions, adapt proven practices, connect headquarters and regional teams, and resolve complex issues. Lead delegated initiatives across fundraising, investments, lending, Academy and support functions. Represent Acumen East Asia and act for the Director within delegated authority; the Director retains overall accountability.

KNOWLEDGE AND REQUIRED DEPTH

Essential background: Substantial experience within Acumen and proven senior management responsibility for people, teams, budgets and delivery.

Advanced — Acumen: Operating model, patient capital, departmental processes, programmes, investment vehicles, funding commitments, approvals, governance, internal relationships, culture and institutional lessons.

Advanced — management: Strategy, organisational design, delegation, people management, resource allocation, project delivery, change and crisis management.

Intermediate — finance and delivery: Financial statements, cash flow, budgets and scenarios; equity, debt, due diligence and portfolio governance; fundraising, restricted grants, donor stewardship, Academy delivery and impact measurement.

Foundational — regional context: East Asian markets, cultures, poverty and philanthropy; Singapore and cross-border requirements, with specialist support.

SKILLS AND REQUIRED PROFICIENCY

Managerial and analytical — advanced: Creativity; strategic and analytical thinking; diagnosis; prioritisation; scenarios; decision-making; planning; project leadership; coaching and team management.

Advisory and interpersonal — advanced: Independent judgment; constructive challenge; persuasion; negotiation; listening; diplomacy; conflict resolution; cross-cultural communication; influence; discretion and confidentiality.

Technical — advanced: Executive briefs; presentations; proposal, budget and risk review; process mapping; identifying dependencies; actionable recommendations.

Tools — intermediate: Excel analysis, lookups, pivot tables and scenario models; dashboards; CRM; presentation, collaboration and project-management tools. Professional English.

Deputy leadership — advanced: Represent agreed positions accurately; decide within delegated limits; handle sensitive matters, recognise conflicts of interest and escalate promptly.

CORE COMPETENCIES — BEING ABLE TO…

Analyse information, challenge assumptions and recommend actions with clear alternatives, consequences and risks.

Apply Acumen's experience to local decisions; connect teams and headquarters to resolve problems and deliver strategic initiatives.

Coach managers, lead delegated teams, represent the region and act for the Director within delegated authority.

TYPICAL WEEK 40 HOURS ESTIMATED

9h — Analysis and recommendations: Review proposals, budgets, performance reports and emerging risks; investigate issues and prepare decision briefs.

7h — Work with the Director: Discuss priorities, challenge options, prepare decisions and address sensitive organisational matters.

8h — Managers and headquarters: Meet department heads and Acumen colleagues, resolve dependencies, obtain specialist advice and coach managers.

8h — Strategic assignments: Lead delegated projects, partnerships and organisational improvements; coordinate contributors and resolve implementation problems.

5h — Representation: Represent Acumen's East Asia office at events and meetings on behalf of the Regional Director; prepare briefings and follow up commitments.

3h — Knowledge and organisation: Capture institutional lessons, transfer useful practices, manage correspondence and prepare handovers.

During acting assignments: Reallocate time to delegated regional leadership and urgent decisions.

ONGOING KPIs

Rates: Approved plan components; decision-ready briefs; verified issue resolutions; compliant delegated responses; external commitments fulfilled. Each = qualifying items ÷ items due × 100.

Quality: Materially corrected briefs ÷ briefs submitted; issues reopened within 30 days ÷ resolved issues observed for 30 days. Lower is better.

Scoring: Achievement = actual ÷ target, capped at 100%. Agree criteria, deadlines and inapplicable-goal reweighting in advance.

SINGAPORE COMPENSATION IN USD

Base: US$170,000–210,000 gross/year

Monthly: US$14,167–17,500

Budget midpoint: US$190,000/year

Possible benefits, employer contributions, relocation and performance bonus additional; business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Shared regional results — 30%: Regional Director's scorecard: funding, investments/lending, Academy, financial control and impact, reflecting delegated responsibilities.

Individual results — 70%: Five goals at 14% each. Proposed rate targets:

Planning — 100%: Coordinate approval of plan components by deadline: objectives, budgets, owners, dependencies and reporting calendar.

Decision readiness — 95%: Deliver complete briefs by deadline: options, recommendation, costs, risks and approvals.

Problem resolution — 90%: Assigned cross-department issues resolved by deadline, accepted by affected managers and not reopened within 30 days.

Deputy continuity — 95%: Delegated cases handled within agreed response times and authority limits during Director absences.

Representation — 95%: Complete personally owned external-engagement commitments by deadline.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Portfolio and Investment Manager

Singapore | Reports to Regional Director | Full time

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Find and finance viable businesses: source opportunities, assess companies and founders, structure investments and enterprise loans, and execute approved transactions. Manage the portfolio, support entrepreneurs, monitor impact and repayments, and address problems early. Own investment quality and execution; submit recommendations for authorised investment approval.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — Acumen: Mandate, patient capital, eligible businesses, impact criteria, approvals, delegated authority and portfolio policies; acquired through onboarding.

Advanced — financial analysis: Accounting, financial statements, cash flow, working capital, unit economics, forecasts, valuation, discounting, NPV/IRR, cap tables and scenarios.

Advanced — investment and lending: Equity, preferred equity, convertible debt, blended finance; underwriting, repayment capacity, pricing, amortisation, grace periods, security, covenants, arrears, restructuring, recovery and exits.

Intermediate — entrepreneurship and management: Company creation, business plans, customer discovery, marketing, sales, pricing, operations, purchasing, suppliers, HR, organisational design, financial management, contracts and governance.

Intermediate — markets and portfolio: Sector economics, competition, distribution, local business conditions; concentration, currency and liquidity risks; theory of change, impact indicators and ESG.

Foundational: Cross-border investment/lending, tax, enforceability, sanctions and customer identification; specialist legal/compliance review.

SKILLS AND REQUIRED PROFICIENCY

Business and entrepreneurship — advanced: Assess whole businesses, demand, viability and growth plans; identify weaknesses across functions; help founders prioritise improvements and obtain expertise.

Sourcing and due diligence — advanced: Build referral networks, approach founders, screen opportunities, assess management/operations, verify evidence and challenge assumptions.

Finance and transactions — advanced: Excel modelling, cash-flow/credit analysis, valuation, repayment schedules and stress tests; select instruments, negotiate terms, write committee papers, present recommendations and coordinate closing.

Portfolio and execution — advanced: Monitor financial/impact results, repayments and covenants; diagnose problems and support action plans; assess follow-ons, restructuring and exits. Prioritisation, project management, creativity and follow-through.

Interpersonal — advanced: Trust-building, listening, constructive challenge, influencing, coaching, negotiation and conflict resolution; professional English, writing, presenting and judgment under uncertainty.

Systems — intermediate: Deal-tracking, data rooms, portfolio and loan-management systems; accurate records.

CORE COMPETENCIES — BEING ABLE TO…

Combine business understanding, entrepreneurial judgment, financial analysis and impact assessment to select viable companies and recommend suitable investments or loans.

Translate company needs and risks into financing terms; negotiate and coordinate approvals, documentation and disbursement conditions.

Use relationships and performance data to strengthen businesses, detect deterioration and protect capital and impact through support, recovery, restructuring or exits.

TYPICAL WEEK 40 HOURS ESTIMATED

6h — Find and screen businesses: Research markets, speak with referral partners, meet prospective founders and prioritise opportunities.

9h — Analyse investments and loans: Review accounts, business models and operations; build models, test repayment capacity and verify commercial/impact evidence.

6h — Entrepreneurs and site visits: Meet management, customers and stakeholders; inspect operations, identify needs and discuss business improvements.

6h — Structure and close transactions: Negotiate terms, prepare committee papers, present recommendations and coordinate legal documents and disbursement conditions.

7h — Manage the portfolio: Review KPIs, cash, impact, repayments and covenants; agree corrective actions and escalate risks. Includes 2h for urgent portfolio issues.

4h — Report and coordinate: Update dashboards and forecasts; review priorities with the Regional Director; coordinate with committees, Finance, Legal, impact teams and co-investors.

2h — Personal organisation: Manage email, calls, agenda and outstanding information or commitments.

SINGAPORE COMPENSATION IN USD

Base: US$125,000–155,000 gross/year

Monthly: US$10,416.67–12,916.67

Midpoint: US$140,000/year (US$11,666.67/month)

Possible benefits, applicable employer contributions and expatriate relocation additional, and bonus depending on performance. Business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Qualified pipeline: Deliver the annual target number of opportunities meeting Acumen's eligibility, business and impact screening criteria.

Investments and lending: Complete the agreed number of investment and loan transactions and approved disbursement target, within allocation limits; meet all due-diligence and closing conditions.

Credit performance: Meet the agreed collection-rate target and ceiling for loan principal more than 30 days overdue; complete due recovery actions.

Portfolio support: Complete agreed company-support milestones and corrective actions by their deadlines.

Impact and reporting: Obtain complete quarterly financial and impact reports by deadline; achieve agreed company impact milestones and close due ESG actions.

ONGOING KPIs

Qualified opportunities; completed transactions; capital disbursed; on-time principal and interest collection rate; outstanding loan principal over 30 days overdue (%); company-support milestones achieved (%); portfolio companies meeting agreed impact milestones (%); complete reports received on time (%); overdue covenant and ESG actions.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Fundraising Manager

Singapore | Reports to Regional Director | Full time

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Generate philanthropic income by attracting, persuading and retaining donors. Own the fundraising plan and targets: build a qualified pipeline, cultivate relationships, develop proposals, ask for donations, negotiate commitments and follow through to receipt and renewal. Coordinate with leadership and global teams to fulfil donor commitments.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — Acumen: Funding needs, programmes, patient capital, impact evidence, donor commitments, gift-acceptance policies and approvals; acquired through onboarding.

Advanced — fundraising: Qualification, cultivation, solicitation, stewardship and renewal; major gifts, grants, campaigns, donor motivations, giving psychology and ethical persuasion.

Intermediate — regional philanthropy: Individuals, family offices, foundations, corporations and government funders; giving cultures, interests, gatekeepers, decision processes and funding cycles.

Intermediate — funding and impact: Restricted/unrestricted gifts, pledges, grant conditions, programme budgets, overhead recovery, financial statements and impact indicators. Distinguish pledges from receipts and philanthropy from commercial investment.

Foundational: Cross-border fundraising, donor screening, sanctions, privacy and tax-receipt rules; specialist advice for legal and tax questions.

SKILLS AND REQUIRED PROFICIENCY

Persuasion and interpersonal influence — advanced: Build rapport; put people at ease; convey warmth, confidence and credibility; understand motivations; inspire enthusiasm; handle objections; ask directly for donations; negotiate terms and close commitments.

Communication — advanced: Storytelling, persuasive writing, rhetoric, pitching, public speaking, active listening, cross-cultural communication and professional English; tailor messages without overstating impact.

Planning and execution — advanced: Prioritise donors; plan engagement; analyse conversion, income, renewals and costs; forecast results; coordinate contributors and follow through. Creativity, resilience and judgment.

Proposal development — advanced: Write tailored cases for support, applications and presentations; integrate programme and budget inputs; meet funder criteria and deadlines.

Technical — intermediate: Prospect research/screening; Salesforce or equivalent CRM; Excel forecasts/trackers; budget interpretation; grant calendars and reporting. Learn specialist research tools as needed.

CORE COMPETENCIES — BEING ABLE TO…

Combine research, personal rapport, persuasion and negotiation to convert introductions into qualified opportunities, donations, received funds and renewals.

Translate activities and impact evidence into donor-specific proposals; secure approvals and commitments aligned with funding needs and delivery capacity.

Maintain donor confidence through follow-up and reporting; use pipeline and income data to reprioritise effort, address shortfalls and achieve fundraising targets.

TYPICAL WEEK 40 HOURS ESTIMATED

6h — Prospecting and planning: Research and screen donors, identify introduction routes and funding calls, prioritise prospects and plan next actions.

10h — Relationships and solicitation: Prepare and attend donor meetings, conduct outreach, pitch, ask for donations, handle objections, negotiate and follow up commitments.

8h — Proposals and applications: Write cases for support, coordinate programme/budget inputs, prepare presentations and submit complete applications.

6h — Stewardship and renewal: Update donors, arrange impact conversations or visits, coordinate reports, follow up pledges and seek renewed support.

4h — Records and forecasts: Update CRM, grant deadlines, next actions and income forecasts; reconcile gift status with Finance; handle email/call follow-up.

3h — Internal coordination: Review targets and needs with the Regional Director; prepare leaders for major asks; coordinate with global fundraising, programme, Finance and communications colleagues.

3h — Events and urgent opportunities: Build introductions, represent Acumen and respond to time-sensitive donor requests.

SINGAPORE COMPENSATION IN USD

Base: US$110,000–140,000 gross/year

Monthly: US$9,166.67–11,666.67

Midpoint: US$125,000/year (US$10,416.67/month)

Possible benefits, applicable employer contributions and expatriate relocation additional, and bonus depending on performance. Business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Funding: Achieve annual cash-receipt and unrestricted-funding targets; collect the agreed share of pledges due during the year.

Donor acquisition: Secure first donations from the target number of new donors and achieve the new-donor cash-receipt target.

Donor retention: Achieve the renewal target for donors whose support is due for renewal and the agreed income from renewed gifts.

Pipeline: Build the target value of qualified funding opportunities, each with documented donor fit, ask amount, decision date and next action.

Delivery and stewardship: Submit all assigned proposals and donor reports by deadline, with required approvals; complete due stewardship commitments and stay within the fundraising budget.

ONGOING KPIs

Philanthropic cash received; unrestricted cash received; new donating donors; cash received from new donors; donor renewal rate; cash received from renewed gifts; qualified pipeline value; proposal success rate; pledges collected by due date (%); donor reports submitted on time (%); stewardship commitments completed on time (%); fundraising expenditure versus budget.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Acumen Academy Manager

Singapore | Reports to Regional Director | Full time

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Deliver Acumen Academy's regional programmes: recruit and select participants, adapt learning, coordinate facilitators and support completion. Build an active alumni community and connect members with peers, mentors and opportunities. Own quality, budgets and timelines; use feedback and outcomes to improve learning and practical application.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — Acumen Academy: Curriculum, moral leadership, selection criteria, participant journey, delivery standards, Foundry alumni model and global resources; acquired through onboarding.

Advanced — programme delivery: Cohort management, recruitment and selection, facilitator coordination, participant communications, calendars, budgets, workshop logistics and quality assurance.

Intermediate — learning and leadership: Adult and experiential learning, learning objectives, curriculum design, adaptive leadership, coaching, feedback and group dynamics.

Intermediate — entrepreneurship: Business models, customer needs, marketing, sales, operations, people management and basic finance; understand participants' challenges and involve appropriate experts.

Intermediate — community and evaluation: Regional social-enterprise ecosystems, cultural/language differences, mentoring and partnerships; theory of change, surveys, learning assessment, outcome indicators and practical application.

Foundational: Contracts, procurement, accessibility, safeguarding, consent, privacy and incident escalation; specialist support as needed.

SKILLS AND REQUIRED PROFICIENCY

Programme management — advanced: Translate objectives into plans, budgets and calendars; coordinate contributors, track deadlines, manage risks, resolve problems and maintain quality.

Facilitation and development — advanced: Lead discussions, ask productive questions, explain concepts, coach participants, give feedback, handle disagreement and build trust across backgrounds.

Recruitment and community — advanced: Plan outreach, assess applications, interview candidates and coordinate fair selection; engage alumni, organise peer learning and connect members with mentors and partners.

Learning design — intermediate: Identify needs; adapt existing curricula, exercises and cases; brief facilitators; link learning to actual leadership and business challenges.

Analysis and tools — intermediate: Excel, surveys, participant databases, learning platforms and dashboards; interpret applications, attendance, completion, engagement and outcome evidence.

Communication and execution — advanced: Writing, public speaking, listening, cross-cultural communication and professional English; creativity, prioritisation, follow-through and coordinating delivery partners.

CORE COMPETENCIES — BEING ABLE TO…

Combine recruitment, programme management, facilitation and participant support to deliver accessible, locally relevant learning and practical application.

Coordinate facilitators, partners and resources to deliver on time and within budget; identify disengagement or delivery problems and act promptly.

Build sustained alumni participation, connect members with useful opportunities, and use feedback and outcome evidence to improve programmes and demonstrate results.

TYPICAL WEEK 40 HOURS ESTIMATED

6h — Plan and monitor: Review milestones, budgets, engagement and risks; coordinate with the Regional Director and global Academy team. Includes 2h for urgent issues.

5h — Recruit and select: Coordinate outreach, answer enquiries, review applications, interview candidates and organise selection decisions.

7h — Prepare learning: Identify participant needs, adapt materials/cases, brief facilitators and check readiness.

8h — Deliver and support: Facilitate workshops, coach participants, give feedback and address attendance or engagement difficulties.

4h — Engage alumni: Organise peer exchanges, connect members with mentors/opportunities and follow up participation.

4h — Partners and logistics: Meet partners; coordinate venues, online sessions, travel, suppliers and agreements with administrative support.

3h — Evaluate and report: Review surveys and learning evidence, update records, prepare reports and agree improvements.

3h — Personal organisation: Manage emails, calls, scheduling and outstanding commitments.

SINGAPORE COMPENSATION IN USD

Base: US$110,000–140,000 gross/year

Monthly: US$9,166.67–11,666.67

Midpoint: US$125,000/year (US$10,416.67/month)

Possible benefits, applicable employer contributions and expatriate relocation additional, and bonus depending on performance. Business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Recruitment: Fill approved cohort places by the start date with eligible participants; document assessments and selection decisions.

Programme delivery: Deliver all planned sessions and required learning activities within the approved calendar and budget.

Completion: Achieve the agreed number of graduates and completion rate; resolve recorded attendance and engagement issues.

Learning outcomes: Meet agreed learning-gain and participant-feedback targets; obtain documented examples of learning applied at the scheduled follow-up.

Alumni engagement: Achieve the target share of alumni participating in peer learning, mentoring or support opportunities during the year.

Evaluation: Submit complete programme and outcome reports by deadline; implement due improvements identified through evaluation.

ONGOING KPIs

Eligible applications; cohort places filled (%); attendance rate; graduates; completion rate; change in assessed learning scores; participant satisfaction; survey response rate; participants demonstrating practical application (%); active alumni participation rate; cost per graduate; expenditure versus budget; complete reports submitted on time (%).

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Marketing Manager, Strategist and Creative Lead

Singapore | Reports to Regional Director | Full time

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Make people choose to support Acumen—above all, to give money. Build regional marketing strategy and originate bold campaigns, experiences and partnerships that turn attention into commitment. Grow contributions with Fundraising; attract promising enterprises, Academy participants, talent and partners. Challenge conventions, lead the whole team's creative contribution and improve results through audience research and experimentation.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — marketing and business: Audience research, segmentation, positioning, value propositions, brand building, acquisition, retention, market entry and campaign economics.

Advanced — behaviour and persuasion: Motivation, identity, trust, emotion, generosity, social influence, decision-making and barriers to action; donor and participant journeys.

Advanced — creative strategy: Concept development, storytelling, copywriting, art direction and integrated campaigns; influences from entertainment, art, design, technology and popular culture.

Advanced — distribution and measurement: Paid, owned and earned media; partnerships, creators, events, search, email, websites and social media; conversion, testing, acquisition costs, CRM source tracking and attribution limits.

Intermediate — regional context: Cultural and language differences, audience habits and local networks; validate interpretations through research and local expertise.

Intermediate — Acumen and production: Funding propositions, patient capital, lending, enterprise selection and Academy; budgets, consent, rights and accurate representation. Build organisational knowledge through immersion.

SKILLS AND REQUIRED PROFICIENCY

Creativity — expert: Generate original, relevant ideas through curiosity, imagination, play, lateral thinking and unexpected connections; question assumptions and develop concepts into compelling work.

Strategy and insight — advanced: Find the real obstacle, understand audiences, choose priorities and translate insights into positioning, campaigns and clear routes to action.

Creative confidence and persuasion — advanced: Champion unconventional ideas, challenge consensus and address objections through reasoning, prototypes and evidence; adapt when testing disproves an assumption.

Creative direction — advanced: Write briefs, shape concepts and lead collaborative brainstorming with all five marketing team members; guide design, film and communications while protecting creative quality.

Experimentation and analysis — advanced: Prototype, test messages and journeys, interpret data and expand, improve or stop activity; distinguish recorded campaign contribution from proven causation.

Leadership and execution — advanced: Inspire and coach the team, negotiate partnerships, coordinate functional leads and manage priorities and budgets; combine empathy, judgment, resilience and follow-through.

Tools — intermediate: Analytics, advertising platforms, CRM, Excel and dashboards; specify tracking and evaluate specialists' work.

CORE COMPETENCIES — BEING ABLE TO…

Combine human insight, strategic thinking and exceptional creativity to make Acumen compelling, turning donor interest into contributions with the Fundraising Manager.

Originate, persuasively champion and deliver bold campaigns that attract strong enterprises, people and partners; test unfamiliar ideas while keeping the intended action clear.

Lead the five-person marketing team's creative contribution and delivery; connect positioning, audience journeys, distribution and measurement to improve meaningful results.

TYPICAL WEEK 40 HOURS ESTIMATED

6h — Understand people: Speak with donors, entrepreneurs and partners; explore behaviour, culture, audience feedback and opportunities.

5h — Shape strategy: Review objectives, positioning, audiences, funding propositions and budget priorities with functional leads.

8h — Think and create: Protect time for original concepts, experiences and collaborations; lead brainstorming with the whole team.

6h — Direct the work: Brief and review design, video and communications; improve concepts, coach colleagues and resolve production issues.

5h — Build conversion journeys: Work with functional leads on appeals, pitches, enquiries, applications and next steps; Fundraising owns donor relationships and closing.

4h — Pitch and partner: Champion ideas, persuade stakeholders and negotiate collaborations and distribution.

3h — Measure and improve: Review cash received, qualified opportunities, conversions, costs and tests; decide what to change or scale.

3h — Manage commitments: Handle budgets, schedules, emails and follow-up. Includes 1h for urgent issues.

SINGAPORE COMPENSATION IN USD

Base: US$110,000–140,000 gross/year

Monthly: US$9,166.67–11,666.67

Midpoint: US$125,000/year (US$10,416.67/month)

Possible benefits, applicable employer contributions and expatriate relocation additional, and bonus depending on performance. Business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Launch foundations: Deliver positioning, audience journeys and source tracking by launch; agree baselines, targets and qualification criteria with functional leads.

Funding — shared: Meet the agreed campaign-sourced cash and accepted donor-lead targets with Fundraising, using recorded sources and counting each gift once.

Enterprise, people and partners: Meet agreed targets for marketing-sourced opportunities accepted by the relevant teams: eligible enterprises and Academy applicants, qualified candidates and partners.

Creative effectiveness: Develop and test the agreed portfolio of original concepts; meet audience-test thresholds for distinctiveness and motivation to act; document decisions to scale, revise or stop.

Conversion and efficiency: Meet action-conversion and acquisition-cost targets for priority journeys, using consistent denominators, tracking windows and agreed cost definitions.

Team delivery: Deliver priority campaigns by agreed dates and within approved budgets; involve every team member in creative development and implement documented test findings.

ONGOING KPIs

Campaign-sourced cash received (US$; shared); accepted donor leads; lead-to-donor conversion (%; shared); accepted enterprise, Academy, talent and partner opportunities (by type); action-conversion rate (% by journey); cost per accepted opportunity or new donor (US$); campaign cash received / campaign cost; creative audience-test score; tested action-rate uplift (%); campaigns delivered on time and within budget (%).

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Communications and Community Manager

Singapore | Reports to Marketing Manager | Full time

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Make Acumen understood and trusted through editorial leadership, substantive writing, press and community relationships. Act as a creative contributor: originate ideas, challenge assumptions and help shape marketing strategies, campaign concepts and plans through team brainstorming. Lead editorial approval, guide the Communications Assistant, handle sensitive conversations and coordinate leadership responses.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — editorial practice: Story structure, interviewing, copywriting, editing, proofreading, headlines, tone, fact-checking and adapting messages for different audiences and formats.

Intermediate — creative practice: Creative development, audience insights, cultural references, persuasion, concept evaluation and simple audience testing.

Advanced — press relations: Newsworthiness, media landscapes, journalist relationships, pitches, releases, interview preparation and spokesperson briefings.

Advanced — institutional communication: Organisational messaging, executive/internal communications, reputation, crisis procedures, escalation and communicating uncertainty.

Advanced — community communication: Relationship building, community guidelines, moderation policy, de-escalation, escalation thresholds, social listening, platform conventions and audience engagement.

Intermediate — digital and analysis: Website CMS, email/newsletter systems, basic SEO, accessibility, analytics, referral traffic, audience sentiment and enquiry tracking.

Intermediate — Acumen and context: Operating model, fundraising, investing, lending, Academy and impact evidence; regional cultural/language differences, consent, privacy, copyright and respectful storytelling. Learn Acumen policies through onboarding.

SKILLS AND REQUIRED PROFICIENCY

Writing and storytelling — advanced: Write/edit articles, posts, newsletters, web copy, speeches and statements; explain complex subjects persuasively.

Creative thinking and collaboration — advanced: Curiosity, observation, imagination, lateral thinking and connecting unexpected ideas; generate original concepts, reframe problems, build on others' ideas and persuasively present practical proposals.

Editorial direction — advanced: Choose angles, interview contributors, verify claims and manage the calendar and voice.

Media relations — advanced: Pitch stories, build journalist relationships and prepare spokespeople; handle media enquiries.

Judgment and sensitive messaging — advanced: Assess issues and urgency, draft calm responses, obtain approvals and escalate sensitive concerns.

Community engagement — advanced: Listen, build trust, encourage conversation, moderate fairly, handle disagreement and route enquiries to the right colleague.

Editorial supervision — advanced: Brief and coach the assistant; approve copy and response templates; check publication quality, accessibility and escalation decisions.

Coordination — advanced: Brief colleagues, secure approvals and meet deadlines with empathy, creativity, accuracy and follow-through.

Tools and analysis — intermediate: Use CMS, scheduling, email, CRM and analytics; assess coverage, sentiment, traffic and enquiries.

CORE COMPETENCIES — BEING ABLE TO…

Combine creative thinking, audience insight, persuasive writing and verified evidence to develop original campaign ideas and compelling communications.

Turn marketing priorities into approved, consistent communications; guide the assistant's publishing and routine replies while personally managing press and sensitive relationships.

Use community feedback, media coverage and audience behaviour to improve messages, resolve concerns and connect qualified enquiries with the right colleagues.

TYPICAL WEEK 40 HOURS ESTIMATED

7h — Creative and editorial planning: Brainstorm with the marketing team; develop concepts and contribute to strategy and campaign plans; prioritise stories, contributions and approvals.

9h — Research and writing: Interview contributors; draft and edit articles, newsletters, web copy, speeches and institutional materials; verify claims and evidence.

5h — Press relations: Pitch relevant stories, develop journalist relationships, answer media enquiries and prepare spokespeople.

5h — Editorial approval and supervision: Brief the assistant and production colleagues; review copy and assets, approve content and sample-check publishing, accessibility and routine replies.

5h — Community relationships: Build stakeholder connections; handle complex questions, complaints and sensitive exchanges; coordinate qualified enquiries and follow up handovers.

5h — Institutional and sensitive messaging: Prepare leadership updates and statements; coordinate approved responses with regional/HQ colleagues. Includes 2h for emerging issues.

2h — Evaluate and improve: Review coverage, audience questions, sentiment and enquiries with the assistant; adjust messages and brief Marketing on findings.

2h — Personal organisation: Manage emails, calls, records, scheduling and outstanding commitments.

SINGAPORE COMPENSATION IN USD

Base: US$90,000–115,000 gross/year

Monthly: US$7,500–9,583.33

Midpoint: US$102,500/year (US$8,541.67/month)

Possible benefits, applicable employer contributions and expatriate relocation additional, and bonus depending on performance. Business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Editorial delivery: Deliver the agreed priority articles, statements and campaign materials by deadline, with required approvals, verified claims and documented consent.

Creative contribution: Present the agreed number of developed concepts, assessed against originality, audience relevance, feasibility and campaign objectives; refine using feedback.

Media results: Achieve the agreed number of relevant earned-media placements reaching priority audiences and accurately carrying approved key messages.

Community relationships: Meet agreed response and resolution deadlines for assigned complex enquiries; achieve the target for qualified enquiries accepted by the receiving team.

Sensitive messaging: Escalate all identified high-risk issues and obtain required approvals within the agreed response times.

Editorial quality: Meet the published-content accuracy target; ensure assistant workflows use approved content, response templates and escalation rules.

ONGOING KPIs

Priority materials approved on time (%); published items requiring substantive correction (%); relevant earned-media placements; coverage carrying key messages (%); complex enquiries resolved within agreed time (%); qualified enquiries accepted by teams; high-risk issues escalated on time (%); publishing and reply checks passing quality review (%); recurring audience concerns. Creative concepts developed; concept-review scores; concepts tested with audiences.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Communications Assistant

Singapore | Reports to Communications and Community Manager | Full time

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Keep approved communications accurate, timely and responsive across social media, newsletters and the website. Act as a creative contributor: generate original ideas, take part in brainstorming and help shape marketing strategies, campaigns and plans. Publish and format approved content, answer routine enquiries, monitor channels and prepare reports; refer sensitive issues to the Communications and Community Manager.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — publishing practice: Content calendars, approval status, version control, scheduling, channel formats, tagging, links, captions, accessibility and pre-publication checks.

Intermediate — creative practice: Brainstorming, audience observation, cultural references, campaign concepts and simple idea testing; understanding the brief and intended audience response.

Intermediate — community support: Community guidelines, standard replies, enquiry routing, moderation rules, response-time standards and escalation thresholds; handling spam, complaints and personal information.

Intermediate — digital tools: Social publishing platforms, website content-management systems, email/newsletter tools, contact databases, shared asset libraries and basic analytics.

Intermediate — communication: Grammar, spelling, proofreading, tone, clear short-form writing, brand consistency and cultural sensitivity; distinguish formatting changes from substantive edits requiring approval.

Foundational — Acumen: Mission, programmes, fundraising, investments, lending, Academy and approved public information; learn brand guidance and common questions through onboarding.

Foundational — data and rights: Consent, copyright, image permissions, privacy, subscriber preferences, unsubscribe processes and account-security procedures.

SKILLS AND REQUIRED PROFICIENCY

Publishing and quality control — advanced: Load approved copy and assets, schedule posts, check previews, links, tags and accessibility, verify publication and correct approved errors.

Creative thinking and collaboration — advanced: Curiosity, observation, imagination and lateral thinking; connect unexpected ideas, reframe questions, build on colleagues' suggestions and present concepts clearly with examples.

Formatting and tools — intermediate: Format newsletters and web pages using templates; work with CMS and email tools, spreadsheets, scheduling platforms and media libraries; check mobile display and test emails.

Routine community support — intermediate: Write courteous, accurate replies using approved information; tag and route enquiries, apply moderation rules, log cases and recognise when to escalate.

Monitoring and reporting — intermediate: Track mentions, comments, inboxes and press coverage; flag emerging issues; export metrics, check totals and prepare consistent weekly summaries.

Organisation and coordination — advanced: Maintain calendars, deadlines, media/contact lists and approval records; chase missing inputs and coordinate with design and production colleagues.

Communication and judgment — intermediate: Professional written English, proofreading, active listening, discretion and cross-cultural courtesy; ask when uncertain, protect confidential information and follow through reliably.

CORE COMPETENCIES — BEING ABLE TO…

Turn approved copy and creative assets into correctly formatted, accessible publications released on the right channels at the agreed times.

Contribute original ideas and audience insights to team brainstorming, strategy and campaign planning; develop and refine concepts using feedback.

Keep routine conversations moving through accurate replies and reliable handovers; recognise sensitive, urgent or unfamiliar issues and escalate with sufficient context.

Maintain clean records and dependable channel reports so the manager can make editorial, community and media decisions.

TYPICAL WEEK 40 HOURS ESTIMATED

8h — Schedule and publish: Load approved posts and assets, check previews, links and captions, schedule releases and verify that publications appear correctly.

2h — Creative contribution: Join creative sessions, propose ideas and audience insights, contribute to strategy and campaign plans, and develop examples for team review.

7h — Newsletters and website: Format approved text in templates, upload assets, check mobile layouts, prepare test emails and implement approved updates.

8h — Routine community replies: Check inboxes and comments during agreed coverage hours; answer standard questions, route enquiries and follow up unresolved handovers.

5h — Monitor and escalate: Track mentions, media coverage and unusual activity; apply moderation rules and alert the manager to sensitive matters. Includes 2h for urgent requests.

4h — Lists and coordination: Update media/contact lists, approval logs and content status; request missing materials and coordinate asset handovers.

3h — Routine reporting: Export channel data, compile coverage and enquiry logs, check figures and prepare the weekly summary.

3h — Personal organisation: Manage emails, calls, files and deadlines; review priorities and receive feedback from the manager.

SINGAPORE COMPENSATION IN USD

Base: US$70,000–100,000 gross/year

Monthly: US$5,833.33–8,333.33

Midpoint: US$85,000/year (US$7,083.33/month)

Possible benefits, applicable employer contributions and expatriate relocation additional, and bonus depending on performance. Business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Publishing: Release approved items by their scheduled deadlines and meet the agreed error-rate ceiling; retain approval records for every publication.

Creative contribution: Present the agreed number of developed ideas, assessed for originality, audience relevance and feasibility; improve them through feedback.

Community service: Meet the routine-enquiry response-time target during agreed coverage hours; log and route all enquiries needing another colleague.

Escalation: Refer identified sensitive or high-risk cases within the agreed escalation time, with links, context and relevant screenshots.

Digital quality: Complete required checks for every newsletter and website update; correct assigned broken links and formatting defects by deadline.

Records and reporting: Submit complete weekly reports on time; keep active contact lists, subscriber preferences and handover logs accurate and current.

ONGOING KPIs

Approved items published on time (%); items requiring assistant-attributable correction (%); pre-publication checks completed (%); routine enquiries answered within agreed time (%); median first-response time during coverage hours; escalations made on time (%); unresolved enquiry handovers; complete weekly reports submitted on time (%); contact records passing accuracy checks (%). Creative ideas developed; idea-review scores; concepts developed for testing.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Media Producer

Camera Operation and Photography | Singapore | Reports to Marketing Manager

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Create emotionally powerful, visually captivating films and photographs that make supporting Acumen compelling. Act as a creative contributor: originate campaign ideas, challenge assumptions and help shape marketing strategies and plans through team brainstorming. Translate concepts into documentary, staged or cinematic work; lead shoots, capture exceptional images and sound, and guide finishing to preserve meaning, beauty and persuasive impact.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — visual language: Composition, perspective, camera movement, coverage, continuity, visual metaphor, rhythm and the relationship between images, emotion and meaning.

Intermediate — creative strategy: Audience insight, divergent thinking, concept development, cultural references, campaign planning and testing ideas against objectives and production feasibility.

Advanced — camera and lighting: Exposure, focus, lenses, depth of field, dynamic range, frame rates, codecs, colour profiles, natural and controlled light.

Advanced — filmmaking and photography: Narrative, character, scene construction, conceptual advertising, directing and interviewing; documentary, portrait and campaign photography.

Advanced — production: Treatments, storyboards, shot lists, budgets, schedules, locations, permissions, equipment, crews and contingency planning.

Intermediate — sound and finishing: Microphones, levels, location sound, editing structure, colour management, grading, sound design, music and delivery specifications.

Advanced — field practice: Contributor trust, informed consent, accurate context, cultural sensitivity and location safety. Intermediate: releases, rights, privacy and drone requirements.

Intermediate — marketing and Acumen: Campaign objectives, audience motivations, funding propositions and calls to action; Acumen activities and verified impact evidence.

SKILLS AND REQUIRED PROFICIENCY

Visual creativity — expert: Translate any campaign orientation into striking imagery: documentary, conceptual, dramatic or playful; combine emotional force, visual beauty and a clear reason to act.

Creative collaboration — advanced: Curiosity, observation, imagination, lateral thinking and unexpected associations; reframe problems, build on others' ideas, challenge conventions and pitch concepts persuasively.

Cinematography — advanced: Operate cameras; shape light, framing and movement; capture expressive, reliable footage in changing conditions.

Photography — advanced: Create distinctive portraits, documentary and campaign photographs; select and prepare images.

Directing — advanced: Build trust, interview sensitively and guide contributors or performers; capture revealing moments and execute staged concepts clearly.

Producing — advanced: Turn ambitious concepts into feasible shoots; budget, schedule, secure access, negotiate suppliers and coordinate local crew.

Resourcefulness and judgment — advanced: Solve light, sound, weather and access problems; adapt without losing the idea, essential coverage or contributor dignity.

Post-production and files — advanced: Brief editors, select takes, review finishing, verify backups and organise footage, releases and notes.

Sound recording — advanced; editing — intermediate: Select and position microphones, monitor levels and capture clean dialogue, ambience and room tone; prepare reference cuts and brief the editor.

CORE COMPETENCIES — BEING ABLE TO…

Create emotionally affecting, visually exceptional work that makes supporting Acumen compelling through cinematic imagination and craft.

Contribute original ideas and audience insights to brainstorming, strategy and campaign planning; translate shared concepts into films and photographs that show why to give, join or partner.

Deliver ambitious productions resourcefully from treatment to final review, preserving quality, truthful meaning and a clear call to action.

TYPICAL WEEK 40 HOURS ESTIMATED

6h — Creative strategy and concepts: Brainstorm with the marketing team; contribute to strategy and campaign plans, pitch original ideas and develop treatments, references, storyboards and shot plans.

6h — Prepare shoots: Arrange contributors, access, permissions, equipment, crew, budgets and schedules; plan for field conditions.

12h — Film and direct: Capture interviews, scenes, conceptual sequences and supporting footage; manage camera, lighting and essential sound.

5h — Create photography: Shoot portraits, documentary moments and campaign images; select and prepare photographs.

4h — Secure material: Verify backups, label footage, organise consent/rights records and hand over files and notes.

4h — Guide finishing: Review cuts with the editor; refine visual storytelling, colour and sound against the campaign objective.

3h — Maintain readiness: Check equipment; handle suppliers, emails and scheduling. Includes 1h for unforeseen problems.

SINGAPORE COMPENSATION IN USD

Base: US$70,000–100,000 gross/year

Monthly: US$5,833.33–8,333.33

Midpoint: US$85,000/year (US$7,083.33/month)

Possible benefits, applicable employer contributions and expatriate relocation additional, and bonus depending on performance. Business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Delivery: Deliver the agreed films, footage and photograph sets by the approved handover dates and within production budgets.

Creative quality: Meet the agreed review scores for visual craft, emotional impact, clarity and alignment with the approved campaign brief.

Creative contribution: Present the agreed number of developed concepts, reviewed for originality, audience relevance, feasibility and campaign value; refine through feedback.

Technical quality: Capture required scenes, images and intelligible sound; keep technically unusable material and avoidable reshoots below agreed thresholds.

Field practice: Obtain required permissions and consent; maintain accurate context and close identified safety or rights issues before use.

Media management: Hand over labelled, complete media packages and rights records on time; verify backups before source cards are cleared.

ONGOING KPIs

Production milestones delivered on time (%); expenditure versus approved budget; creative-review score; required shot-list coverage (%); footage passing technical review (%); avoidable reshoots; media packages accepted at handover (%); assets with complete consent/rights records (%); verified backups completed (%); preventable media-loss incidents. Campaign concepts developed; concept-review scores; concepts tested with audiences.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Designer and Video Editor

Singapore | Reports to Marketing Manager | Full time

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Create polished visual materials and finished videos that advance Acumen's campaign objectives. Act as a creative contributor: originate ideas, challenge assumptions and help shape marketing strategies, campaign concepts and plans through team brainstorming. Translate approved concepts, copy, photographs and footage into compelling design and edits; apply brand standards and deliver accurate, organised files on time.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — graphic design: Typography, hierarchy, layout, grids, composition, colour, visual consistency, image selection and brand application.

Intermediate — creative strategy: Audience insight, visual references, divergent thinking, concept development, campaign objectives and simple idea testing.

Advanced — editing: Narrative structure, pacing, continuity, shot selection, interview editing, sound-image relationships and platform-specific versions.

Advanced — production formats: Raster/vector graphics, resolution, colour spaces, print bleed, safe areas, aspect ratios, frame rates, codecs, compression and export settings.

Intermediate — motion and finishing: Keyframes, easing, masks, tracking, compositing, titles, colour correction/grading, audio cleanup, mixing and loudness.

Intermediate — workflows: Proxies, media linking, project organisation, backups, version control, review rounds and editable source-file handover.

Intermediate — accessibility and rights: Readable text, contrast, captions, licensed fonts/images/music and consent restrictions; preserve truthful meaning when editing.

Foundational — Acumen and audiences: Activities, campaign objectives and intended actions; brand standards learned through onboarding; regional language/version needs.

SKILLS AND REQUIRED PROFICIENCY

Photoshop and Illustrator — advanced: Retouch and composite images with layers/masks; create vector artwork, layouts and export-ready campaign assets.

Creative thinking and collaboration — advanced: Curiosity, observation, imagination and lateral thinking; connect unexpected ideas, reframe briefs, build on team suggestions and pitch original concepts using sketches, mood boards or rough cuts.

Premiere Pro — advanced: Organise footage, sync audio, edit interviews/sequences, manage proxies, add captions and deliver clean masters and cutdowns.

After Effects — intermediate: Animate text/graphics; use keyframes, easing, masks and basic tracking/compositing.

InDesign — intermediate: Produce multipage reports and brochures using styles, master layouts, linked assets and print-ready PDFs.

Colour and audio — intermediate: Match shots, correct exposure/colour and refine a visual look; clean dialogue and balance music, voice and effects. Use Resolve/Audition as needed.

Design adaptation and QA — advanced: Create format/language variants; check spelling, alignment, crops, captions, sound, links and export specifications.

Execution and collaboration — advanced: Interpret briefs, apply feedback, estimate effort, prioritise deadlines and organise sources; combine creativity, precision and follow-through.

CORE COMPETENCIES — BEING ABLE TO…

Contribute original ideas and visual insights to brainstorming, strategy and campaign planning; translate shared concepts into clear, compelling graphics, publications and videos.

Combine editing, motion, colour and sound skills to turn footage into compelling finished videos while preserving accurate meaning.

Deliver accessible assets and channel-specific versions on time, with technical checks, organised editable files and an efficient review process.

TYPICAL WEEK 40 HOURS ESTIMATED

5h — Creative planning: Brainstorm with the marketing team, propose concepts, contribute to strategy and campaign plans, and clarify briefs, formats and priorities.

10h — Design materials: Create campaign graphics, presentations, layouts, newsletters and publication artwork from approved copy.

10h — Edit videos: Review footage, select takes, build sequences and refine story and pacing with the producer and Marketing.

5h — Add motion and finish: Create titles/graphics, correct colour, clean audio, balance music and add captions.

4h — Revise and adapt: Apply consolidated feedback; prepare short, vertical, square and language versions as needed.

3h — Check and deliver: Review image, text, sound and exports; supply approved assets and archive editable sources.

3h — Organise work: Manage files, backups, software, emails and commitments. Includes 1h for urgent corrections.

SINGAPORE COMPENSATION IN USD

Base: US$55,000–100,000 gross/year

Monthly: US$4,583.33–8,333.33

Midpoint: US$77,500/year (US$6,458.33/month)

Possible benefits, applicable employer contributions and expatriate relocation additional, and bonus depending on performance. Business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Delivery: Deliver the agreed graphics, publications, videos and channel versions by approved deadlines, within the allocated production resources.

Creative quality: Meet agreed review scores for visual clarity, brand consistency, storytelling and alignment with the approved brief.

Creative contribution: Present the agreed number of developed concepts, assessed for originality, audience relevance, feasibility and campaign value; refine through feedback.

Technical quality: Meet the technical acceptance target for exports, captions, audio, colour and print files; correct identified defects before handover.

Review efficiency: Meet the agreed ceiling for avoidable correction rounds; implement consolidated feedback within agreed turnaround times.

File management: Hand over complete, organised editable projects, linked assets and approved versions; verify backups and required asset licences.

ONGOING KPIs

Deliverables accepted on time (%); creative-review score; exports passing technical checks first time (%); avoidable correction rounds; revision turnaround time; caption and text errors per deliverable; requested format/language versions completed (%); editable project handovers accepted (%); verified backups completed (%); assets with valid licence records (%). Campaign concepts developed; concept-review scores; concepts developed for testing.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Digital Marketing Manager

Singapore / remote | Reports to Marketing Manager | Consultant — as needed

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Turn Acumen East Asia's marketing vision into effective digital journeys that motivate people to donate, engage and apply. Advise on and execute digital campaigns, paid media, search, websites, email and measurement; interpret results and improve conversion. Contribute original ideas to the whole team's creative process, working with the Marketing Manager and other specialists to connect digital investment to Acumen's goals.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — digital marketing strategy: Audience research, segmentation, positioning, donor and user journeys, acquisition, engagement, retention, channel planning and conversion optimisation.

Advanced — paid and organic discovery: Google Ads and search engine marketing; paid social advertising, targeting, budgets, bidding, ad testing, SEO, website content and search intent.

Advanced — data and measurement: GA4, Google Tag Manager, events and conversions, UTM links, dashboards, CRM source tracking, Excel, attribution limits, donor acquisition costs and campaign economics.

Advanced — digital journeys: Landing pages, donation and application forms, mobile usability, testing, email marketing, CRM segmentation and automation; identify barriers between an initial visit and an action.

Intermediate — platforms and delivery: Website CMS, basic HTML and integrations, advertising accounts, email platforms, data quality, analytics permissions, security and consent; coordinate development when needed.

Intermediate — Acumen and regional audiences: Philanthropy, patient capital, investment and Academy activities; local languages, cultures and search behaviour; Acumen brand, consent and data-handling requirements.

SKILLS AND REQUIRED PROFICIENCY

Digital strategy — advanced: Diagnose audience and business needs; design an actionable digital plan, prioritise channels and recommend budget, timing and expected outcomes.

Hands-on campaigns — advanced: Set up, launch and optimise Google Ads and relevant paid social campaigns; refine targeting, keywords, creative variants, bids and spend.

Analytics and testing — advanced: Configure and verify GA4 and Tag Manager with technical support; analyse journeys, run A/B tests, compare costs and conversion, and explain findings in plain English.

Website and email — advanced: Improve landing pages and forms; build segmented email journeys and coordinate CRM tracking, website changes and technical fixes.

Creativity — advanced: Bring original campaign ideas, challenge assumptions, contribute to team brainstorming and turn audience insights into testable digital experiences.

Collaboration and judgment — advanced: Work with Fundraising, Communications, design, media and technical providers; manage vendors, communicate trade-offs, protect confidential data and prioritise resources.

Tools — advanced: Google Ads, GA4, Tag Manager, Search Console, paid social platforms, CRM/email tools, Excel and dashboards; use platforms relevant to the approved plan.

CORE COMPETENCIES — BEING ABLE TO…

Translate marketing and fundraising objectives into a coordinated digital strategy, campaigns and user journeys that move relevant audiences toward donation, application or engagement.

Build and improve campaigns and conversion paths using practical platform expertise, creative ideas and data, while connecting digital activity to accepted leads and confirmed donations where traceable.

Work with the marketing team and external specialists to deliver useful improvements, explain results and leave Acumen in control of its accounts, data, documentation and decisions.

TYPICAL WORK — AS NEEDED

Diagnose and plan: Meet the Marketing Manager and Fundraising lead; review objectives, audiences, existing data, resources and proposed digital priorities.

Create and launch: Contribute ideas and build paid search or social campaigns; coordinate approved copy, visuals, budgets, landing pages and tracking.

Improve journeys: Review search visibility, website and donation or application forms; recommend or implement changes with the relevant website and communications owners.

Analyse and experiment: Check performance and attribution, test messages or audiences, adjust campaigns and investigate discrepancies between platform and CRM figures.

Coordinate and transfer: Brief internal staff or vendors; document changes, report results and train the team to use accounts and dashboards. Workload varies by assignment.

ENGAGEMENT AND WORKING ARRANGEMENTS

Engagement: On-demand consultant or agency, engaged for a defined project or periodic support without a fixed weekly schedule. Could also be an Acumen employee providing internal specialist support.

Reporting: Works under the Marketing Manager, Strategist and Creative Lead; collaborates with Fundraising, Communications, design and media colleagues. The Marketing Manager owns overall strategy and creative direction.

Team boundaries: Communications leads editorial direction, press and community management; its assistant publishes approved content and handles routine replies. The consultant focuses on digital campaigns, systems, targeting and optimisation.

Scope and cost: Agree deliverables, availability, response times, duration and fee before each assignment; budget advertising and specialist production separately. Expand or contract support as activity changes.

Control and handover: Acumen owns accounts, data and campaign assets; grant appropriate access and retain administrator control. Document configuration and transfer editable materials and results at assignment close.

PRACTICAL OUTPUTS

A practical digital plan and campaign briefs; configured campaigns and tracking; recommendations or updates for landing pages and email journeys; clear performance reports with costs and results; tested improvements and handover documentation.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Internal Finance Manager and Accountant

Singapore | Reports to Regional Director | Full time

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Build and run the regional finance function while maintaining the full set of accounts. Keep records accurate, obligations paid on time and cash available; prepare budgets, forecasts and clear reports. Control expenditure, safeguard funds and meet applicable reporting requirements. Advise the Regional Director, flag financial problems early and ensure donor funding is used for its approved purpose.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — accounting: Double entry, ledgers, accruals, prepayments, fixed assets, payroll accounting, reconciliations, closing and financial statements; applicable Singapore accounting standards and Acumen policies.

Advanced — nonprofit finance: Restricted/unrestricted funds, grant conditions, eligible costs, donor reporting, shared-cost allocation and donation reconciliation.

Advanced — financial management: Budgeting, forecasting, cash flow, liquidity, treasury, foreign exchange, variance and scenario analysis; banking and payment controls.

Advanced — systems and controls: Chart of accounts, cost centres, project/grant codes, accounting workflows, access rights, audit trails, data integrity and fraud prevention.

Intermediate — law and compliance: Singapore tax, GST, withholding tax, payroll and statutory obligations; IRAS, ACRA, CPF Board and charity requirements as applicable to legal status; filing calendars and retention rules.

Intermediate — international reporting: Relevant IFRS/US GAAP concepts, HQ reporting, currency translation and intercompany balances; cross-border obligations with local advisers. Acumen funding, lending, investment and Academy transaction flows.

SKILLS AND REQUIRED PROFICIENCY

Accounting execution — advanced: Post and verify entries; maintain payables/receivables; reconcile banks and balances; close books and prepare financial statements and audit schedules.

Accounting software — advanced: Configure and operate the selected system (e.g. Xero, QuickBooks, NetSuite or Dynamics); maintain codes, multicurrency records, permissions, imports and reporting.

Excel — advanced: SUMIFS, XLOOKUP/INDEX-MATCH, pivot tables, Power Query, validation and error checks; build reliable forecasts, models and automated reconciliations.

Reporting and analysis — advanced: Produce management, grant and HQ reports; explain variances, investigate discrepancies, assess costs and recommend corrective action.

Treasury and compliance — advanced: Forecast cash; prepare payment batches and payroll; verify banking details; organise filings, supporting calculations and audit evidence.

Communication and execution — advanced: Explain numbers simply; challenge unsupported spending; negotiate payment terms; coordinate advisers and colleagues. Accuracy, integrity, confidentiality, judgment, creativity and deadline follow-through.

CORE COMPETENCIES — BEING ABLE TO…

Turn transactions and supporting evidence into complete, reconciled accounts and timely financial reports that management, donors and headquarters can rely on.

Combine budgets, cash forecasts and financial analysis to fund approved activities, identify shortfalls early and recommend affordable operational decisions.

Build practical accounting systems and controls; protect restricted funds, meet applicable obligations and maintain records ready for independent review and audit.

TYPICAL WEEK 40 HOURS ESTIMATED

10h — Maintain the accounts: Record invoices, donations, grants and expenses; check documents, coding, journals and reconciliations.

6h — Manage cash and payments: Update cash forecasts; prepare supplier payments, reimbursements and payroll; follow up receivables.

7h — Close and report: Complete closing tasks; prepare accounts, budget comparisons and management/HQ reporting packages.

5h — Plan and advise: Update budgets and forecasts; meet the Director and activity leads; explain costs, gaps and corrective actions.

4h — Track funding: Reconcile donor records with Fundraising; check restricted expenditure and prepare grant financial reports.

5h — Controls and compliance: Prepare audit evidence; coordinate filings, banks and advisers; improve procedures and systems.

3h — Personal organisation: Manage emails, calls, deadlines and urgent discrepancies; includes 2h for unforeseen problems.

SINGAPORE COMPENSATION IN USD

Base: US$110,000–140,000 gross/year

Monthly: US$9,166.67–11,666.67

Midpoint: US$125,000/year (US$10,416.67/month)

Possible benefits, applicable employer contributions and expatriate relocation additional, and bonus depending on performance. Business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Accounts and reporting: Close every month by the HQ deadline; reconcile all bank accounts and key balances, with independent review and no unresolved material differences.

Cash planning: Update the 13-week cash forecast weekly; meet the agreed forecast-accuracy threshold and escalate projected cash shortfalls before commitments fall due.

Financial planning: Deliver budgets and forecasts by deadline; explain all variances above the agreed materiality threshold and cost the required corrective actions.

Donor funds: Submit complete grant financial reports on time; maintain supporting evidence and approved cost allocations for all restricted expenditure.

Compliance and controls: Meet all applicable filing and payment deadlines; obtain independent payment approvals and close due material audit/control findings.

ONGOING KPIs

Month-end closing days; complete reports submitted on time (%); bank reconciliations independently reviewed on time (%); unresolved reconciliation differences; material reporting corrections; cash-forecast error (%); available cash coverage; restricted expenditure lacking valid support; on-time statutory filings and payments (%); overdue material audit/control findings.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Accounting Assistant

Singapore | Reports to Finance Manager and Accountant | Full time

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Keep daily accounting records accurate, complete and up to date. Process invoices, receipts and staff claims; prepare payments, reconcile balances and organise supporting documents. Help the Finance Manager and Accountant close the books and prepare reports on time. Follow approval procedures, resolve routine discrepancies and flag missing evidence or unusual transactions promptly. Prepare payments for independent approval; never approve or release own payments. The manager retains accounting judgments and compliance review.

KNOWLEDGE AND REQUIRED DEPTH

Intermediate — bookkeeping: Double entry, debits/credits, chart of accounts, general ledger, accounts payable/receivable, journals, accruals, prepayments and bank reconciliations.

Intermediate — transaction processing: Invoices, credit notes, receipts, purchase orders, expense claims, payment terms, petty cash and supplier statements; duplicate and missing-document checks.

Intermediate — accounting systems: Transaction entry, coding, imports, document attachments, account balances, reconciliation functions and standard reports in the selected software.

Intermediate — controls and records: Approval limits, separation of duties, audit trails, document retention, confidential data and payment fraud warning signs.

Foundational — local requirements: Singapore GST and withholding-tax concepts, payroll/CPF documentation and filing calendars; apply approved instructions and refer uncertain treatment to the manager.

Foundational — nonprofit and reporting: Restricted funding, project/grant codes, donation records, basic financial statements, month-end schedules and foreign-currency transactions; Acumen finance policies learned during onboarding.

SKILLS AND REQUIRED PROFICIENCY

Transaction processing — intermediate: Enter and code invoices, receipts and approved journals accurately; check dates, amounts, tax codes and supporting evidence.

Accounting software — intermediate: Use the chosen system (e.g. Xero, QuickBooks or Dynamics) to process transactions, attach documents, reconcile entries and export reports.

Excel — intermediate: Sort/filter data; use SUM/SUMIFS, lookups and pivot tables; compare lists, identify duplicates and maintain reconciliation schedules.

Reconciliation and payment preparation — intermediate: Match bank movements, invoices and receipts; reconcile supplier statements; investigate differences and prepare payment lists for review.

Closing and reporting support — intermediate: Update schedules for outstanding invoices, expenses, fixed assets and grants; assemble audit evidence and check totals against the ledger.

Communication and execution — advanced: Attention to detail, organisation, reliable follow-up, confidentiality and integrity; ask clear questions, obtain missing documents and explain routine discrepancies.

Problem-solving — intermediate: Recognise errors and suspicious requests, escalate promptly and suggest practical improvements to recurring tasks.

CORE COMPETENCIES — BEING ABLE TO…

Turn invoices, receipts and approvals into correctly coded transactions and organised evidence, keeping the books current and traceable.

Combine software, Excel and reconciliation skills to identify discrepancies, resolve routine issues and prepare accurate payments and closing schedules.

Coordinate with colleagues and suppliers to obtain missing information, meet deadlines and give the Finance Manager reliable records for reporting and decisions.

TYPICAL WEEK 40 HOURS ESTIMATED

10h — Process invoices and claims: Check evidence and approvals, enter supplier invoices and staff expenses, code costs and follow up missing documents.

6h — Record receipts and income: Match bank receipts to donations, grants or invoices; update records and flag unidentified receipts.

6h — Prepare payments: Maintain amounts due, reconcile supplier statements and prepare payment batches for review and approval.

6h — Reconcile accounts: Compare bank, card and petty-cash records with the ledger; investigate differences and escalate unresolved items.

5h — Support closing and reports: Update schedules, assemble approved journal support, export reports and prepare audit or grant evidence.

4h — Maintain records: File documents, update supplier and asset records, and assist with payroll or tax schedules under supervision.

3h — Coordinate and follow up: Handle emails, calls and deadlines; check priorities with the manager. Includes 1h for urgent corrections.

SINGAPORE COMPENSATION IN USD

Base: US$32,000–100,000 gross/year

Monthly: US$2,666.67–8,333.33

Midpoint: US$66,000/year (US$5,500/month)

Possible benefits, applicable employer contributions and expatriate relocation additional, and bonus depending on performance. Business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Transaction entry: Meet the agreed posting deadline and first-review accuracy target for complete, approved invoices, receipts and claims; resolve or flag missing evidence promptly.

Payment preparation: Prepare payment batches by the agreed cut-off with correct amounts, supporting evidence and approvals; obtain independent verification of bank-detail changes.

Reconciliations: Complete assigned bank, card and supplier reconciliations by closing deadlines; clear routine differences and escalate unresolved items within the agreed time.

Closing support: Deliver assigned schedules and evidence by the closing or audit deadline, matching ledger balances and meeting the first-review acceptance target.

Records and controls: File complete, retrievable transaction evidence by deadline; follow access and approval controls and report suspected fraud immediately.

ONGOING KPIs

Complete transactions posted on time (%); entries accepted without correction (%); payment batches ready by cut-off (%); preparation errors per batch; reconciliations completed on time (%); unreconciled items beyond the agreed age; closing schedules accepted first review (%); supporting documents complete and retrievable (%); control exceptions escalated on time (%).

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Operations and Performance Manager

Singapore | Reports to Regional Director | Full time

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Build and run the regional operating and performance-monitoring system across fundraising, investments, lending, Academy, marketing and support functions. Turn reliable data into clear priorities, identify bottlenecks and coordinate practical improvements. Maintain dashboards, workplans and action tracking; help teams deliver efficiently and alert the Regional Director to risks and decisions needed. Department heads remain accountable for their results.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — operations: Operating plans, process mapping, handovers, service standards, workload and capacity planning, project dependencies, root-cause analysis, continuous improvement and change adoption.

Advanced — performance and data: KPI definitions, targets, baselines, ratios, data validation, descriptive statistics, trends, variance analysis and visualisation; data dictionaries, ownership, audit trails and avoiding double counting.

Intermediate — Acumen: Patient capital, fundraising and donor stewardship, investment and loan lifecycles, Academy delivery, marketing and reporting commitments; regional workflows and HQ standards, acquired through onboarding.

Intermediate — finance and impact: Budgets, cash flow, costs and resource utilisation; pledges versus receipts, loan collections and portfolio indicators; outputs versus outcomes, theory of change, survey limitations and evidence quality.

Intermediate — systems: CRM and programme databases, relational data, business-intelligence tools, access permissions, workflow automation, document control and user training.

Foundational: Data protection, consent, retention, business continuity and operational risk; coordinate specialist advice and IT/security support.

SKILLS AND REQUIRED PROFICIENCY

Analysis and reporting — advanced: Define useful indicators; collect, clean and reconcile data; investigate variances and bottlenecks; explain findings, recommend actions and produce concise management reports.

Excel — advanced: SUMIFS, XLOOKUP/INDEX-MATCH, pivot tables, Power Query, validation and error checks; build maintainable trackers and repeatable reporting.

Dashboards and systems — intermediate: Build and maintain Power BI or equivalent dashboards, basic measures and refresh checks; configure forms, CRM reports and simple automations with HQ support; test and document changes.

Planning and improvement — advanced: Map workflows; design action plans, responsibilities and handovers; track dependencies and capacity; simplify processes, pilot changes and measure results. Creativity and problem-solving.

Coordination and influence — advanced: Run focused reviews, question weak evidence, negotiate priorities, follow up commitments and escalate decisions; influence peers without line authority.

Communication and execution — advanced: Clear writing, presenting, listening and professional English; coach users, manage resistance, prioritise, document procedures and maintain accurate, confidential records.

CORE COMPETENCIES — BEING ABLE TO…

Combine operational understanding and data analysis to show what is on track, what is falling behind, why it matters and what needs to change.

Translate approved priorities into coordinated workplans, clear handovers and tracked actions; help department heads remove bottlenecks and improve delivery.

Build simple, reliable reporting and workflows that staff actually use; verify improvements against baseline evidence and support informed leadership decisions.

TYPICAL WEEK 40 HOURS ESTIMATED

9h — Data and dashboards: Collect team updates, check missing or inconsistent figures, reconcile sources and refresh dashboards and action trackers.

7h — Analyse performance: Compare results with targets; investigate delays, workload, costs and recurring problems; prepare explanations and recommendations.

6h — Coordinate and follow up: Meet department heads and the Director; agree actions, owners and dates, chase blockers and escalate decisions. Includes 2h for urgent issues.

6h — Improve processes: Observe work, map handovers, simplify forms or approvals, test automations and measure whether changes help.

5h — Plans and projects: Update the regional workplan, dependencies and capacity; coordinate assigned cross-team improvements and implementation milestones.

3h — Document and train: Maintain procedures and KPI definitions; show colleagues how to use tools, record data and follow revised workflows.

4h — Report and organise: Prepare management/HQ updates; coordinate with Finance and global data/impact teams; manage email, calls and commitments.

SINGAPORE COMPENSATION IN USD

Base: US$90,000–120,000 gross/year

Monthly: US$7,500–10,000

Midpoint: US$105,000/year (US$8,750/month)

Possible benefits, applicable employer contributions and expatriate relocation additional, and bonus depending on performance. Business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Reporting setup: By the agreed launch date, implement the approved KPI register, source owners, reporting calendar and working dashboard for every regional function.

Reporting reliability: Publish every scheduled management pack on time; meet agreed completeness and error thresholds, with traceable source records.

Process improvement: Achieve agreed reductions in median turnaround time or rework for selected workflows against documented baselines.

Action control: Review overdue critical actions weekly; escalate all material delays and risks within the agreed time limits.

Adoption: Meet usage and staff-training targets for approved tools and workflows; complete assigned improvement milestones with owner acceptance.

ONGOING KPIs

Management packs delivered on time (%); required data complete (%); sampled records passing validation (%); material reporting corrections; dashboard refresh failures; critical actions overdue; risk-escalation time; median turnaround time and rework rate for priority workflows; improvement milestones accepted on time (%); active tool users (%).

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Administrative Assistant

Singapore | Reports to Regional Director | Full time

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Keep the regional office organised and functioning: coordinate administrative requests, documents, purchases, suppliers, travel and meeting logistics; support Finance, HR and programme teams; maintain accurate records and complete tasks on time. Resolve routine issues and escalate exceptions, missing approvals and operational disruptions to the responsible manager.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — Acumen procedures: Administrative workflows, approval routes, expense policies, internal contacts, document templates, filing conventions and access rules; acquired through onboarding.

Intermediate — administration: Document control, records retention, calendar and time-zone conventions, purchasing steps, quotation comparison, supplier coordination, inventory and equipment registers.

Intermediate — logistics and finance support: Travel bookings and itineraries, meeting/event arrangements, invoice requirements, expense claims and payment-document checklists.

Intermediate — HR support: Onboarding/offboarding checklists, personnel records, authorised leave tracking and confidentiality procedures.

Foundational: Bookkeeping terminology; Singapore administrative and data-protection requirements; cybersecurity, fraud warning signs and office emergency procedures; Acumen's programmes and team responsibilities.

SKILLS AND REQUIRED PROFICIENCY

Organisation and execution — advanced: Prioritisation, scheduling, task tracking, deadline monitoring, follow-through, accuracy checks and organising simultaneous requests; anticipate missing information and booking conflicts.

Technical — intermediate: Excel/Sheets: SUM, IF, lookups, sorting/filtering, validation and expense trackers. Word/Docs: templates and formatting. Shared calendars, online meetings, PDF tools, digital signatures, shared drives, administrative databases and invoice/expense systems.

Communication and service — advanced: Clear correspondence, active listening, clarifying requests, tact, cross-cultural communication, supplier follow-up, discretion and professional English.

Resourcefulness — intermediate: Practical problem-solving, creativity, comparing options, adapting to changes, basic troubleshooting, improving checklists and escalating issues with proposed solutions.

CORE COMPETENCIES — BEING ABLE TO…

Turn incoming requests into prioritised tasks, coordinate colleagues and suppliers, track approvals and follow through until the request is completed or the exception is escalated.

Combine accurate document preparation, data entry and records management to provide complete, retrievable files and reliable administrative information while protecting confidential data.

Arrange purchases, travel, meetings and office services within approved procedures; detect missing evidence or suspicious requests and resolve logistical problems without making unauthorised financial, HR or executive decisions.

TYPICAL WEEK 40 HOURS ESTIMATED

8h — Requests and follow-up: Check emails and calls, prioritise tasks, answer routine questions, coordinate calendars and chase missing information or approvals.

7h — Documents and records: Prepare and format documents; arrange signatures; scan/file records; update databases and check completeness.

6h — Purchases and expenses: Obtain quotations, prepare purchase requests, collect invoices/receipts and track payment approvals with Finance.

7h — Travel and meetings: Book travel, accommodation and rooms; prepare itineraries; coordinate visitors, event arrangements and programme logistics.

5h — Office services: Replenish supplies; coordinate equipment, maintenance, deliveries and IT support; update asset records.

4h — HR administration: Prepare onboarding arrangements, update authorised employee records and follow up outstanding paperwork.

3h — Exceptions and improvements: Resolve urgent administrative issues, improve checklists and review pending work with the supervisor.

SINGAPORE COMPENSATION IN USD

Base: US$44,000–100,000 gross/year

Monthly: US$3,666.67–8,333.33

Midpoint: US$72,000/year (US$6,000/month)

Possible benefits, applicable employer contributions and expatriate relocation additional, and bonus depending on performance. Business travel reimbursed separately.

GOALS AND PERFORMANCE MEASUREMENT CRITERIA

Service delivery: Meet the agreed completion-time target for administrative requests; keep the task log current and escalate blocked or overdue requests by the agreed deadline.

Records and accuracy: Meet the first-check acceptance target for documents and records; file signed documents and supporting evidence in the correct location by deadline.

Travel and meetings: Complete confirmed bookings and meeting arrangements by deadline, within approved limits and with no avoidable booking errors or missing confirmations.

Purchasing and office support: Submit complete purchase and payment-document packs to Finance on time; maintain current supplier, stock and equipment records.

People and confidentiality: Complete assigned onboarding/offboarding checklist items by their due dates; protect confidential records and report suspected access or payment fraud promptly.

ONGOING KPIs

Requests completed within agreed time (%); overdue requests; document packs accepted first check (%); records filed on time (%); avoidable booking errors; bookings ready by deadline (%); complete payment-document packs submitted on time (%); onboarding/offboarding items completed on time (%); equipment records passing spot checks (%); exceptions escalated on time (%).

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Human Talent Manager

Singapore | Reports to Regional Director | Phase 1 — up to 6 months

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Build the founding team that will carry Acumen East Asia's mission forward. Bring personal passion for nonprofit work to finding people who share Acumen's purpose and can deliver each role's mission. Creatively investigate genuine commitment, assess practical capability and discover overlooked potential. Treat degrees and experience as evidence, not automatic filters, except legally required credentials. Lead recruitment, offers and onboarding, and transfer a reusable selection method to the permanent team.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — motivation and behaviour: Intrinsic motivation, purpose, values, sustained commitment, learning potential and organisational psychology; distinguish informed passion from interview enthusiasm, charisma or agreement with the interviewer.

Advanced — assessment methods: Structured and behavioural interviews, work samples, cases, simulations, technical discussions, reference checks and feedback-based learning exercises; scoring criteria and assessment consistency.

Advanced — talent discovery: Talent mapping, direct search, referrals, community and professional networks, candidate engagement and recruitment pipelines.

Advanced — Acumen and role outcomes: Purpose, values, operating model, establishment priorities and each role's expected results; acquired through immersion if joining externally.

Advanced — bias and evidence: Impression management, cultural differences, assessment limitations and biases linked to confidence, credentials and personal similarity.

Intermediate — business and HR: Fundraising, investing, lending, programmes and support functions; recruitment systems, pay, offers, onboarding and applicable employment/privacy requirements, with HR and legal support.

SKILLS AND REQUIRED PROFICIENCY

Creative assessment design — advanced: Invent practical, role-specific ways to reveal passion and test delivery: mission dilemmas, cases, simulations, work samples and learning tasks.

Discernment and interviewing — advanced: Observe closely, listen deeply, build trust and probe choices, actions and trade-offs; test interpretations through practical work and references rather than relying on intuition or confidence alone.

Talent discovery — advanced: Find and approach overlooked people, career changers and candidates with entrepreneurial, community or independent achievements.

Role analysis and evaluation — advanced: Define outcomes, essential capabilities and learnable gaps; build role-specific scorecards with technical specialists, assess complementary team strengths and explain evidence, uncertainties and recommendations.

Persuasion and collaboration — advanced: Communicate the purpose compellingly; engage candidates, negotiate terms and align hiring managers; challenge unsupported preferences.

Execution — advanced: Plan simultaneous searches, coordinate assessors, manage deadlines, offers and onboarding; exercise empathy, integrity, self-awareness and sound judgment.

Tools and analysis — intermediate: Use ATS/HR systems, sourcing tools, Excel and dashboards; track conversion, candidate experience and early performance to improve selection.

CORE COMPETENCIES — BEING ABLE TO…

Discover people with credible commitment to Acumen's purpose, and creatively combine interviews, practical assessment and verification to establish whether they can deliver the role.

Assemble a founding team with complementary capabilities; make evidence-based recommendations without using degrees, prestige or years of experience as default barriers.

Turn the recruitment approach into completed hires, effective onboarding and a reusable process; check early performance and improve the method with hiring managers.

TYPICAL WEEK — 40 HOURS ESTIMATED

5h — Define priorities: Meet the Director and hiring managers; clarify role outcomes, essential capabilities, budgets and hiring sequence.

8h — Discover and attract: Research networks and projects, seek referrals, approach candidates and explain the opportunity.

8h — Explore motivation: Interview candidates; examine choices, commitment, achievements and learning; probe beyond rehearsed answers.

8h — Assess practical capability: Design and run cases, simulations and work samples with specialists; observe reasoning and response to feedback.

4h — Evaluate and recommend: Compare evidence, check references, resolve differing assessments and support selection decisions.

4h — Secure and onboard: Coordinate offers with HR, joining arrangements, initial objectives and manager handover.

3h — Organise and follow up: Update records; manage emails, calls and scheduling. Includes 1h for urgent issues.

ENGAGEMENT AND WORKING ARRANGEMENTS

Term and resourcing: One temporary Phase 1 position, up to six months; Acumen employee on assignment, fixed-term hire or external specialist, supported by global Talent and technical assessors.

Personal commitment: Passion for nonprofit work and Acumen's purpose is a requirement for this recruiter; explore it through informed understanding, past choices, actions and consistent commitment.

Selection approach: Assess passion and ability separately, then consider both. Use structured interviews, relevant work samples, cases and references; confidence, charm, prestigious credentials or personal similarity are insufficient evidence.

Coordination and authority: Reports to the Regional Director; works with hiring managers, global Talent and HR/legal support. The Director approves appointments and terms within Acumen's delegated authority.

Continuity: Arrange a permanent owner for onboarding and early-performance follow-up. Handover includes assessment evidence, candidate records, open searches, joining arrangements and tools; protect confidential information.

PRACTICAL OUTPUTS

A prioritised hiring plan; role scorecards and sourcing approaches; practical assessments and documented selection evidence; confirmed hires and onboarding plans; a reusable recruitment guide and complete handover of remaining searches.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Legal Counsel

Singapore and regional support | Reports to Regional Director | As needed

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Provide and carry out the legal work required by Acumen East Asia on an as-needed basis. Support fundraising, investments, lending, Academy programmes and regional operations by drafting and negotiating agreements, conducting legal due diligence, handling legal issues and managing the legal steps needed to implement approved activities. Protect Acumen's interests, resolve legal problems and coordinate with Acumen's global legal team and relevant local specialists.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — commercial and corporate law: Contract formation, enforceability, liability, indemnities, warranties, termination, dispute resolution, governance, delegated authority and conflicts of interest.

Advanced — investments and lending: Early-stage equity, convertible instruments, loan agreements, shareholder rights, security, guarantees, conditions precedent, covenants, defaults, restructuring and exits; legal due diligence and closing procedures.

Advanced — Singapore requirements: Legal framework relevant to the chosen entity and its actual activities; ongoing governance obligations, charitable fundraising, overseas funding and the regulatory perimeter for lending and investment activities.

Intermediate — operating requirements: Employment and contractor arrangements, leases, procurement, intellectual property, copyright, media permissions, privacy, data transfers and programme participation agreements.

Intermediate — integrity and cross-border issues: Anti-bribery, sanctions, applicable AML/CFT requirements, beneficial ownership, cross-border payments, foreign ownership and investment restrictions; recognise when country-specific advice is required.

Intermediate — Acumen and business context: Patient capital, restricted grants, donor conditions, basic financial statements and business models; Acumen's entities, approval rules, templates and legal procedures learned at engagement.

SKILLS AND REQUIRED PROFICIENCY

Hard — advanced: Legal research and interpretation; issue spotting; legal due diligence; contract drafting and redlining; deal structuring; negotiation; risk assessment; preparing concise legal advice and practical alternatives.

Execution — advanced: Translate legal requirements into approval steps and checklists; organise closing documents, track outstanding conditions and deadlines, manage versions and maintain clear evidence of advice and decisions.

Commercial judgment — advanced: Distinguish material risks from routine issues; assess proportional solutions against transaction value, operational needs and impact objectives; identify matters requiring specialist review.

Communication — advanced: Professional English drafting; explain legal consequences in everyday language; ask precise questions, listen, challenge assumptions constructively and negotiate across cultures.

Professional conduct — advanced: Independence, confidentiality, integrity, discretion, sound judgment under pressure and clear disclosure of conflicts or limits of expertise.

Tools — intermediate: Word track changes and comparison, secure document sharing, electronic signatures, legal databases, contract registers and Excel transaction checklists.

CORE COMPETENCIES — BEING ABLE TO…

Take a proposed investment, loan, donation, partnership or operating arrangement through the required legal work: due diligence, structuring, documentation, negotiation, approvals and completion.

Combine legal analysis, commercial judgment and hands-on execution to protect Acumen's rights, resolve legal problems and help teams carry out approved activities.

Identify which laws and permissions must be checked in each jurisdiction; obtain appropriate specialist advice and translate it into steps the responsible team can implement.

TYPICAL WORK — AS NEEDED

Assess requests: Meet the requesting manager, clarify the proposed activity, identify the parties and jurisdictions, review documents and prioritise urgent legal questions.

Review transactions: Check ownership, authority and material legal risks; draft or revise term sheets, investment and loan documents, donor agreements and commercial contracts.

Negotiate and close: Discuss disputed clauses, explain trade-offs, coordinate approvals and signatures, and check that required documents and conditions are complete.

Handle operational legal matters: Draft employment, supplier, Academy and partnership agreements; prepare governance documents and required legal submissions; handle data, media-rights and fundraising legal matters.

Handle disputes and enforcement: Respond to breaches, defaults, complaints and legal notices; negotiate settlements or remedies, preserve evidence and manage proceedings with appropriate local representation.

Maintain and transfer knowledge: Update templates and matter records, flag relevant legal changes, and explain recurring requirements to staff in short practical briefings.

ENGAGEMENT AND WORKING ARRANGEMENTS

Engagement: The operation's legal counsel, engaged when needed through Acumen's legal team, an external practitioner or a retained firm. Workload follows transactions, deadlines and legal issues; this is not a full-time post.

Coordination: Regional Director is the regional point of accountability; work with Acumen's global legal team and directly with the relevant functional manager.

Assignment brief: Agree the question, jurisdictions, documents, deliverables and deadline before work begins. Set an escalation route for urgent or sensitive matters; workload varies around transactions.

Authority: Conduct legal work and represent Acumen in negotiations or proceedings within the agreed mandate and applicable professional authorisation. Business decisions, risk acceptance and signature authority remain with authorised Acumen decision-makers.

Professional scope: Hold the authorisation required for the services and jurisdictions covered. Arrange appropriately qualified local or specialist support for matters outside that scope; disclose conflicts before accepting assignments.

PRACTICAL OUTPUTS

Drafted and negotiated agreements; due-diligence findings; signed closing sets; governance documents and legal submissions; responses to notices and disputes; clear advice and records of outstanding legal actions.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Establishment Advisor

Singapore | Reports to Regional Director | Phase 1 — up to 6 months

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Guide Acumen East Asia's establishment in Singapore step by step through detailed instructions, demonstrations, introductions and hands-on support. Apply firsthand Acumen office-opening experience: what to do, how, with whom and in what order. Resolve obstacles with headquarters and specialists, adapt procedures to local requirements, test essential arrangements and leave regional staff able to operate them independently.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — Acumen establishment experience: Firsthand knowledge of an office opening: the actual sequence, documents, approvals, decisions, delays, failed approaches and solutions; distinguish reusable lessons from requirements that need local verification.

Advanced — Acumen organisation: Headquarters and regional responsibilities, decision-makers, approval routes, internal policies, systems and support contacts across legal, finance, HR, operations, investments, fundraising and Academy.

Advanced — setup dependencies: How entity formation, authorised representatives, banking, funding transfers, recruitment, premises, technology, procurement and internal controls depend on one another; minimum arrangements needed before each activity can start.

Intermediate — Singapore setup requirements: Relevant entity and registration pathways, banking documentation, employment and immigration considerations, tax and accounting setup, data protection and activity-specific permissions; verify applicability with responsible specialists.

Advanced — operational setup and controls: Banking, finance workflows, budgets, procurement, contracts, staffing, payroll, premises, insurance, equipment, IT access and records; practical implementation of delegated authority, payment approvals, privacy, security, safeguarding and continuity.

Advanced — practical knowledge transfer: Demonstrations, checklists, supervised practice and independent-execution checks; explain exceptions and decision reasoning, identify ownership gaps and verify that arrangements actually work.

SKILLS AND REQUIRED PROFICIENCY

Hard — advanced: Translate prior establishment experience into detailed instructions; sequence dependencies, build checklists, identify missing requirements and maintain a practical setup roadmap.

Coordination — advanced: Bring together headquarters, regional staff and external providers; obtain documents and approvals, clarify ownership, follow up commitments and unblock delayed steps.

Problem-solving — advanced: Anticipate bottlenecks, investigate unfamiliar requirements, find workable alternatives and escalate decisions with a clear recommendation and consequences.

Hands-on guidance — advanced: Explain and demonstrate procedures, accompany important appointments, supervise practice and test workflows; check that owners can perform tasks independently, not merely that documents exist.

Soft — advanced: Patience, resourcefulness, attention to detail, cultural sensitivity, diplomacy, clear communication, listening, sound judgment, discretion and willingness to challenge assumptions.

Tools — intermediate: Excel budgets and trackers, project schedules, process maps, shared document repositories, checklists and collaboration tools; organise evidence and explain progress in plain English.

CORE COMPETENCIES — BEING ABLE TO…

Translate firsthand Acumen establishment experience into a locally verified sequence of actions, named owners, required documents and approvals, then guide colleagues through execution.

Recognise a missing prerequisite or emerging obstacle before it blocks setup; mobilise the appropriate Acumen contact or specialist and help the responsible team resolve it.

Leave the permanent team able to manage the established arrangements, locate records, use the necessary systems and understand what remains to be completed.

TYPICAL WEEK — 40 HOURS DURING ACTIVE ASSIGNMENT

12h — Guide setup tasks: Work alongside colleagues on banking, systems, finance, procurement, staffing and office arrangements; demonstrate tasks, accompany critical steps and check evidence.

8h — Resolve obstacles: Investigate delays, obtain missing documents, reach responsible people and coordinate headquarters or specialist solutions. Includes 2h for urgent issues.

5h — Coordinate decisions: Meet the Director and setup specialists; clarify ownership, approvals, prerequisites and next actions.

6h — Transfer practical knowledge: Demonstrate workflows, coach incoming staff, supervise practice and answer operational questions.

4h — Capture and adapt: Supply practical examples, contacts and lessons to the knowledge transfer team; validate instructions and checklists for local use.

3h — Test readiness: Test access, approvals and essential workflows; identify gaps and confirm that the responsible staff can perform tasks independently.

2h — Manage commitments: Update trackers, handle emails and calls, schedule appointments and follow up outstanding actions.

ENGAGEMENT AND WORKING ARRANGEMENTS

Term and presence: One Phase 1 assignment, approximately 3–6 months, up to six months. Travel to Singapore and guide the team in person; full-time at peak, with reduced input and follow-up as readiness improves.

Preferred source: An Acumen employee who personally led or substantially participated in an office launch; verify their actual contribution, procedural knowledge and internal contacts.

Coordination: Reports to the Regional Director. Works with the Legal Establishment Manager, Human Talent Manager, Finance, Operations and headquarters; coordinates learning capture with the Knowledge Transfer Lead.

Division of work: Guides establishment in person and demonstrates setup workflows. The Knowledge Transfer Lead manages the wider programme; capture, documentation and learning specialists produce the full training materials.

Authority: Recommend actions and coordinate agreed tasks. The Director and authorised headquarters staff retain decisions and approvals; local specialists confirm applicable legal, tax and employment requirements.

PRACTICAL OUTPUTS

A locally verified setup checklist; practical task guidance and contact map; documented decisions, approvals and tested workflows; handover records and remaining actions with owners and deadlines. The Director reviews readiness evidence and owners demonstrate independent execution before handover.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Legal Establishment Manager

Singapore | Reports to Regional Director | Phase 1 — up to 6 months

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Lead the legal establishment of Acumen's Singapore nonprofit operation using proven expertise in Singapore commercial and corporate law, nonprofit structures and local registration procedures. Compare lawful structures against the proposed activities, funding and headquarters control; recommend the appropriate route and carry it through documentation, registrations and required applications. Hand over governing records, operating conditions and ongoing compliance duties, clearly identifying pending permissions.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — Singapore commercial and corporate law: Companies Act, corporate legal personality, liability, contracts, governance and headquarters control; incorporation, foreign-entity registration and viable structures, including companies limited by guarantee or shares.

Advanced — registration procedures: ACRA/Bizfile processes, names, governing documents, local appointments, registered office, statutory registers, ownership/control disclosures and corporate service provider requirements.

Advanced — governance design: Membership/ownership, board powers, reserved decisions, delegated authority, conflicts of interest, funding arrangements and dissolution provisions.

Advanced — Singapore nonprofit establishment: Nonprofit structures, charitable objects, public benefit, governing instruments and charity/IPC eligibility; distinguish incorporation, charity registration, tax treatment and IPC status. Assess overseas purposes, local-benefit conditions, applicable exceptions and foreign-purpose fundraising permissions.

Intermediate — activity and tax implications: Tax status, GST and cross-border funding; distinguish own-capital investing, fund management and lending; identify licensing/exemption questions for specialist determination.

Intermediate — operational setup: Bank due diligence, funding evidence, Corppass, employment/data obligations; Acumen's activities, group structure and approvals.

SKILLS AND REQUIRED PROFICIENCY

Practical formation expertise — advanced: Apply firsthand experience of establishing nonprofits in Singapore; prepare complete documentation, navigate agencies and authorised providers, resolve application queries and explain ongoing obligations.

Structure analysis — advanced: Compare options against activities, control, eligibility, cost and ongoing duties; explain trade-offs and recommend an implementable structure.

Regulatory research — advanced: Locate current official rules, verify applicability, identify uncertainties and obtain authoritative or specialist clarification.

Documentation — advanced: Prepare and check application packs, resolutions, appointment records and governing-document instructions; maintain versions, signatures and evidence.

Project management — advanced: Sequence approvals, dependencies and filings; track deadlines, costs and queries; resolve missing information and escalate delays.

Provider coordination — advanced: Select and brief registered providers and specialists; assess scope, qualifications, quotations and outputs; coordinate agencies, HQ and Finance.

Communication and judgment — advanced: Translate requirements into plain decisions; negotiate practical terms, protect confidential information and recognise limits of authority.

Tools and execution — intermediate: Use filing portals where authorised, document management, Excel trackers and secure signature workflows; maintain accurate records and follow-through.

CORE COMPETENCIES — BEING ABLE TO…

Translate Acumen's regional operating model into a defensible Singapore structure recommendation, with clear governance, funding routes, costs and activity restrictions.

Turn the approved structure into complete documentation, registrations and required appointments; coordinate authorised specialists and resolve application queries.

Hand over an entity ready for its approved activities, with evidence of permissions, a compliance calendar and named owners for outstanding requirements.

TYPICAL WEEK — 40 HOURS AT PEAK

8h — Assess the structure: Review planned activities and current rules; compare options and document recommendations, costs and restrictions.

6h — Align decisions: Meet the Director, HQ and Finance; clarify funding, control, appointments and approvals.

10h — Prepare paperwork: Collect corporate and identity records; coordinate governing documents, resolutions, signatures and application packs.

6h — Manage applications: Coordinate submissions, monitor status, answer queries and obtain missing evidence with filing providers.

4h — Coordinate specialists: Resolve tax, charity, fundraising and investment/lending permission questions; review provider outputs.

3h — Prepare handover: Organise records, compliance dates, access arrangements and outstanding actions.

3h — Organise and follow up: Handle emails, calls and trackers; includes 1h for urgent corrections. Allocation changes by stage.

ENGAGEMENT AND WORKING ARRANGEMENTS

Term: Temporary Phase 1 assignment, up to six months; input follows incorporation and application milestones. External processing may outlast the assignment and requires a named follow-up owner.

Essential expertise: Proven, hands-on experience establishing nonprofit entities in Singapore, supported by specific completed cases and knowledge of local commercial law, procedures, authorities and provider requirements.

Resourcing: An Acumen employee or external specialist who meets the local expertise requirement. Work requiring professional authorisation must be performed by appropriately authorised practitioners or providers.

Coordination: Reports to the Regional Director; works with headquarters legal and finance teams, the Establishment Advisor and local corporate, tax and regulatory specialists.

Authority and scope: Acumen approves the structure and commitments. This role leads Singapore legal establishment; specialists determine matters outside its expertise. Overseas entities require separate local assessment.

PRACTICAL OUTPUTS

Structure options and approved recommendation; setup sequence; governing documents, resolutions and appointment records; incorporation evidence; permissions and tax-status assessment; compliance calendar; handover of records, access and pending actions with named owners. Incorporation alone does not authorise every proposed activity.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Knowledge Transfer Lead

Singapore / remote | Reports to Regional Director | Temporary assignment

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Lead the transfer of Acumen's existing practical knowledge to the East Asia founding team. During Phase 1, organise interviews and demonstrations with experienced job holders, coordinate documentation and training production, and prepare the knowledge needed for operational planning in Phase 2. Ensure every starting role receives clear, accurate and usable guidance on how its work is done, why decisions are made, which tools are used and where to obtain support.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — knowledge transfer: Identify critical knowledge, experienced sources and gaps; capture both written procedures and unwritten judgment, exceptions, lessons and working relationships; distinguish collecting information from enabling someone to use it.

Advanced — process and role analysis: Tasks, inputs, outputs, decisions, approvals, handoffs, systems, records and recurring calendars; how individual roles contribute to a complete process across departments.

Advanced — delivery management: Work breakdown, priorities, scheduling, dependencies, workload allocation, review cycles, issue resolution and handover; organise capture, documentation, learning design and media production as one coordinated programme.

Intermediate — Acumen operations: Fundraising, investments and lending, Academy, finance, people, operations and marketing; headquarters and regional responsibilities, process owners, policies and systems, learned through structured access to Acumen staff.

Intermediate — learning and validation: Adult learning, practical exercises, demonstrations, job aids and user testing; verify both technical accuracy and whether a newcomer can follow the material.

Intermediate — information stewardship: Version control, source traceability, naming, access, confidentiality, recording permissions, anonymised examples and ownership; distinguish global standards from local practices requiring adaptation.

SKILLS AND REQUIRED PROFICIENCY

Leadership and coordination — advanced: Direct the four capture, documentation, learning and multimedia team members; allocate work, give feedback, manage dependencies and resolve production bottlenecks.

Knowledge mapping — advanced: Translate founding-role missions into a coverage plan of processes, decisions, tools and learning needs; prioritise material required for Phase 2 and activities with costly errors.

Interviewing and facilitation — advanced: Prepare focused questions, build trust, probe how and why work is done, organise demonstrations and draw out exceptions and lessons; support difficult or incomplete interviews.

Quality review — advanced: Detect missing steps, contradictory instructions and unsupported assumptions; secure subject-owner validation, arrange learner trials and direct corrections.

Stakeholder management — advanced: Secure time from busy staff, negotiate priorities, connect headquarters and regional teams, and explain requests and unresolved issues clearly.

Soft — advanced: Curiosity, analytical thinking, organisation, listening, patience, diplomacy, adaptability, attention to detail and practical problem-solving.

Tools — intermediate: Excel coverage and task trackers, shared repositories, process diagrams, collaborative documents, recording tools and learning platforms; specify useful outputs without needing to produce every format personally.

CORE COMPETENCIES — BEING ABLE TO…

Turn the starting team's responsibilities into a prioritised capture and training plan, linking each critical process to an experienced source, production owner and reviewer.

Coordinate interviews, documentation and learning production so verified Acumen experience becomes practical instructions, examples and training suited to the proposed operation.

Establish that incoming staff can find and use the material, arrange corrections where they cannot, and hand over an organised collection with permanent owners and clear remaining actions.

TYPICAL WEEK — 40 HOURS ESTIMATED

6h — Plan coverage and priorities: Review starting roles and Phase 2 needs; assign work, update the schedule and identify missing knowledge or overdue reviews.

7h — Secure access and coordinate: Arrange interviews, demonstrations, source documents and specialist reviews with headquarters, regional offices and job holders.

6h — Guide the team: Brief the two capture specialists, learning specialist and multimedia producer; review progress, give feedback and solve bottlenecks.

7h — Review captured knowledge: Check process maps, instructions and examples for missing steps or contradictions; obtain answers and validation from responsible Acumen staff.

6h — Test practical use: Organise walkthroughs and exercises with incoming staff or representative users; observe difficulties and arrange revisions.

4h — Adapt and prepare handover: Coordinate Singapore-specific checks, organise the material and agree permanent ownership and update arrangements.

4h — Report and resolve issues: Maintain decisions, priorities and commitments; escalate unresolved gaps to the Director. Includes 2h for urgent problems.

ENGAGEMENT AND WORKING ARRANGEMENTS

Term and location: Temporary assignment, up to one year. Start capture and production during Phase 1; prepare priority materials for the start of Phase 2 and support an agreed training and handover period. Work remotely with Acumen offices and attend in person where needed.

Reporting and team: Reports to the Regional Director; leads two Knowledge Capture and Process Documentation Specialists, one Training and Learning Content Specialist and one Multimedia Learning Producer.

Establishment interface: Coordinates with the Establishment Advisor, who personally guides office setup and supplies establishment experience; this lead manages the wider role-by-role knowledge transfer programme.

Resourcing and authority: Acumen secondment, fixed-term appointment or external engagement. Prior knowledge-transfer delivery is essential; an external lead needs an internal sponsor and access to staff and approved records. Functional owners validate their content.

Handover: Regional owners accept validated materials and retain responsibility for their processes and future updates. Record gaps, local adaptations still pending and required access; transfer editable originals and explain how to maintain them.

PRACTICAL OUTPUTS

A coverage and source map for all starting roles; coordinated capture and production schedule; validated process guides, examples and training packs; an indexed collection of approved materials; learner-trial findings and corrections; a handover with named owners and outstanding actions.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Knowledge Capture and Process Documentation Specialist

Singapore / remote | Reports to Knowledge Transfer Lead | Temporary assignment

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Capture how experienced Acumen staff actually perform their roles and turn that knowledge into clear, usable process documentation for the East Asia founding team. Interview job holders, observe demonstrations and examine real examples to explain what to do, how, why, with whom and using which tools. Document routine steps, decisions, exceptions and lessons; verify accuracy with process owners and supply the material needed to develop training for Phase 2.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — knowledge capture: Structured interviews, observation, job shadowing, task walkthroughs and document analysis; uncover unwritten judgment, shortcuts, recurring problems, exceptions and lessons that a job description does not explain.

Advanced — process documentation: Inputs, steps, decisions, outputs, responsibilities, approvals, handoffs, timing and evidence; procedures, checklists, process maps, worked examples and troubleshooting guides.

Advanced — information analysis: Compare accounts and source documents, identify gaps and contradictions, separate required policy from personal practice, and trace each instruction to its source and validation.

Intermediate — Acumen work: Purpose and operating model; fundraising, investments and lending, Academy and support functions relevant to assigned roles; learn actual workflows, systems and terminology directly from staff.

Intermediate — usability and learning: Plain-language instructions, logical sequencing, examples, visual explanations and newcomer walkthroughs; recognise the information a learner needs before attempting a task.

Intermediate — records and confidentiality: File naming, indexing, version control, access restrictions, recording permissions and secure handling of staff, donor and investee information; use approved, anonymised examples.

SKILLS AND REQUIRED PROFICIENCY

Interviewing — advanced: Build trust, listen closely and ask precise follow-up questions; move beyond general answers by asking the job holder to demonstrate a real task and explain decisions.

Observation and analysis — advanced: Break complex work into steps, identify dependencies and hidden assumptions, compare evidence and recognise missing information without inventing answers.

Technical writing — advanced: Write concise, complete instructions in professional English; explain prerequisites, actions, decision points, expected results, exceptions and escalation routes.

Process mapping — advanced: Create readable flowcharts and responsibility maps; show where work moves between departments and which approvals are required.

Validation — advanced: Walk drafts through with job holders, obtain process-owner confirmation, test instructions with unfamiliar users and correct gaps or misleading wording.

Soft — advanced: Curiosity, patience, analytical thinking, attention to detail, diplomacy, persistence, confidentiality and willingness to ask apparently simple questions.

Tools — intermediate: Word and collaborative documents, Excel trackers, diagramming tools, screenshots, meeting recording and transcription tools; verify transcripts and redact sensitive material.

CORE COMPETENCIES — BEING ABLE TO…

Turn interviews, demonstrations and real work examples into a complete account of how a role's tasks and decisions are performed, including the details experienced staff take for granted.

Produce accurate procedures, checklists and process maps that a newcomer can follow, with clear prerequisites, examples, approvals and routes for handling exceptions.

Distinguish verified practice from assumptions and local variations; resolve gaps with responsible staff and provide approved source material for training and multimedia production.

TYPICAL WEEK — 40 HOURS ESTIMATED

5h — Prepare capture sessions: Review assigned roles, existing procedures and documents; identify gaps, prepare questions and request useful examples.

12h — Interview and observe: Meet job holders, ask them to demonstrate tasks and explain decisions, record agreed sessions and probe exceptions and lessons.

10h — Write and map processes: Turn findings into step-by-step instructions, checklists, flowcharts, examples and troubleshooting guidance.

6h — Verify and test: Review drafts with job holders and process owners; run newcomer walkthroughs, resolve contradictions and correct missing steps.

3h — Support learning production: Brief the learning specialist and multimedia producer; explain source material and identify demonstrations or examples to develop.

4h — Organise and follow up: Maintain source links, versions and the capture tracker; pursue missing answers and report gaps. Includes 1h for urgent corrections.

ENGAGEMENT AND WORKING ARRANGEMENTS

Positions and reporting: Two specialists, both reporting to the Knowledge Transfer Lead. Divide founding roles and processes between them while using shared templates and checking cross-department handoffs together.

Term and location: Temporary assignment, up to one year. Start capture during Phase 1, prioritise material needed for Phase 2, and support agreed validation and handover. Interview Acumen staff remotely or in person as needed.

Source access: Work with current job holders, process owners and headquarters specialists; obtain existing policies, templates and approved examples. An external specialist needs facilitated access and an internal sponsor.

Scope and validation: Capture and document actual work. Process owners confirm technical accuracy; relevant specialists validate Singapore adaptations. Flag unresolved differences instead of treating one office's practice as a universal rule.

Team handoff: Supply verified source material and practical job guides. The learning specialist designs structured training; the multimedia producer creates finished audiovisual materials; this role supports their questions and accuracy checks.

PRACTICAL OUTPUTS

Validated role and process guides; flowcharts and checklists; annotated examples and troubleshooting notes; indexed interview and demonstration records; source and review history; a list of unresolved questions, local adaptations and future update owners.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Training and Learning Content Specialist

Singapore / remote | Reports to Knowledge Transfer Lead | Temporary assignment

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Turn knowledge captured from experienced Acumen staff into practical training that enables the East Asia founding team to perform their roles. Design role-specific learning paths, clear explanations, realistic exercises and usable job aids covering both operational planning and day-to-day work. Work with process owners and the multimedia producer to validate content, test learning through practical tasks and prepare materials during Phase 1 for use from Phase 2.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — adult learning: How adults learn unfamiliar work, connect new information to experience, practise, receive feedback and retain knowledge; manage cognitive load and accommodate different starting levels.

Advanced — instructional design: Task and learner analysis, learning objectives, sequencing, prerequisites, demonstration, guided practice and independent application; choose the format that best supports each task.

Advanced — learning content: Training guides, lesson plans, facilitator notes, job aids, scenarios, worked examples, exercises and assessment rubrics; clear writing, visual hierarchy and accessible explanations.

Advanced — practical assessment: Work samples, simulations, case exercises, observation and feedback; distinguish remembering information from correctly performing a task, making a decision or handling an exception.

Intermediate — Acumen workflows: Purpose, operating model and captured processes across fundraising, investments and lending, Academy, finance, operations and other starting roles; understand approved procedures before teaching them.

Intermediate — digital learning: Learning platforms, e-learning authoring, interactive activities, video scripts, storyboards, captions and content maintenance; version control, permissions and safe use of realistic examples.

SKILLS AND REQUIRED PROFICIENCY

Learning analysis — advanced: Translate each role's tasks into what the learner must understand and demonstrate; identify prerequisites, knowledge gaps and critical decisions.

Training design — advanced: Build concise learning paths with demonstrations, practice and feedback; adapt captured material to beginners without losing important detail.

Writing and explanation — advanced: Explain complex work in plain professional English; create training guides, job aids, facilitator instructions and useful examples.

Exercise and assessment design — advanced: Create realistic cases, simulations and practical tasks with clear expected outcomes and scoring guidance; test decisions, execution and exception handling.

Facilitation and feedback — advanced: Lead pilot sessions, observe confusion, ask diagnostic questions and give constructive feedback; prepare managers or subject experts to deliver training.

Soft — advanced: Empathy, curiosity, creativity, analytical thinking, organisation, listening, patience and attention to detail; accept technical corrections and refine content.

Tools — intermediate: Word, PowerPoint, collaborative documents, diagramming and e-learning authoring tools, such as Articulate Rise or Storyline; use the selected learning platform and prepare production-ready scripts.

CORE COMPETENCIES — BEING ABLE TO…

Transform verified process documentation into a coherent learning path that teaches a new job holder how to perform the work, make relevant decisions and obtain help.

Combine clear explanations, demonstrations, realistic exercises and feedback so learners can apply knowledge rather than simply complete a course.

Test materials with representative learners, resolve content gaps with process owners and hand over editable training packs that managers can deliver and maintain.

TYPICAL WEEK — 40 HOURS ESTIMATED

5h — Analyse learning needs: Review starting roles and captured processes; identify essential tasks, prerequisites and what learners must demonstrate.

11h — Design and write training: Develop learning sequences, explanations, facilitator notes, job aids and worked examples.

8h — Build practice and assessment: Create cases, simulations, exercises, expected answers and observation rubrics based on real work.

5h — Develop multimedia briefs: Write scripts and storyboards with the producer; identify what should be shown, explained or practised and review drafts.

6h — Pilot and improve: Run practical sessions with incoming staff or representative users, observe difficulties, gather feedback and revise materials.

5h — Validate and hand over: Obtain technical reviews, organise editable files, brief future trainers and maintain versions. Includes 1h for urgent corrections.

ENGAGEMENT AND WORKING ARRANGEMENTS

Position and reporting: One temporary position reporting to the Knowledge Transfer Lead; works closely with the two capture specialists, multimedia producer and functional process owners.

Term and location: Assignment up to one year. Develop priority training during Phase 1 for the start of Phase 2; support agreed delivery, testing and handover. Work remotely and attend practical sessions where needed.

Division of work: Capture specialists document how work is performed; this role turns that material into learning. The multimedia producer films, records and edits audiovisual assets against the agreed learning brief.

Validation and scope: Subject owners confirm technical accuracy and local specialists validate jurisdiction-specific content. Flag missing information or unresolved requirements rather than designing unsupported instructions.

Continuity: Prepare permanent managers or designated trainers to deliver and update the material. Hand over editable originals, facilitator guidance, assessment rubrics and ownership of future revisions.

PRACTICAL OUTPUTS

Role-specific learning paths; training modules and facilitator guides; practical exercises and assessment rubrics; job aids and worked examples; approved scripts and storyboards; pilot findings and revisions; organised editable training packs with named update owners.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Multimedia Learning Producer

Singapore / remote | Reports to Knowledge Transfer Lead | Temporary assignment

INTERESTS

Passion for philanthropy, philanthropic economic models, impact investing or related fields.

MISSION

Produce clear audiovisual learning materials that show the East Asia founding team how to perform their work. Turn validated process knowledge and learning briefs into instructional videos, screen recordings, demonstrations, narrated walkthroughs and visual explanations. Make important actions and decisions easy to see, hear and understand; test the materials with users and deliver organised, editable assets for training from Phase 2 onward.

KNOWLEDGE AND REQUIRED DEPTH

Advanced — instructional media: Demonstration videos, screen tutorials, narrated process walkthroughs and visual explanations; pacing, segmentation, visual cues and alignment between what is shown, said and practised.

Advanced — audiovisual production: Shot planning, framing, exposure, focus, lighting, microphone placement, clean sound and recording continuity; capture readable screens and relevant physical actions.

Advanced — editing and graphics: Video editing, audio cleanup, narration synchronisation, titles, annotations, diagrams, motion graphics and subtitles; maintain visual consistency and technical accuracy.

Intermediate — adult learning and accessibility: Cognitive load, learner attention, worked examples and task-based learning; readable text, accurate captions, transcripts and alternatives to information conveyed only by sound or colour.

Intermediate — digital delivery: Resolution, frame rate, codecs, compression, file formats and playback; compatibility with the selected learning platform, low-bandwidth use and replaceable short modules.

Intermediate — Acumen and information handling: Processes shown in assigned materials, approved terminology and brand standards; recording permissions, media rights, confidential data, anonymisation, secure storage and version control.

SKILLS AND REQUIRED PROFICIENCY

Screen and demonstration capture — advanced: Record software workflows and practical tasks so clicks, fields, actions and results are visible; use approved demonstration accounts and safe example data.

Filming and sound — advanced: Plan and record clear demonstrations and explanations, guide presenters, capture usable narration and troubleshoot common camera, lighting and audio problems.

Editing — advanced: Build concise instructional sequences, remove distractions, synchronise voice and visuals, clean audio and add accurate captions, callouts and chapter markers.

Software — advanced: Use video-editing software such as Premiere Pro or DaVinci Resolve and screen-recording tools such as Camtasia or OBS; use audio-editing and captioning tools proficiently.

Visual production — intermediate: Create diagrams, annotated screenshots and simple animations using tools such as Illustrator, Photoshop, PowerPoint or After Effects; prepare consistent reusable templates.

Collaboration and review — advanced: Translate learning briefs into shot lists and production plans, ask for missing details, manage review rounds and verify demonstrations with process owners.

Soft — advanced: Clarity, creativity, patience, attention to detail, organisation, resourcefulness, listening and practical problem-solving; welcome learner feedback and technical corrections.

CORE COMPETENCIES — BEING ABLE TO…

Translate an approved learning brief into a clear demonstration that lets a newcomer see exactly how a task is performed, what result to expect and where decisions occur.

Combine filming, screen capture, sound, editing and visual explanation to produce accurate, accessible learning assets that work on the intended platform.

Resolve production and usability problems with the learning specialist and process owners, then hand over editable assets that the permanent team can locate and update.

TYPICAL WEEK — 40 HOURS ESTIMATED

5h — Plan production: Review learning briefs, agree the purpose and audience, refine storyboards and prepare shot lists, examples and recording schedules.

10h — Record demonstrations: Capture software walkthroughs, practical tasks, presenter explanations and narration; check readability and sound before finishing sessions.

13h — Edit and build visuals: Assemble videos, clean audio, synchronise explanations and add annotations, diagrams, titles and simple motion graphics.

5h — Caption and check quality: Prepare captions and transcripts; check factual accuracy, legibility, privacy, sound and playback on the intended platform.

4h — Review and improve: Show drafts to the learning specialist, process owners and representative learners; correct confusing or inaccurate sections.

3h — Package and hand over: Export final assets, organise source files, maintain versions and explain how to update them. Includes 1h for urgent fixes.

ENGAGEMENT AND WORKING ARRANGEMENTS

Position and reporting: One temporary position reporting to the Knowledge Transfer Lead; works closely with the Training and Learning Content Specialist, capture specialists and staff demonstrating their work.

Term and location: Assignment up to one year. Produce priority materials during Phase 1 for use from Phase 2; support agreed revisions and handover. Record remotely or on site according to the task.

Division of work: The learning specialist defines learning structure, practice and assessment. This producer develops audiovisual assets against that brief; process owners validate the procedures shown.

Production scope: Internal instructional materials for all starting roles, including operational planning and routine processes. Keep demonstrations practical and focused; coordinate any shared equipment or brand assets with the marketing team.

Permissions and continuity: Obtain recording and asset permissions; protect sensitive information. Hand over editable projects, media, captions, transcripts and export settings to a named permanent owner, with clear file locations and update instructions.

PRACTICAL OUTPUTS

Instructional videos and screen tutorials; recorded demonstrations and narrated walkthroughs; annotated screenshots, diagrams and simple animations; captions and transcripts; platform-ready exports; organised editable projects, approved source assets and maintenance instructions.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

HOW MUCH?

A Possible Amount: USD 2.8M to Rocket-launch WAU

The detailed income statement forecast draws on Acumen's historical financial data and the milestones it has achieved, while taking into account Singapore's cost of living.

A new operation is unlikely to generate positive cash flow on its own at the outset, so the starting point is to estimate how much it will cost to launch. The upfront funding should be viewed as an investment in an operation that is expected to generate a surplus and become self-sustaining over the long term.

	Year 1	Year 3	Year 6	Year 10
WAU Plan Estimated Total Expenses Before Tax (US$)	2,865,893	3,329,931	3,544,202	4,390,706

WAU is expected to generate no income in Year 1. Based on the forecast, the amount needed to launch would therefore be US$2,865,893, with income first expected in Year 3.

> US$2.9 million is undeniably a significant amount of capital and substantially more than it would cost to open an office in another part of the world. **Recent donations earmarked for the region's expansion totaled US$1,078,466. Last year (2025), Acumen reported a surplus of US$5.5 million and raised US$43.2 million. In that context, US$2.9 million to rocket-launch WAU is a REASONABLE AND ACHIEVABLE AMOUNT with support from donors and Acumen headquarters.** That first year would give the project the runway it needs to take off.

The budget reflects an ideal scenario. It assumes a base in a very expensive location, a full team of world-class professionals, and a larger marketing budget than Acumen typically allocates. There is therefore room to reduce the amount required.

From a strictly commercial perspective, the project's weakness is its reliance on continued support. A for-profit venture would typically aim to cover its operating costs through its own revenue. WAU would need an average of US$2.2 million in support to keep operating.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

	Year 1	Year 3	Year 6	Year 10
WAU Plan Estimated Surplus or Deficit Before Tax (US$)	($2,865,893)	($2,316,197)	($1,936,740)	($1,750,567)

Acumen's model stands out among nonprofits for its ability to generate income through investment. Alongside donor contributions, the operation is expected to generate income from several types of investment, including returns on equity stakes in companies Acumen helps establish and interest on loans it provides.

Income is expected to begin in Year 3 and grow over time.

	Year 1	Year 3	Year 6	Year 10
WAU Plan Estimated Contributions From Cash Donations (US$)	–	1,013,000	1,609,909	2,620,786

The current forecast still shows a deficit in Year 10. Public records show that Acumen took 10 years from its founding to record its first surplus. With 25 years of experience and the benefit of having launched operations in three other major regions, Acumen East Asia could reach break-even sooner than Acumen did after its founding.

A more ambitious financial forecast could set a higher target for the team by aiming to cover expenses by Year 6. This would require generating approximately US$3.5 million in total income that year.

Cost of Living in Singapore

Staff compensation is the largest expense, accounting for an average of 64% of total costs. It therefore warrants particular attention.

The proposed team was designed with careful consideration of its overall composition and the specific requirements of each role. As noted earlier, the proposed team represents an ideal staffing scenario and may be adjusted as needed.

The salary estimates draw on Acumen's most recent job postings that disclosed pay, nonprofit sector salaries, and the responsibilities, seniority, and scope of each role. Some roles were designed specifically for WAU. Because WAU is a new operation, many positions combine responsibilities that would otherwise be spread across several roles. The salary estimates were then adjusted to reflect Singapore's cost of living.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

To estimate Singapore's cost of living and reflect it in the proposed salaries, the analysis compared living costs across regions using three main sources and indicators.

- The World Bank's purchasing power parity (PPP) data
- The Big Mac Index, published by *The Economist*
- *Mapping the World's Prices 2025*, published by the Deutsche Bank Research Institute

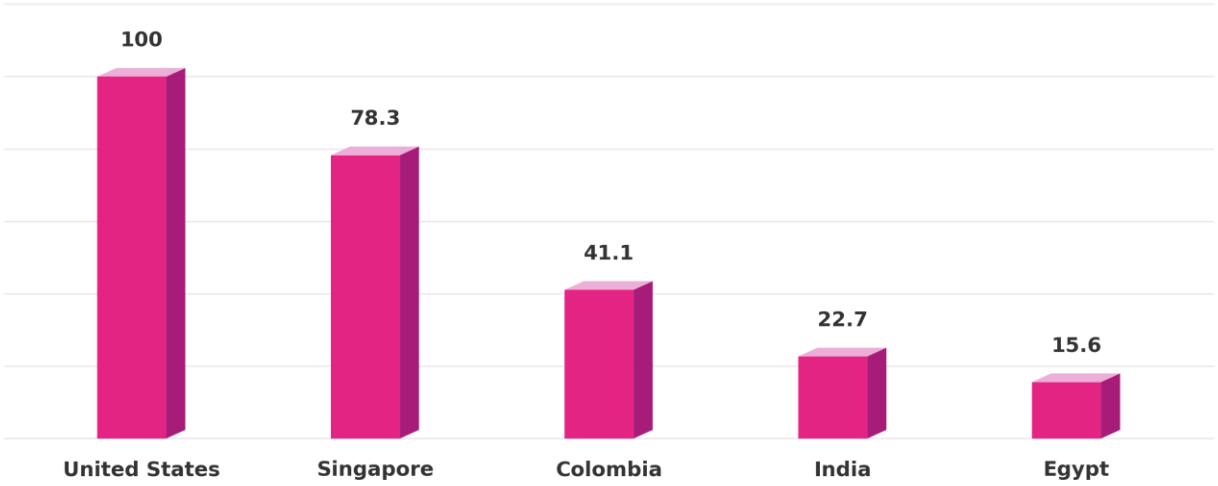
The proposed salary structure reflects Singapore's high living costs and WAU's commitment to dignified living conditions for all employees. The plan proposes a minimum annual base salary of US$100,000 for full-time positions. The housing benchmark is whether an employee can afford to rent an entire three-bedroom apartment in the city center on their own. Deutsche Bank's 2025 analysis estimates this rent at approximately US$6,216 per month, or US$74,592 annually, illustrating how much of an employee's salary housing alone can absorb. The proposed salary floor leaves room for food, transportation, utilities, and healthcare, although its adequacy must be assessed after applicable deductions. The staffing budget uses the top of each proposed salary range. If financial constraints require adjustments, pay for the lowest-paid positions would be protected, and leadership and director salaries would be considered for adjustment first.

The bar charts below illustrate how the cost of living compares across regions.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

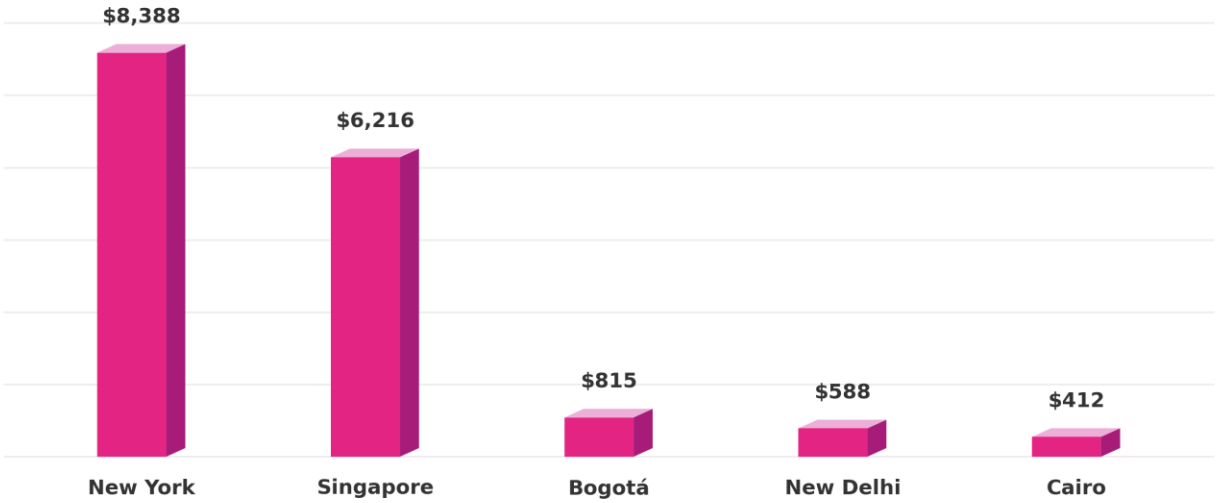
1. Household Consumer Price Levels by Country, 2025 (U.S. = 100)

Source: World Bank, World Development Indicators, household consumption price level index based on purchasing power parity (PPP).



2. Monthly Rent for a Three-Bedroom Apartment in the City Centre, 2025 (USD)

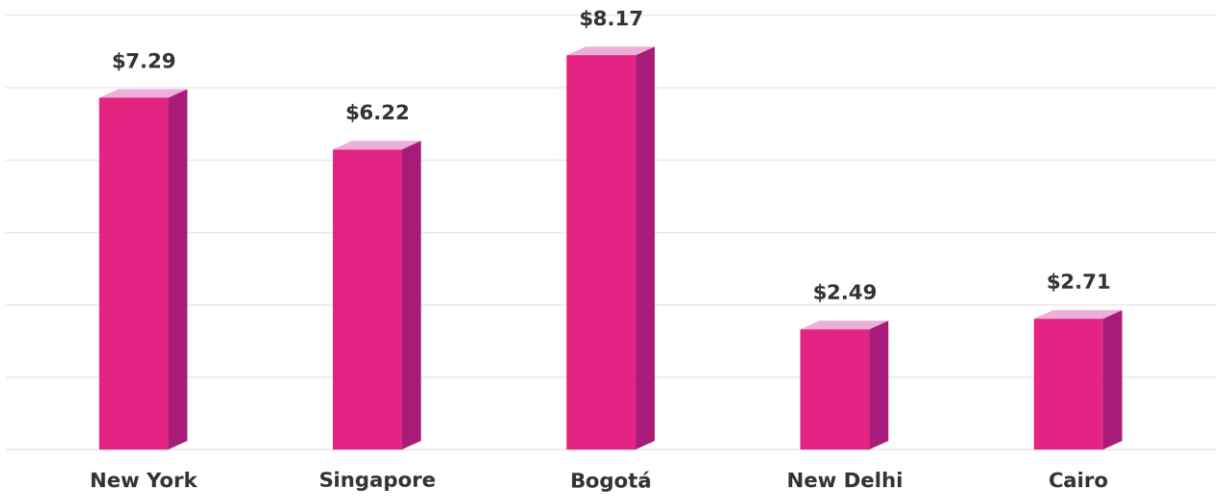
Source: Deutsche Bank Research Institute, Mapping the World's Prices 2025.



INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

3. Big Mac Prices by City (USD)

Sources: The Economist, Big Mac Index (July 2026), and local menu prices. New Delhi uses the Chicken Maharaja Mac.



The rest of the forecast was based on Acumen's public financial statements, with one exception: our proposal allocates substantially more to marketing.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

Income Statement Forecast

Annual amounts in US$ thousands | Reference fundraising case | Updated salary bases

Year 10 projects a US$1.78 million pre-tax deficit before funding.

	Year 1	Year 3	Year 6	Year 10
REVENUE				
Contributions (cash donations)	–	1,013.0	1,600.9	2,620.8
Contributed nonfinancial assets	–	–	–	–
Program fees	–	–	–	–
Net investment income	–	0.7	6.6	19.4
Portfolio interest and dividends	–	6.8	61.5	192.8
Portfolio credit and valuation losses	–	–	(65.3)	(224.6)
Total support and revenue	**–**	**1,020.5**	**1,603.6**	**2,608.3**
EXPENSES				
Compensation	1,554.0	2,291.5	2,316.2	2,896.6
Professional and consultant fees	638.2	240.5	333.1	458.5
Program grants	75.0	75.0	112.5	112.5
Travel	29.7	45.5	53.6	68.9
Meetings	12.0	19.1	27.8	47.0
Marketing and media campaigns	259.0	280.4	280.4	280.4
Technology expenses	16.2	24.8	29.2	37.6
Telephone	3.2	5.0	5.8	7.5
Office supplies	3.6	5.5	6.5	8.4
Occupancy	58.5	89.6	105.5	135.7
Bank fees and charges	1.2	4.3	6.2	9.4
Miscellaneous	5.0	5.3	5.8	6.5
Insurance	15.6	18.2	20.4	24.0
Depreciation	7.2	7.2	9.4	10.5
Donated services expense	–	–	–	–
Imprevistos and contingency at 7%	187.5	217.8	231.9	287.2
Total planned expenses before tax	**2,865.9**	**3,329.9**	**3,544.2**	**4,390.7**
Operating surplus or deficit before tax	**(2,865.9)**	**(2,316.2)**	**(1,936.7)**	**(1,750.6)**
Change in net assets before tax	**(2,865.9)**	**(2,309.4)**	**(1,940.6)**	**(1,782.4)**
Income tax provision unresolved	n.a.	n.a.	n.a.	n.a.
Change in net assets after tax	**n.a.**	**n.a.**	**n.a.**	**n.a.**
Permanent employees at year end	13	13	14	16
Annual uncommitted cash funding required	**2,894.7**	**2,853.3**	**3,289.4**	**2,632.9**
Cumulative uncommitted cash funding required	**2,894.7**	**8,925.1**	**17,428.2**	**28,864.4**
Cumulative portfolio interest and dividends	**–**	**6.8**	**126.6**	**712.9**

Planning basis Year 1 has five permanent staff for 12 months and eight for six months. Headcount grows to 16 in Year 10. Later hiring dates are illustrative. Phase 1 legal, HR and knowledge-transfer teams and the ongoing digital marketing consultant are included in professional fees. Five later-role salaries use prior estimates.

Salary bases use the supplied maximums, with the existing 3% annual escalation and provisional 20% employer allowance. The campaign budget is capped at US$300,000 from Year 2, including its share of 7% contingency; the external digital consultant is additional. Loan/equity deployment reaches US$7.8m by Year 10. Funding is uncommitted; cash need includes deployment, capex and deposit allocations. Legacy cash and portfolio returns are unverified. Tax remains unresolved; figures are rounded.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

We will never stop fighting poverty.
If a WAU can't fly for some reason,
we have many other WAUS and WAU makers
ready to try again, and again.



Appendices

Adaptation of Agile practices to WAU

The following adaptations concern Agile-inspired practices and selected framework conventions, alongside the wider management arrangements needed to make them effective.

Area	Adaptation for WAU	Reason
Planning	Maintain the long-term roadmap and financial forecast, supported by annual objectives, quarterly priorities and detailed monthly plans.	Combine strategic and financial direction with flexibility in execution.
Work cycles	Use monthly organizational coordination cycles, shorter cycles for suitable projects, and longer stages for fundraising, investments and legal establishment.	Accommodate different delivery rhythms and external dependencies.
Scrum	Consider Scrum for selected projects with a dedicated team and a usable short-term result.	Support focused delivery without imposing a sprint structure on every activity.
Kanban	Use visual workflows, explicit working rules and limits on simultaneous work for suitable ongoing activities.	Manage capacity, reduce bottlenecks and improve completion.
Meetings	Use written weekly updates and brief weekly coordination instead of organization-wide daily stand-ups. Combine overlapping reviews.	Preserve time for research, relationship building and focused work.
Deliverables	Define owners, deadlines, dependencies and acceptance criteria; break large initiatives into useful	Make progress assessable before long-term outcomes emerge.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

	intermediate outputs where possible.	
Task tracking	Use a shared platform with departmental views and a consolidated view of milestones, dependencies and blockers.	Provide operational detail and management visibility.
Goals and KPIs	Review operational indicators monthly and strategic outcomes quarterly or over the period needed to observe change.	Distinguish activity and delivery from organizational and social outcomes.
Individual performance	Assess results, quality, judgment, collaboration and ethical conduct, considering what each person can control.	Avoid reducing complex contributions to task counts or delivery speed.
Changing priorities	Allow adjustments within agreed authority and budgets; escalate changes affecting major commitments or approvals.	Maintain adaptability within clear accountability and financial discipline.
External dependencies	Track internal commitments separately from external decisions and outcomes.	Distinguish timely execution from decisions controlled by donors, partners or authorities.
Learning and improvement	Hold quarterly retrospectives and focused debriefs, with owners and deadlines for agreed improvements.	Translate lessons into changes in practice.
Organizational stage	Emphasize checklists during establishment, iterative testing during operational planning and coordinated departmental workflows after launch.	Adapt the system as WAU develops.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.

WAU's meeting framework

Meeting or practice	Proposed frequency	Purpose and output
Written progress update	Weekly	Record completed work, next priorities, blockers and support needed.
Coordination meeting	Weekly, up to 30 minutes	Resolve dependencies, agree immediate priorities and assign actions.
Performance and delivery review	Monthly, approximately 60–90 minutes	Review goals, KPIs, milestones, resources and risks; agree corrective action.
Strategy and learning session	Quarterly, approximately half a day	Reassess assumptions and priorities, review lessons and improve working practices.
Focused working or decision meeting	As needed	Address a defined issue with the people required to resolve it.
Project or programme debrief	After significant activities	Capture lessons from investments, campaigns, events or Academy cohorts and assign improvements.

The monthly review will replace that week's coordination meeting. The quarterly session will incorporate the corresponding monthly review. Daily coordination may be used by individual teams where justified by their work.

Minutes will be concise and proportionate. They will record decisions, essential reasoning, unresolved issues and a concrete action plan identifying the responsible person and deadline for each action. Actions will be entered into the shared platform and followed through to completion. Meetings with formal governance requirements will retain the necessary records.

Frequency, duration and attendance will be reviewed periodically to ensure that meetings remain useful.

INDEPENDENT THIRD-PARTY DOCUMENT
This document was prepared independently by a third party. It is not an official Acumen publication and has not been reviewed, approved or endorsed by Acumen.