



NEWSLETTER ISSUE NO. 7

ICSW
NORTH EAST ASIA
REGION

THE ROLE OF
SOCIAL
INNOVATION
*In Building Local
Communities*

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Hong Kong •
Japan • Korea •
Mongolia • Taiwan

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Social Innovation in Hong Kong: How Does It Works?

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Introduction

Social innovation has become a popular rallying point today in the pursuit of complex socio-economic and environmental change and to take care of social needs. More and more nonprofits, private sector in Hong Kong are willing to work together to implement innovative solutions to social problems and drive sustainable impact. The funding support from Hong Kong Government further promotes social innovation for positive social change. It catalyzes cross-sector collaboration and grows the field of social innovation that creates transformation in the society. Some social organizations provide various kinds of support in encouraging social entrepreneurs and community to generate creative ideas and solutions that create social value and nurturing social innovation projects and practitioners.

This article will highlight some key players in social innovation and some successful innovation projects in Hong Kong.

Social Innovation and Entrepreneurship Development Fund (SIE Fund)

The SIE Fund is one of the major catalysts for social innovation in Hong Kong. Set up under the Commission on Poverty, it aims to connect the local community with different sectors to create social impact through innovative solutions that address poverty and social exclusion. The Fund accords priority to funding initiatives in the areas of innovative programmes, capacity building and research to build up an ecosystem for nurturing social entrepreneurs to generate innovative ideas to support poverty relief.

The Fund engages intermediaries as its strategic partners to design and administer funding schemes. Through the intermediaries' programme, the SIE Fund distributes funding in the form of grants for innovative ventures of different development stages (idea generation, prototyping, start-up or scale-up). The intermediaries, on the other hand, assist in nurturing



social entrepreneurs and their ventures. Nowadays, the Fund is working closely with four intermediaries including University, nonprofits and social enterprise. Each intermediary offers capacity building programmes according to its objectives and targeted themes.

The Fund has made encouraging impact since its official launch in 2013. It successfully supported more than 200 projects of different forms and at various stages of development and over 240,000 beneficiaries were reached or served. Though the Fund's narrative of social innovation focuses on the development of social entrepreneurship, it plays a key role in funneling more money into social innovation and creating experimental spaces for new ideas to flourish.

The Hong Kong Council of Social Service and Social Enterprise Business Centre (SEBC)

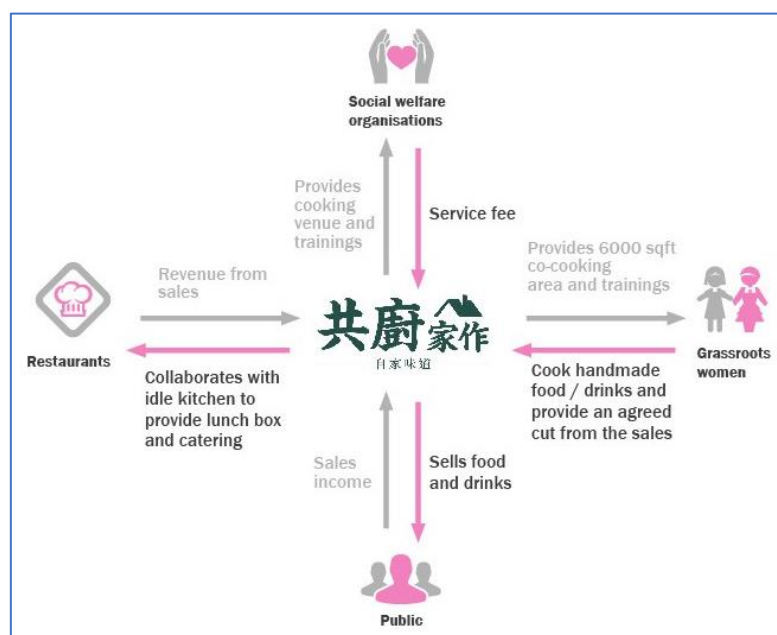
Jointly funded by the Hongkong Bank Foundation and the Social Welfare Department's Partnership Fund for the Disadvantaged, the Hong Kong Council of Social Service (HKCSS) established SEBC in 2008, to advance social entrepreneurship and mobilize social innovation. It does not only serve as a collaborative platform to provide one-stop support for social innovation projects through developing partnership with the government, the business sector, NGOs and academics, but also advocate a conducive environment for social innovation to address social needs.

Set up for social enterprise movement in Hong Kong, SEBC also builds social capital to advocate social initiatives including social innovation, social entrepreneurship, responsible consumption, fair trade, social awareness building, etc. The Social Angel Programme successfully has gathered a group of corporate volunteers across industries, to provide professional consultation services and guidance. Working as an intermediary of SIE Fund, HKCSS operates the Impact Incubator under SEBC. The Impact Incubator works as the intermediary of SIE Fund that connects social innovation implementers (SIIs) to knowledge, resources and networks to implement innovative solutions to poverty and social exclusion problems in Hong Kong and drive sustainable impact. SEBC also drives community-based social innovation through a new competition 'Social Innovation • Community 4.0', aimed at nurturing secondary school students to understand more about social issues and encouraging them to tackle the problems in innovative ways through design thinking.



Sharing Kitchen (共廚家作)

Sharing Kitchen is one of the sharing economy examples in Hong Kong. Adopting a concept of co-cooking and utilization of idle resources, the project provides a well-equipped 6,000-square-feet co-cooking space for the grassroots for large-scale food production. It recruits the grassroots or middle-aged persons for food production by making use of the kitchens of existing restaurants during non-peak hours. The food produced will be sold on-site. Sharing Kitchen not only alleviates labour shortage of the restaurants and helps them to develop new products and increase revenue, but also boosts the confidence of the grassroots and motivates them to be self-reliance. The project also promotes a Hong Kong Brand by developing the local food production.



Since its establishment in 2016, Sharing Kitchen has created huge social impact by:

- Recruited 100 grassroots women to be received 440 training sessions to enhance their cooking skills and confidence
- Generated \$7,000,000 expected income for grassroots women
- Offered 1,600 training sessions and times of usage for 20 social welfare organizations and their beneficiaries
- Linked with 12 restaurants that continue to participate in the programme as part of the expansion of "Sharing Kitchen"

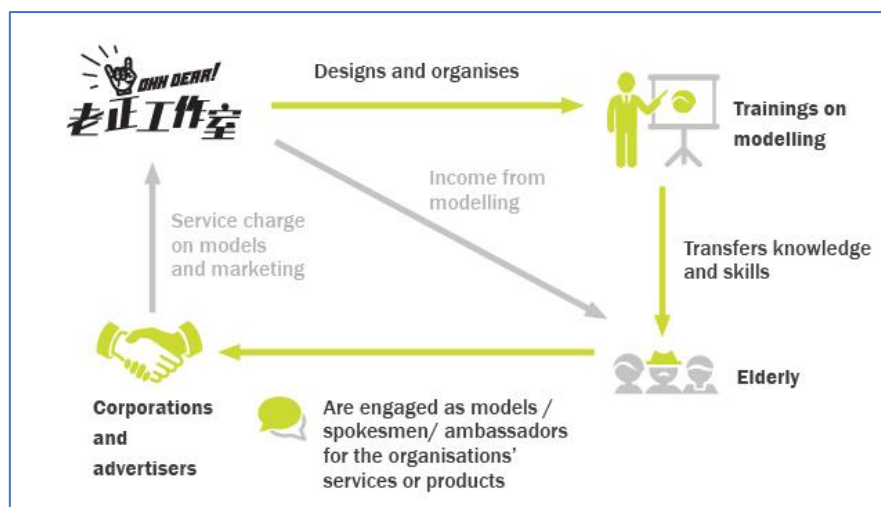


Sharing Kitchen successfully offers the general public different kinds of home-made food by sharing an idle kitchen. By matching the idle cooking space with the home-cooking skills of grassroots women, the restaurant can utilize its idle resources and develop home-made products. The project come to a win-win situation.

OHH Dear Communications (老正工作室)

OHH Dear Communications positions as a different model agency to promote “active ageing” and “ageing gracefully”. It is the first senior model and marketing agency in Hong Kong that provides insightful and effective solutions for brands to reach out the young old market. OHH also offers one-stop marketing solutions to corporates and advertisers on elderly-related advertising or marketing campaigns.

With an aim to empower the young old by connecting with the commercial world, OHH successfully builds a team of senior models aged 50 or above working for different marketing events, such as advertising, movie shooting, being the hosts of programs, catwalk show models. as well as ambassadors for various kinds of products and services. All these opportunities allow them to learn from new experience and get much exposure. They also demonstrate their vivid lives and energetic minds with smashing the stereotype of what an elder and a model should look like.

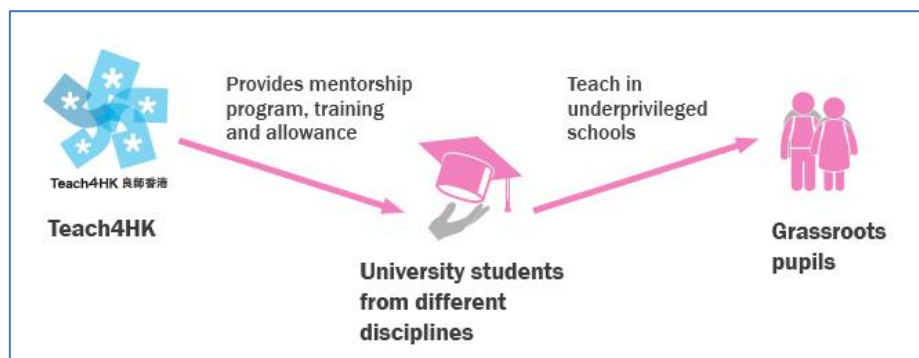




Through providing modelling services to corporations, OHH cultivates a positive image and attitude for active ageing, as well as promoting elderly employment in response to the ageing population and the labor shortage in Hong Kong. It advocates a paradigm shift on the perception of ageing and becomes an alternate way to promote the dignity and well-being of elderly.

Teach for Hong Kong (良師香港)

Teach for Hong Kong (TFHK) is a project nurturing future leaders and helping underprivileged students. Following the model of Teach for America, the project fosters university students into teachers for grassroots pupils. Outstanding university students from different academic disciplines are recruited as full-time fellows to provide support to underprivileged students throughout a 1-year of teaching and leadership training program in school. They are deployed as permitted teachers in different projects including extra-curricular activities, life-and-career education and in-class teaching to enrich students' learning experience.



On one hand, TFHK values student growth both inside and outside of classrooms and promotes equal access to a quality education of underprivileged students. The student fellows increase students' learning motivation and confidence by providing quality subject teaching. On the other hand, the project strives to create sustainable systematic change by empowering fellows to pioneer creative solutions to education inequity and lead the movement.

Since 2015, TFHK has successfully partnered 27 primary and secondary schools and nurtured

about 150 fellows to offer teaching programmes to over 25,000 underprivileged students. It has also established a community of over 100 schools, corporates and organizations that are willing to provide quality education for the needy. Inspired by this teaching experience and better understanding of underprivileged students, the fellows are committed and equipped to drive systemic changes in our education system in the long run.

Way forward..

The challenges in Hong Kong are becoming more complex and interconnecting than ever. Undoubtedly, social innovations are the new social practices and decision-making process aimed at meeting social needs by developing effective solutions in a better way than the existing solutions. It's believed to regenerate ecosystems and create vibrant communities for better living of people. Apart from how the innovation projects adopting sustainable business models and potential revenue created, it is more important to co-create an environment for diverse change-makers to unleash creative potential and encourage experimentation to address social needs. We need to facilitate cross-sector strategic collaboration with more dialogues, network and exchanges to drive contemporary social innovation for developing a caring society with hope and faith.



JNCSW Social Welfare Vision 2020

～ Towards the Prosperous Welfare Society where We Live Together～

International Division, JNCSW

In February 2020, JNCSW formulated “JNCSW Social Welfare Vision 2020 (Welfare Vision).”

It is estimated that the population of Japan will be reduced from current 126 million to 110 million in 2040. The number of the aged (≥ 65) in Japan will reach its peak with 39.35 million in 2042, and the ratio of the aged (≥ 75) in the total population will be 20% or more. The birthrate is declining rapidly, and that is the society estimated in 2040.

Under such estimation, Welfare Vision was formulated as a compass toward 2030, with which councils of social welfare, social welfare institutions, commissioned welfare volunteers/commissioned child welfare volunteers, senior citizens clubs, etc. will work together to create “prosperous welfare society where we live together” positively and cross-sectionally.

This time, the theme of NEA Newsletter is “Social Innovation.” It is a common challenge of NEA Region including Japan to establish a system to maintain sustainable social security and social welfare responding to population decline or socio-economic structure changes. In our report, the idea of Welfare Vision and the way to actualize it will be explained for your reference as an example of social innovation to overcome such challenge.

The society Welfare Vision aims for

In Japan, social welfare organizations and workers have accumulated various practices, tackled creation or amendment of welfare systems, and wrestled with community planning for a long time. It will lead the realization of “Inclusive Community Society” which is promoted by Japanese Government.



In global, 17 common goals were set in “Sustainable Development Goals (SDGs)” towards 2030 aiming to the realization of “a sustainable society with diversity and inclusiveness where no one will be left behind”.

In our Welfare Vision, both the realization of “Inclusive Community Society” promoted by Japanese Government and the SDGs promoted worldwide are included, and consequently, aiming to the prosperous welfare society where we live together. Then, what is the prosperous welfare society where we live together? It is a society where each and every inhabitant can work together, support each other on a daily basis, find fun and purpose in life, and live a life without being isolated from society even if they have various difficulties in their lives.

To realize such society, Welfare Vision shows the direction for all social welfare organizations or workers, and lists 8 recommendations for practices as follows.

1. To deepen multiple-layered cooperation and collaboration
~to establish a network for flexible and quick action~

Towards the realization of the prosperous welfare society where we live together, all social welfare organizations and workers will cooperate and collaborate together with health workers, medical workers, educators, lawyers, enterprises, NPO, volunteers, etc. in a community effectively and multi-layer structurally recognizing their own roles.

- (1) The role of councils of social welfare
- (2) Information collection and problem solving
- (3) Collaboration of 1,800 councils of social welfare in wide range
- (4) The role of council of social welfare in prefectures/cabinet-order designated cities
- (5) The role of 20,000 social welfare foundations
- (6) Support for social welfare foundations



2. To increase diverse practices

~to develop various services responding to the change of needs~

Community life issues are diverse and occur in various places. Social welfare organizations and workers dealing with various issues should be based on the idea of targeting all people; i.e, from children to adults, regardless of age, gender, nationality, etc., including foreigners who have a base of living in that community.

- (1) Promotion of advocacy, improvement of the quality of service
- (2) Development of various service
- (3) Development of functions cultivated over many years in a community



3. To try to secure, train, and settle human resources who support social welfare (social welfare human resources)
~to prepare a worth place of work and to make “a system to support people who support others”~

To provide quality social welfare service, it is indispensable to secure, train, and settle human resources who support social welfare. It is no exaggeration to say that it is the most important challenge for 2030 because it is estimated that declining birthrate and aging population will be progressed more, the elderly population relative to the total population will be increased, and working population will be decreased in 2030. Considering the balance between demand and securing workers, it is important for welfare organizations and workers to promote efforts to secure, train, and settle human resources more than now.

- (1) To prepare a workplace where it is easy to work and continue to work
 - (2) Career advancement of social welfare personnel
 - (3) Expansion of the base of social welfare human resources
 - (4) Promotion of entry of diverse human resources
 - (5) To secure, train, and settle foreign human resources
 - (6) To support a community society with its residents
 - (7) Promotion of understanding of activities of Commissioned Welfare Volunteers and Commissioned Child Welfare Volunteers
4. To try to improve quality and efficiency of social welfare service
~to create a system in which all staff can enhance their expertise and work efficiently~

Population decline will case the relative workforce reduction towards 2040, and Japanese Government says it is necessary to increase the productivity at social welfare site by 5%. To increase the productivity respecting the will of users and improving the quality of welfare services, it is important to improve the efficiency of welfare services from the following perspectives.



- (1) The need to pursue quality and efficiency
- (2) Improving the way to provide a wide range of services

5. To strengthen the base of social welfare organizations
~ to gain enough understanding of a community to be supported by the community~

To realize “the prosperous welfare society where we live together,” it is necessary for councils of social welfare to fulfill the function of “a place of collaboration and cooperation,” and for social welfare foundations to fulfill the function of “the core of a network.” Therefore, it is important for councils of social welfare and social welfare organizations to strengthen their organizational base.

- (1) To promote understanding of services of councils of social welfare
- (2) To secure various sources of funds
- (3) To stabilize the staff employment of councils of social welfare
- (4) Public interest activities in a community by social welfare foundations and diversification of their financial resources
- (5) Collaboration with enterprises

6. To strengthen the partnership with national and local governments
~to consider and to work with government agencies~

The Local Government Law stipulates, “local public organizations shall play a broad role in implementing local administration voluntarily and comprehensively on the basis of promoting the welfare of residents.” (Article 1-2). Local governments are responsible to promote welfare of community residents, and according to the Social Welfare Law, community welfare plans formulated by municipalities shall be superior to other welfare plans. To realize “the prosperous welfare society where we live together,” social welfare organizations and workers should consider and work with government agencies.

- (1) To secure the continuity of public entrusted services, etc.
- (2) Active commitment to policy recommendations



7. To spread understanding for inclusive community society and encourage participation
~to promote understanding of community residents and other people or various organizations about social welfare activities and their participation in such activities~

Community residents are the main actors who work to solve community life issues together with social welfare organizations and workers. It is important for social welfare organizations and workers to understand the desire of community residents and other people or various organizations to contribute to the society, and to connect them to opportunities to participate in social welfare activities.

Social welfare foundations and councils of social welfare should make much account of the implementation of community residents counseling, experience projects such as nursing care trial, and acceptance of volunteers and practical training, etc., and promote understanding of welfare activities so that those involved can feel that they want to be more involved. Furthermore, in order to expand the base of supporters in a community, the volunteer centers of each council of social welfare should recognize the importance of their role and be more active.

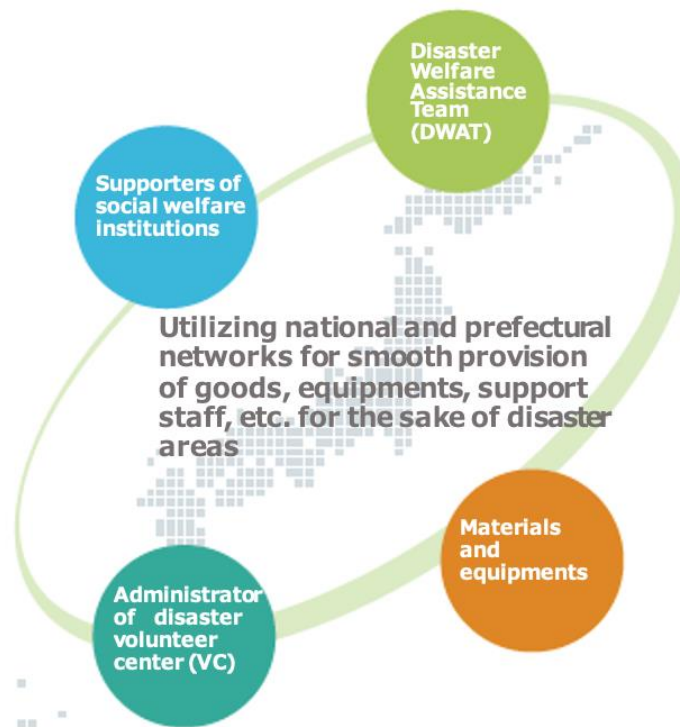
- (1) To build a relationship of mutual trust and to disseminate information
- (2) To promote international relation

8. To prepare for disasters
~ to prepare organizations or communities to be tough for disasters~

Disaster prevention or disaster support activities are common challenge for all communities. When a disaster occurs, people feel the need of social ties. Recently, large-scale disasters occurred one after another, and it is also predicted that Nankai megathrust earthquake or earthquake whose epicenter is directly below Tokyo may be occurred in the near future. To respond to such disasters immediately and to provide disaster support services quickly and efficiently, it is significant to consider how to prepare for disaster even in the time of peace.



- (1) To promote understanding of each one's role even in the time of peace
- (2) To develop a disaster welfare support network
- (3) To establish disaster welfare support center (tentative)
- (4) To organize “disaster welfare assistance team (DWAT)”
- (5) To secure public funds and legal development



Towards the realization of JNCSW Social Welfare Vision 2020

The purpose of Welfare Vision is to reveal to society that all social welfare organizations and workers look at the near future and strive to rebuild their organizational bases toward the realization of "the prosperous welfare society where we live together" in line with their respective communities, and fulfill their roles.

Even with COVID-19, which is now a global issue, people working at councils of social welfare, social welfare foundations or social welfare institutions are so-called essential workers who are indispensable to the lives of community residents, and the importance of their social roles are reaffirmed widely in the society. Regardless of any environmental changes, responding to the changes and supporting people's lives in the community are in line with the aim of the



"Welfare Vision".

In order to put the "Welfare Vision" into concrete shape, organizations in each field that make up JNCSW shall formulate a "course of conduct" and develop practical activities in the future. JNCSW itself also formulated its own "course of conduct". By promoting this, JNCSW will endeavor to develop social welfare projects all over Japan, and will activate actions related to social welfare, and consequently, will promote social welfare in Japan and fulfill the expected social responsibility.

We would like to share such efforts with NEA members through various opportunities in our region.

JNCSW Course of Conduct

- 1) We will promote "Social Welfare Vision 2020".
- 2) We will implement various practices toward the realization of an inclusive community society.
- 3) We will secure, train and settle human resources who support social welfare.
- 4) We will improve the quality and efficiency of social welfare services.
- 5) We will strengthen the base of the councils of social welfare, social welfare foundations and social welfare institutions.
- 6) We will improve the system even in the time of peace so that we can provide prompt support when a disaster is occurred.
- 7) We will manage our organization as a national center of social welfare.



Social Entrepreneurship and Local Impact

How ‘Haenyeo’s Kitchen’ is Helping Its Local Community to Evolve into Social Economy

Jeong Tae Kim

CEO, Merry Year Social Company

‘Haenyeo’s Kitchen’, which was selected as a ‘must-visit place in Jeju Island’ by Airbnb. ‘Haenyeo’s Kitchen’ opens only 6 times a week for lunch and dinner on every Friday, Saturday and Sunday and has attracted more than 10,000 customers around the world in 6 months since the corporation was established in 2019. ‘Haenyeo’s Kitchen’, which is located at the seaside area of Jongdal-ri, Gujwa-eup, Jeju far away from main tourist destination in Jeju, is a special place where haenyeos introduce the seafood they catch, special play under the theme of haenyeo culture is shown, seafood cooked by haenyeo is served and time to talk with haenyeo which will be unforgettable memories is given. What is special about ‘Haenyeo’s Kitchen’ with a booking rate close to 100% despite dining cost of 49,000 won which is not cheap for a meal?

In the recent Haenyeo’s Kitchen time, haenyeo Kwon Young-hee (88) participated to talk about the life of haenyeo in front of participants. When asked “How long will you live as haenyeo?”, haenyeo Kwon said, “I want to do it for another year”, which made participants make a big smile. ‘Conversation with Haenyeo’ is the most popular time in Haenyeo’s Kitchen. Many questions are raised one after another because it is the first time for the participants to meet and talk in person with haenyeo. Haenyeo Goh Bong-soon (62), who is relatively young compared to haenyeo Kwon Young-hee, was asked “What would you do if your children want to be haenyeo?” “My children will not be able to do this job as it is difficult. But I want to be haenyeo again if I am born again.” Haenyeo Goh Bong-soon calmly talks about her distressing moment when she was almost dead when she went out to the sea while she was pregnant with the first child. Along with stories and performance about haenyeo, participants enjoyed dishes prepared by haenyeo such as sea urchin soup, seasoned sea hare, grilled and steamed veined rapa whelk, seasoned woodfish, black sesame seeds porridge and rice with sea weed fusiforme and found that the time of 120 minutes flired.

Small village at the seaside of Jongdal-ri, Gujwa-eup, Jeju where few tourists had visited. How did Haenyeo's Kitchen make a change that embraces outside and succeed local culture while increasing economic independence in the process of evolving local community into social economy? Let's find out more about Jeju Island and haenyeo culture before looking at social entrepreneurship and impact investment, which were the local basis for this development.



Dining at Haenyeo's Kitchen (Source: Haenyeo's Kitchen)



Performance at Haenyeo's Kitchen (Source: Haenyeo's Kitchen)



Jeju Island and Haenyeo

Jeju Island, which is more than 450km away from Seoul and metropolitan area which are the home to more than half of Korea's population, is not just an island. It is a famous tourist destination attracting more than 15 million people a year including international tourists. It is the second largest in the Asia Pacific region after Bangkok, which recorded 22 million tourists a year based on Asia Pacific Destinations Index (APDI 2019). In addition, Jeju Island boasts world-class natural scenery, biodiversity and geological heritage to the extent that it is certified as World Natural Heritage, Biosphere Reserve and Global Geopark, which are called UNESCO's three official programs.

Jeju Island has a special culture of haenyeo in the world. Haenyeos go in to depth of 10 to 15m under the water without special diving gears and collect various kinds of seafood for about 5 minutes. One of the dangerous moments is to meet a dolphin that moves at high speed. At this moment, haenyeos shout out 'Baealro', which means 'under the boat'. It is known as a mysterious spell that avoids the collision with dolphins because it fits into the frequency range that dolphins can hear. After diving, haenyeos come out of the water to go to land with a basket mixed with sea urchin, sea cucumber, veined rapa whelk, giant octopus, abalone and sea squirt and they are sent to fish market through local fishing village.

In its heyday, there were more than 20,000 haenyeos. At that time, haenyeo business in Jeju Island had a significant impact on the local economy to the extent that the business contributed more than 50% of Jeju's gross fishery income. Currently, the registered number of Jeju haenyeo is 4,000 and more than half of them are in their 70s and over. Therefore, it is expected that the number of active haenyeos will decrease as time passes. The main source of income for haenyeos in Jeju Island is veined rapa whelk and 80% of it is exported to Japan, making it hard to have price competitiveness, so economic sustainability was worsening every year.

Jeju Island started to provide living expenses of 300,000 won per month for 3 years if 397 old haenyeos apply for 'retirement' but application rate was below 30%. 'Retirement' is very bureaucratic perspective for Jeju haenyeos who think that it is their fate to go out to the sea even after the age of 80. Nevertheless, what is the future of haenyeo culture, which is one of



the representative cultures of Jeju Island? How can many local communities at seaside, which are mainly composed of haenyeos and their families be assured of sustainability in the future with high uncertainty? Those questions were the start for ideas of Kim Hawon (28), CEO and founder of 'Haenyeo's Kitchen', a social company.

Haenyeo culture and social entrepreneurship

CEO Kim Ha-won, who was from Jeju Island and was familiar with haenyeo culture as one of her family members is haenyeo, studied acting at Korea National University of Arts, a representative art school in Korea, naturally started thinking about 'sustainability of haenyeo culture'. She did not want to be haenyeo by herself, but she thought that she would create new values by combining acting she likes with haenyeo culture. If the existing ways continue, haenyeo culture will be at the risk of extinction and economic basis of her hometown based on haenyeo culture would collapse. A transformation in the local community which is a community of welfare that helps each other and a life-sharing community, was required.

CEO Kim Ha-won focused on social entrepreneurship that pursues creative solution for a problems faced by the local community by participating in 'Jeju social economy acceleration' project led by Jeju Free International City Development Center, a public institute in Jeju Island. In the village of Jongdal-ri, Gujwa-eup, her hometown, there was a rest area for haenyeos, which is no longer in use. The place was the area where haenyeos who came out from the sea took a rest for a while and warmed themselves up and had a chat together. With decreasing number of haenyeos, the number of such spaces near the beach, which were no longer in use, was 117 across Jeju. As the spaces were located near the beach which gives the benefit of scenery and accessibility, CEO Kim Ha-won planned to reorganize the space into 'Haenyeo's Kitchen'.

The existing seafood distribution structure was that when haenyeos send seafood to a fishing village, the product was delivered to final consumers after going through local fishery cooperatives and wholesalers. Under the existing structure, it was hard for haenyeos to get fair price. CEO Kim Ha-won purchased seafood from haenyeos and fishing village, paying price 20% higher than previous price for the seafood. As intermediate steps are skipped, consumers can enjoy the product at 35% lower price. In addition, sales of 'Haenyeo's Kitchen'



are given back to fishing village regularly so that the fruit of social company's growth can be circulated in the local community. Through 'Wadiz', Korea's largest crowdfunding platform, 'Haenyeo's Kitchen' promoted the sales of Jeju veined rapa whelk, and achieved a series of 'sold-out', exploring new sales channel for seafood. During the period when tourism industry in Jeju was hit hard by COVID-19 outbreak, the company focused on content R&D preparing for premium dining using projection mapping, which is growing as high added value area in the world. The situation where Korean's trip to other countries decreases and Jeju Island, which was famous tourist destination for parents' generation, is emerging as tourist destination again due to COVID-19 outbreak, is a positive opportunity for Haenyeo's Kitchen. Haenyeo's Kitchen is now planning to develop the company into Korea's representative fishery product distributor.

In response to the development of Haenyeo's Kitchen, the fishing village in Jongdal-ri, Gujwa-eup is showing very heated response. Because there is an alternative for haenyeos in old age to earn income by participating in 'conversation with haenyeos' section, which is prepared 6 times a week at Haenyeo's Kitchen rather than going out to the sea despite safety issues. In addition, as the fishing village directly sells seafood to Haenyeo's Kitchen rather than selling it to wholesalers, the price becomes stable and established at higher price, giving a positive impact on the local community. As more tourists visit Jongdal-ri, Gujwa-eup, where it was rare to have tourists from outside, the seafood sales increased and the local community is facing new social economy phase, which was not experienced before.

How does the local community develop into a social economy?

As shown in the case of Jongdal-ri village, social entrepreneurs like CEO Kim Hawon, acceleration and impact investment for social enterprise such as Haenyeo's Kitchen are necessary to develop local community into more sustainable social economy. MYSC where I am working has focused on increasing positive influence on local community and social entrepreneurship of Haenyeo's Kitchen by supporting accelerating program for Haenyeo's Kitchen in 2019. In this process, participation and contribution of haenyeo group in the local community played a pivotal role along with belief and support of a fishing village in Jongdal-ri. Thanks to this effort, domestic and foreign tourists are visiting the local community located in Gujwa-eup, where there was not tourist spot to speak of, developing the community into a



sustainable social economy which is interactive with other society. It means that the local community has the possibility of being developed into a new social economy when the stakeholders in the local community, and external stakeholders including external accelerating support agencies, impact investment company, tourists and etc. agree on the same goals and implement creative and innovative test based on the agreed goals.



The Role of Social Innovation in Building Local Communities in Taiwan- A Case Study of BBC Good Practice

Shu-huey Wu

Supervisor of BBC, Deputy Secretary General
The Council of Social Welfare, Taiwan

Fen-ling Chen

Professor, National Taipei University, Taiwan
Secretary General, The Council of Social Welfare, Taiwan

A good practice of social innovation

Aging People is one of the important issues in the 21st century. On condition that the elderly are healthy, living in communities is the most ideal mode for their late lives. In 2015 Whitepaper for Aging Society, “active aging” is one of the future policies for the government.

In response to the government’s policies and the real needs in Taiwan, the Council of Social Welfare, Taiwan began to cooperate with Big City Shopping Mall and run a good practice called “Baby Boomers Club (hereafter BBC)” in Hsinchu City. As a non-governmental organization (hereafter NGO), the Council of Social Welfare, Taiwan, under the agreement from members of the General Assembly, tries to combine theory and practice and run a non-profit area for the elderly. In the BBC, we try to bring more innovative ideas and let the elderly have different kinds of activities which help them to improve their cognitive abilities.

The core value of the BBC is learning, technology, intergenerational contract and local community for the social engagement of the elderly. The BBC tried to innovate non-profit local community mode and bring triple win among local enterprises, the government, and NGOs. The Big City Shopping Mall provides a huge and bright area for us. The government, Social Department of Hsinchu City, provides financial subsidy. Moreover, over 30 NGOs, universities, and social enterprises help us to execute innovative projects. Under the need assessments of the elderly, the activities of BBC “Sanheyuan” (which means that three



generations live together in a house) try to let the youth and the elderly join the activities together.

Some key strategies of the BBC

In aging society, the elderly are usually lonely at home. If we can bring different generations to join activities together, this can improve the wellness of the elderly and they will feel more comfortable to live in their communities. In BBC “Sanheyuan”, the youth can understand the elderly’s lives, join their activities, talk with the elderly and show their respective attitude. The intergenerational contact can also make the elderly have more energy, and have more positive attitude towards their lives. The gap of values between generations can be decreased. The whole communities can benefit from the interaction when people can understand each other.

“Old fashion” activities are completely different from the traditional courses for the elderly. Based on the need of the elderly and designed for them, we put the elements of learning, technology, intergenerational contract, and communities together to fulfill the need of social engagement among old people. Our typical activities are as follows:

1. A special board game for the elderly

Based on the local culture of Hisnchu, we developed a board game that the youth and the elderly can play together and this game can arouse the childhood memory of the elderly. We also introduced the board game to other service centers for the elderly in Hisnchu City. By playing this game, the elderly can learn different ways of living among the youth generation, and the youth can understand the living ways of the elderly. Meanwhile, they have to cooperate with each other to win the game.





2. Digital learning

In BBC, we bring a lot of courses to improve the ability of technology among the elderly, such as using mobile phones and APPs. The improvement of digital ability can enhance



social network of the elderly and reduce the digital gaps between different generations. As there are gaps in technological capacity between old people due to their different educational achievement, incomes and social activities, we provide multiple courses to teach the elderly to use digital materials, such as hardware, line, Facebook,

common APPs (calendar, google map, cloud drive etc.). The ability of digital utility can increase the life quality of the elderly and let them enjoy the benefit from technological progress.

3. Old school fashion show

We have a series of courses to teach the elderly how to show their fashion abilities, such as beauty posture, make-up, face care, and modeling. Those courses let the elderly find their ways to show their viewpoint of beauty. With an “Old School Fashion Show” activities at the end of year, we hope that their young families can come to see how beautiful their grandma and grandpa are. This show also enhances the self-esteems of the elderly and finds their talents of performance.





4. Life theater

Using the idea of drama therapy, the BBC lets the elderly review their whole lives and rethink the meaning of their key life events in order to fulfill their self-integration. In the night of “Old School Fashion Show” activities, their stories become a program. The audience learn the life experience of the elderly and know their wisdom of life.



A Good Practice of Social Innovation in the BBC

Many scholars tried to propose the meaning of social innovation. Caulier-Grice (2012) concluded that social innovation was using new ways of solution (including products, service, model, market etc.) to fulfill social needs. Social innovation can lead to new models or improve old models or relationships, and use resources more effectively. He proposed some characteristics of social innovation, and the BBC fits some of them.

1. Cross sections cooperation: the BBC combines a private enterprise, the local government, NGOs and universities to work together.
2. Open decision making process: different agencies all join the process of decision making equally.
3. Grass roots: all the courses come from the needs of local old people.
4. The purpose of innovation is to solve current problems.
5. Reciprocity: participants and stakeholders can benefit by executing this project.
6. New roles and relationships: innovative enterprise/social enterprise was introduced. This project brings new roles and new relationships for the future.
7. Assets and resources are well used: Although we have limited resources, all the assets and resources are well used.



As one of the pioneers of social innovation, the Council of Social Welfare, Taiwan brings a way of social influence. By implementing “Old School Fashion Show” activities, we make the lives of the elderly more colorful and let these grandmas and grandpas have more self-esteem. The elegant old fashion shows change our stereotype of “old”. The BBC let the youth understand the life of the elderly, and make enterprises willing to be involved in social welfare for the elderly. The BBC becomes a good practice of new services for aging society and a model of intergenerational contact.

In the future, we hope that we can bring more partners to join our activities and fit the “UN Sustainable Development Goals (SDGs).” The Council of Social Welfare, Taiwan tries to bring healthy physiology, mental health and wellbeing for people in Taiwan. As a member of global NGOs, the Council of Social Welfare, Taiwan would like to share our local practice experience with other branches of ICSW and look forwards to cooperating with all of you in the future.

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Chief Editor

Pei-Yuen TSAI, Ph.D.

The Council of Social Welfare, Taiwan

ICSW North East Asia Member Organizations

The Hong Kong Council of Social Service

Japan National Council of Social Welfare

Korea National Council of Social Welfare

Mongolia United Association of Social Welfare Organization

The Council of Social Welfare, Taiwan

Secretariat

R411, Dept. of Social Work, National Taiwan University,

No.1, Sec.4, Roosevelt Rd, Taipei, 10617 Taiwan

Tel : +886-2-3366-1253

Fax : +886-2-3366-1589

Email : icswtaiwan@gmail.com