

FAMILY IMPACT CAPITAL FOR SOCIAL INNOVATIONS

Urban Solutions Action Playbook

April 2024



DEAR READER,

As the social investment ecosystem in Northeast Asia matures, families in the region are increasingly deploying their capital towards addressing key social issues in their cities. To understand and therefore deepen this practice, Social Ventures Hong Kong (SVHK) and AVPN hosted the Family Impact Symposium 2024 in March 2024 with Oliver Wyman as the Insights Partner, bringing together family foundations, businesses, and trusts that have demonstrated a strong interest in driving social outcomes. This two-day symposium highlighted pertinent urban issues, current trends in social investment and how family-led capital can support the cause to bring about positive social change.

As more family-led capital enters the social investment space, these private-sector funders are playing a dynamic and unique role in social development, alleviating the burden on the public sector. We are pleased to present the key findings that were surfaced during the symposium and in conversations with philanthropic funders and provide a roadmap for families to embark on or deepen their social impact strategies.

We extend our gratitude to all the organisations and experts who contributed to this playbook, and we hope you find this research enjoyable and informative.



Roshini Prakash
Chief Knowledge Officer
AVPN



Francis Ngai
Founder and Chief Executive Officer
Social Ventures Hong Kong



Jasper Yip
Partner
Oliver Wyman

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EXECUTIVE SUMMARY

Northeast Asia has experienced a remarkable transformation in recent decades. Rapid modernisation and a surge in wealth have brought significant improvements. However, this progress has been accompanied by substantial social and environmental challenges across the region.

Each city faces its own set of hurdles, but five key issues resonate throughout Northeast Asia: youth development, climate change, ageing population, urban poverty, and housing and community development. These challenges have only become more acute despite well-intentioned efforts from governments, particularly in the wake of the COVID-19 pandemic.

Families have long played a part in addressing issues in their communities, typically through charitable giving. However, a new trend is emerging: families are taking a more strategic approach in deploying capital for social impact, transitioning from passive funders to taking ownership and even orchestrating the design and delivery of programmes. This shift has seen them leveraging their resources and networks to embrace collaborative models, partnering with community stakeholders to deepen their impact and create more effective solutions.

Drawing from the experiences of seasoned practitioners, we have identified four key steps for families to formalise their social impact strategy. We recommend that families align their engagement with their family values, explore participation through different levels of involvement, seek out partnerships with public and private organisations, and implement a framework to measure their impact. We encourage families to embark on their social impact journey by taking small steps, at the first instance. We also urge other stakeholders to actively participate in addressing urban social issues and seize the opportunities created by the rise of family-led social capital deployment.

01

CONTEXT AND METHODOLOGY

OUR REPORT DRAWS INSIGHTS FROM THE SYMPOSIUM AND INTERVIEWS WITH ORGANISATIONS IN THE SOCIAL IMPACT SPACE

Social capital deployment has become a significant topic for families and funds, as more players have entered the field in recent years.

AVPN and SVHK have partnered to host the Family Impact Symposium 2024 in Hong Kong. The symposium aims to bring together family foundations and other stakeholders to accelerate the journey of social transformation. It will highlight the unique role that family-led capital plays in driving social change.

Throughout the event, various organisations shared valuable lessons drawn from their experiences, which are documented in this report. We hope that this report can serve as a playbook for other families and social innovators who are interested in joining the field.

The key insights and observations are generated from

2 Days of immersive programmes and discussions

52 Participants from 5 cities in Northeast Asia region

14 Interviews with organisations operating in the social impact space

11 In-depth case studies spanning across five social impact themes

Case study organisations



02

**URBAN SOCIAL CHALLENGES
IN NORTHEAST ASIA**

URBAN SOCIAL ISSUES ARE INCREASING IN BOTH REACH AND SEVERITY ACROSS THE NORTHEAST ASIA REGION



Youth Mental Health

Students and young people are stressed due to high expectations in relation to academic and career success

BOTTOM 20%

Among 78 countries and regions, the in-scope NEA markets are ranked bottom 20% for students' life satisfaction¹



Environmental Pollution

Northeast Asia (NEA) as a region is one of the highest environmental polluters

60% HIGHER

CO₂ equivalent/capita produced by in-scope NEA markets² than the global average³



Ageing Populations

In Northeast Asia are projected to increase at much faster pace than the rest of the world

30%

Of the population in the in-scope NEA markets are projected to be 65+ by 2047 (vs. the global average of 16%)⁴



Wealth Inequality

As Northeast Asia continues to mature, wealth distribution is becoming increasingly uneven

BOTTOM 30%

Japan and Korea are ranked in the bottom 30% of OECD member countries for income equality⁵



Housing Unaffordability

Misalignment of property prices with income and rent is causing housing unaffordability

TOP 7

Among 106 countries and regions, the in-scope NEA markets all rank within top 7 for price-to-rent ratio at city centre⁶

1. Source: [PISA, 2018](#) (life satisfaction is rated on a scale of 0–10; students who reported between 7–10 were classified as satisfied). 2. In-scope NEA markets for this study are Hong Kong, Mainland China, Taiwan, South Korea and Japan. 3. Source: [EDGAR](#). 4. Source: United Nations, 2022. 5. Source: [OECD](#), 2018 (income equality is calculated as the cumulative proportions of the population against the cumulative proportions of income they receive). 6. Source: [Numero](#)

DESPITE EFFORTS FROM GOVERNMENTS, INSTITUTIONS AND ORGANISATIONS, FIVE KEY SOCIAL IMPACT THEMES REMAIN MAJOR CHALLENGES IN THE REGION



1. Youth Development and Well-being

Many policies and initiatives addressing youth mental health have been launched in recent years



2. Climate action

Cities have committed to achieve carbon neutrality by 2050



3. Ageing Well in Cities

Governments are actively preparing for ageing populations with new public policies and initiatives



4. Urban Poverty Solutions

Asia has seen a reduction in extreme poverty, driven by economic growth and public policy reforms



5. Housing and Community

Organisations and institutions are working with governments to offer affordable housing solutions

However...

Youth remains susceptible to mental health illnesses due to societal pressures to perform academically and professionally¹

The Northeast Asian region faces climate challenges such as biodiversity loss, water pollution, etc. particularly in the coastal urban areas²

Cities are not providing sufficient eldercare services, including access to adequate healthcare, infrastructure and community resources³

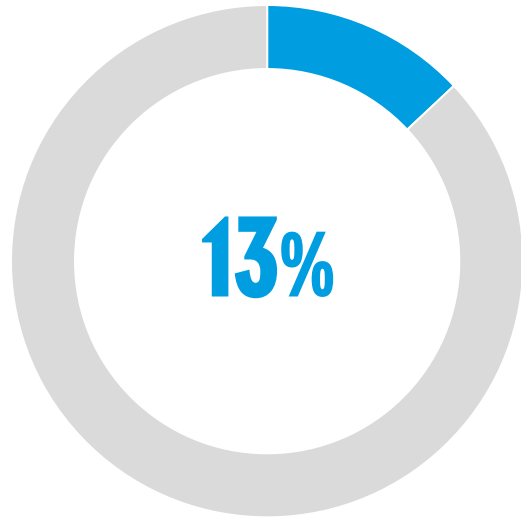
Urban poverty continues to grow due to increasing income inequality, lack of access to basic services, and limited job opportunities⁴

Rapid urban population growth has created extreme housing scarcity in Northeast Asian cities⁵

1. Source: AstraZeneca 2014, Government of China 2023, Japan Health Policy Now 2021, Taiwan Immigrants' Global News Network 2023. 2. Source: UNICEF 2022. 3. Source: UN Women 2018. 4. Source: UNDP 2023 5. Source: UNESCAP 2023, ADB 2022.

1. YOUTH DEVELOPMENT AND WELL-BEING

Youth are struggling to cope with societal pressures to excel academically and professionally



Youth unemployment across Hong Kong, Mainland China, and South Korea vs. the OECD average of 11%¹

Youth are vulnerable to societal pressures to perform well academically

51.9%

Of sampled secondary school students in Hong Kong exhibited symptoms of **depression**²

#1

The leading cause of death among boys aged 15–19 years in East Asia and the Pacific is **suicide**. It is also the second leading cause of death among girls aged 15–19³

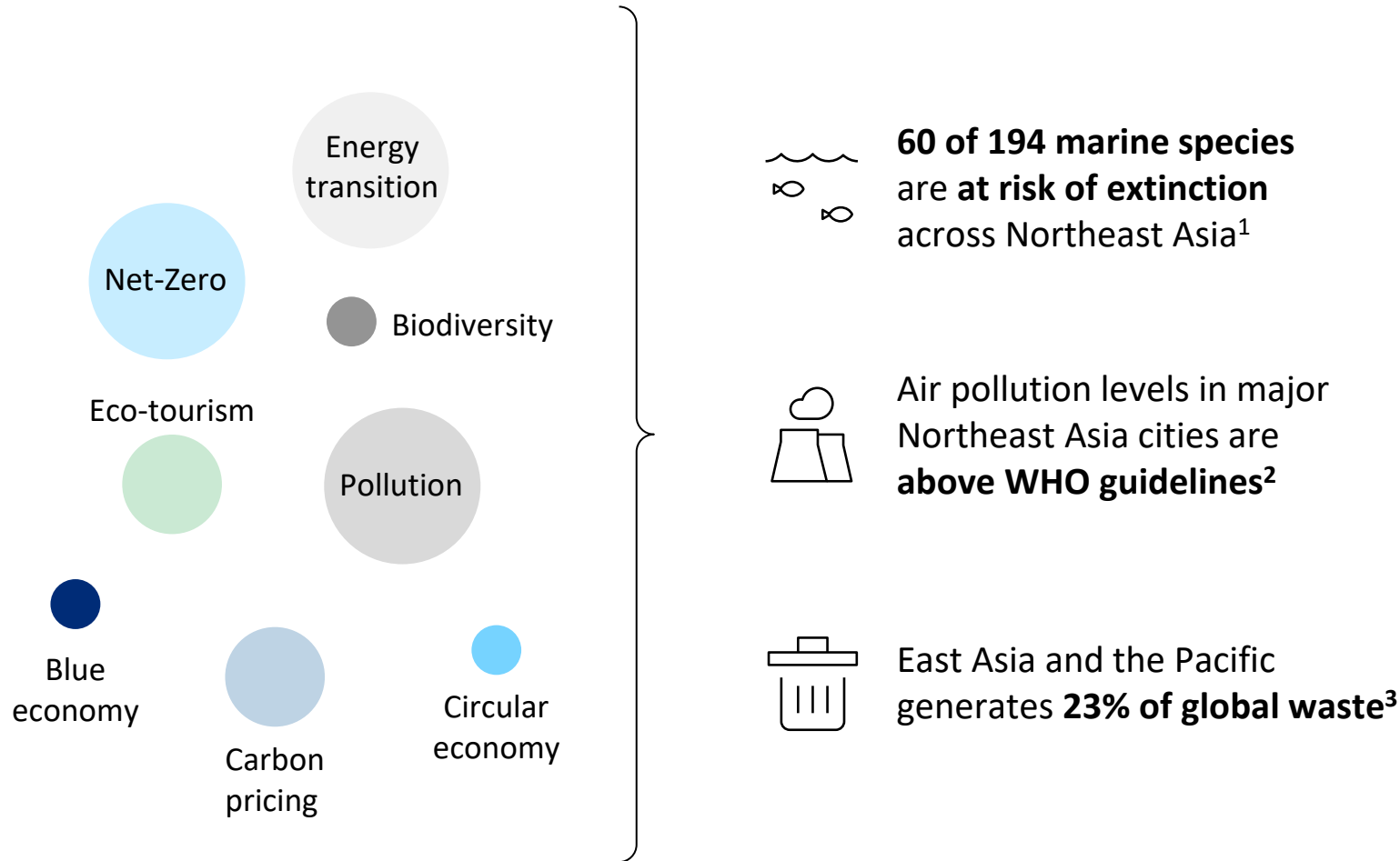


Youth development and wellbeing are challenged in urban markets due to high levels of academic pressure, changing family structures and evolving media consumption patterns among youth

1. Source: World Bank 2022 (proportion of total labour force ages 15–24), 2. Source: Israel Economic Mission in Hong Kong, 3. Source: UNICEF

2. CLIMATE ACTION

Biodiversity, pollution and recycling are interconnected concepts that are growing in importance in urban environments



While climate encompasses a broad range of concepts, key climate topics that affect everyday life are generating conversations and rallying support from families and other stakeholders

1. Source: Institute for Security & Development Policy (ISDP), 2016; 2. Source: Organisation for Economic Cooperation and Development (OECD), 2022. 3. The East Asia and Pacific region includes our in-scope markets, as well as other countries in Southeast Asia and Australasia; source: World Bank, 2018.

3. AGEING WELL IN CITIES

As urban populations continue to age across Northeast Asia, new solutions and initiatives that cater to this trend will be needed

79 YEARS

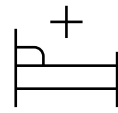
Mean life expectancy among Northeast Asia markets¹

~8 years longer than global average

1.16

Mean fertility rate among Northeast Asia markets is half of the global average of 2.32¹

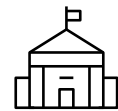
2.1 is required to sustain a population²



Shortage of healthcare and long-term care services for the elderly



Loneliness among the elderly is increasing



National healthcare service is under pressure



Ageing populations in urban cities across Northeast Asian markets are causing societal challenges as demands and preferences for elderly resources and needs evolve

1. Source: United Nations, World Population Prospects 2022, 2. Source: OECD

4. URBAN POVERTY SOLUTIONS

Northeast Asia faces key structural challenges in overcoming urban poverty

Hong Kong

The wealthiest 10% of households earned **~60x more** than the poorest 10% of households in Q1 2023, which was the widest gap calculated in Hong Kong in decades¹

Mainland China

Income inequality in Mainland China in 2023 is at the **highest level** since the inception of its official records in 1985²

Taiwan

The Gini coefficient is worsening, reflecting on growing income inequality in Taiwan³

South Korea

Income inequality in South Korea has been **steadily growing for the past two decades**⁴

Japan

72% of Japan's population consider the Japan market's income disparities to be too large⁵



Growing income inequalities across all Northeast Asian markets are contributing to widening wealth inequality gaps and social immobility challenges which families, foundations and governments alike are trying to address

1. Source: HRM Asia. 2. Source: Asia Fund Managers. 3. Source: Emerald Insight. 4. Source: Statista. 5. Source: OECD (2017 survey).

5. HOUSING & COMMUNITY

Fast-growing populations in land-scarce metropolitan cities are creating a housing crisis across Northeast Asian cities

60%

of Northeast Asia's population live in urban areas despite land scarcity¹

13 OF 22

of the world's mega-cities, i.e., most populous metropolitans, are in Asia¹



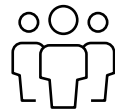
Home ownership is significantly more expensive in this region compared to other parts of the world

~1.7x

Property price to income ratio in Northeast Asia markets vs. world average²

~2.6x

Property price to rent ratio in Northeast Asia markets vs. world average²



Lower-income individuals and families are disproportionately affected, contributing to social segregation and inequality



Rapid urban population growth is outpacing the rate at which new housing is being developed, resulting in high property prices and overall housing shortage

1. Source: UN ESCAP 2020 Urbanization Factsheet. 2. Source: Numbeo Property Price Index by Country 2023.

EACH MARKET FACES ITS OWN SET OF SOCIAL CHALLENGES INFLUENCED BY ITS DEMOGRAPHICS, POLICIES AND MACROECONOMIC ENVIRONMENT

Major challenges different cities are facing identified by symposium participants¹



1. Source: Family Impact Symposium 2024

03

**UNLOCKING THE POTENTIAL
OF FAMILY CAPITAL**

OVERVIEW

Families have long been involved in the social impact space, contributing to the development and improvement of society and the community. During the symposium, **93%** of family funds expressed their willingness to increase capital deployment in social impact sectors within a year¹.

Different families choose to focus on various social impact themes based on their objectives and values. Based on our findings from the symposium, the top three topics of interest for families¹ are as follows

92%
respondents are very interested in youth development and wellbeing

77%
respondents are very interested in climate action

69%
respondents are very interested in ageing well in cities

Families in Asia are playing essential roles in urban city development from both economical and societal perspectives, and we have observed a shift in how they deploy social capital in recent years. There has been a change in focus on capital deployment objectives and in the ways families get involved and execute projects, which will be further explored in the following section.

We have also learned valuable lessons from previous experiences and will explore how families can apply these lessons to effectively deploy social impact capital and bring about positive change in cities.

1. Source: Family Impact Symposium 2024

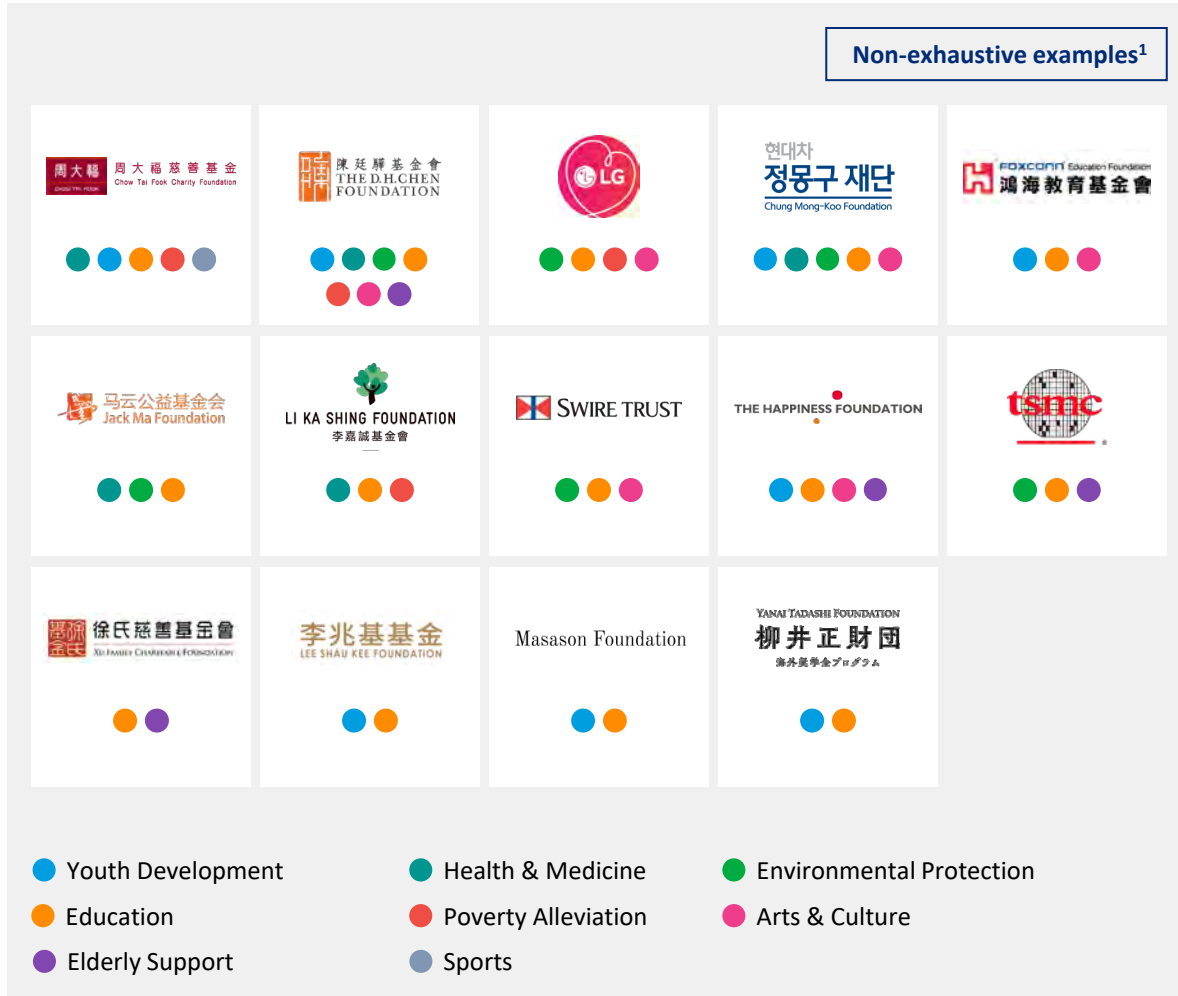


We shall share our blessings with those around us; by connecting with the community with love and care, we can weave the way for collective impact.

Peter Cheng
Chairman, Chow Tai Fook
Charity Foundation



FAMILY-LED CAPITAL HAS BEEN INVOLVED IN DIVERSE SOCIAL PROJECTS ACROSS NORTHEAST ASIA



Key observations



Hong Kong is a philanthropic powerhouse in Northeast Asia; wealthy families have been contributing to traditional social causes like education and public service for decades



Mainland Chinese families' mindsets are shifting; **more families are willing to invest resources into social issues in recent years**



Taiwanese families tend to offer resources beyond capital to social impact projects that resonate; they offer their network and connections, time and expertise as well














South Korean families tend to support causes via their corporate foundations, involving both family and corporate stakeholders when determining issues to support



Japanese families are starting to allocate wealth to social impact causes although concepts of philanthropy and charitable foundations are still relatively nascent in Japan

1. Source: Report interviews, desktop research

WE HAVE SEEN NUMEROUS SUCCESSFUL SOCIAL IMPACT CASE STUDIES ACROSS CITIES IN THE REGION DELIVERING POSITIVE CHANGE TO THEIR COMMUNITIES

 <p>陳廷驊基金會 THE D.H.CHEN FOUNDATION</p> <p>Future Education in Action</p> <p>Involved 50+ teachers and implemented projects in two Hong Kong schools to date</p>	 <p>THE HAPPINESS FOUNDATION</p> <p>Innovation Training</p> <p>Nurtured 173,500 social innovators across regions in South Korea, China, and Vietnam</p>	 <p>현대차 정몽구 재단 Chung Mong-Koo Foundation</p> <p>GREEN SOCIETY</p> <p>Green Society</p> <p>Partnered with 25 research institutes to support development of 9 innovative climate technologies</p>	 <p>SWIRE TRUST</p> <p>HONG KONG MARINE PROTECTION ALLIANCE 香港海洋保育聯盟</p> <p>Hong Kong Marine Protection Alliance</p> <p>Involved 35+ stakeholders to support government-led conservation efforts</p>	 <p>社團法人 台灣在地安老推展協會 用愛彼此 · 關懷陪伴</p> <p>Aging In Place</p> <p>Supported 100+ elderly in Xizhi district in Taipei by direct alleviation</p>	 <p>THE HAPPINESS FOUNDATION</p> <p>Digital Cognitive Training for the Prevention of Dementia</p> <p>Supported at risk elderly with 50% of 2000 participants experienced cognitive improvement</p>
 <p>周大福 周大福慈善基金 CHOW TAI FOOK Chow Tai Fook Charity Foundation</p> <p>Resources Mobilisation</p> <p>Established 24 community spaces in Sham Shui Po district and reaching 126,000+ people</p>	 <p>認定NPO法人 釜ヶ崎支援機構</p> <p>Kamagasaki Shien Kiko</p> <p>Supported 1,900+ people in securing jobs and accommodated 61,800+ people in shelters in 2021</p>	 <p>要有光 Light Be</p> <p>Light Be</p> <p>Impacted 1,000+ people by renting quality housing units to vulnerable families at below market rates</p>	 <p>can culture art and nature 甘樂文創</p> <p>The CAN</p> <p>Worked with 17 schools in Taipei to offer access to teachers for children from underprivileged families</p>	 <p>認定NPO法人 全国こども食育支援センター</p> <p>Musubie</p> <p>Supported more than 12,000 cafeterias delivering around 1 billion Yen in support and grants</p>	

● Youth Development ● Environmental Protection ● Housing & Community ● Poverty Alleviation ● Elderly Support

FAMILIES ARE INCREASINGLY TAKING A PROACTIVE ROLE IN ACTIVATING SOCIAL IMPACT CAPITAL BEYOND TRADITIONAL CHARITABLE DONATIONS

Families previously...



Are only focused on financial returns



Families are now more open to pursuing **impact investing**, which requires both financial and societal returns



Lack awareness about social challenges



Many families are eager to address social issues – younger generations are particularly keen to lead families' philanthropic efforts to resolve social issues



Do not have government support



Families and project teams are actively influencing **legislations** related to major social issues, particularly policies related to youth development and senior care



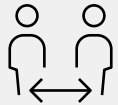
Only participate in social projects as funders



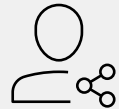
Beyond providing capital, families are increasingly **involved in designing and implementing project/initiatives** and are **more receptive to collective effort** (e.g., co-funding)

THE KEY CHARACTERISTICS OF NORTHEAST ASIA FAMILIES HAVE EVOLVED, PARTIALLY TRIGGERED BY GENERATIONAL DIFFERENCES

As Northeast Asia's founder generations are ageing, businesses and wealth are being transferred to the younger generations, who...



...are more passionate about social causes and willing to take up social responsibilities



...want to take a hands-on approach and actively engage in social issues



...are more open to social enterprise and impact investment models



...accord greater value to "newer" social causes such as arts and culture, the environment, and the community



...are more open to exploring how family impact capital can be used in innovative ways



People and their knowledge is the central pillar of social impact

Sunbin Cho

Hyundai Motor Chung Mong-Koo Foundation

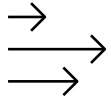
Youth have incredible intellectual resources to solve social problems. They can come up with novel and creative solutions

Hyeseung Kim

SK Happiness Foundation

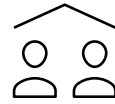


SEVERAL RECURRING THEMES EMERGED FROM SEASONED PRACTITIONERS FOR EFFECTIVE DEPLOYMENT OF FAMILY-LED CAPITAL INTO SOCIAL ACTIONS



Alignment with values

Organisations tend to focus on social issues which are closely related to their businesses as they can bring in their own capabilities and can complement their businesses



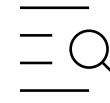
Commitment drives success

Families who drive large scale social impact initiatives in the communities often have a high level of involvement in the daily operations and decision-making process



Platform for collective impact

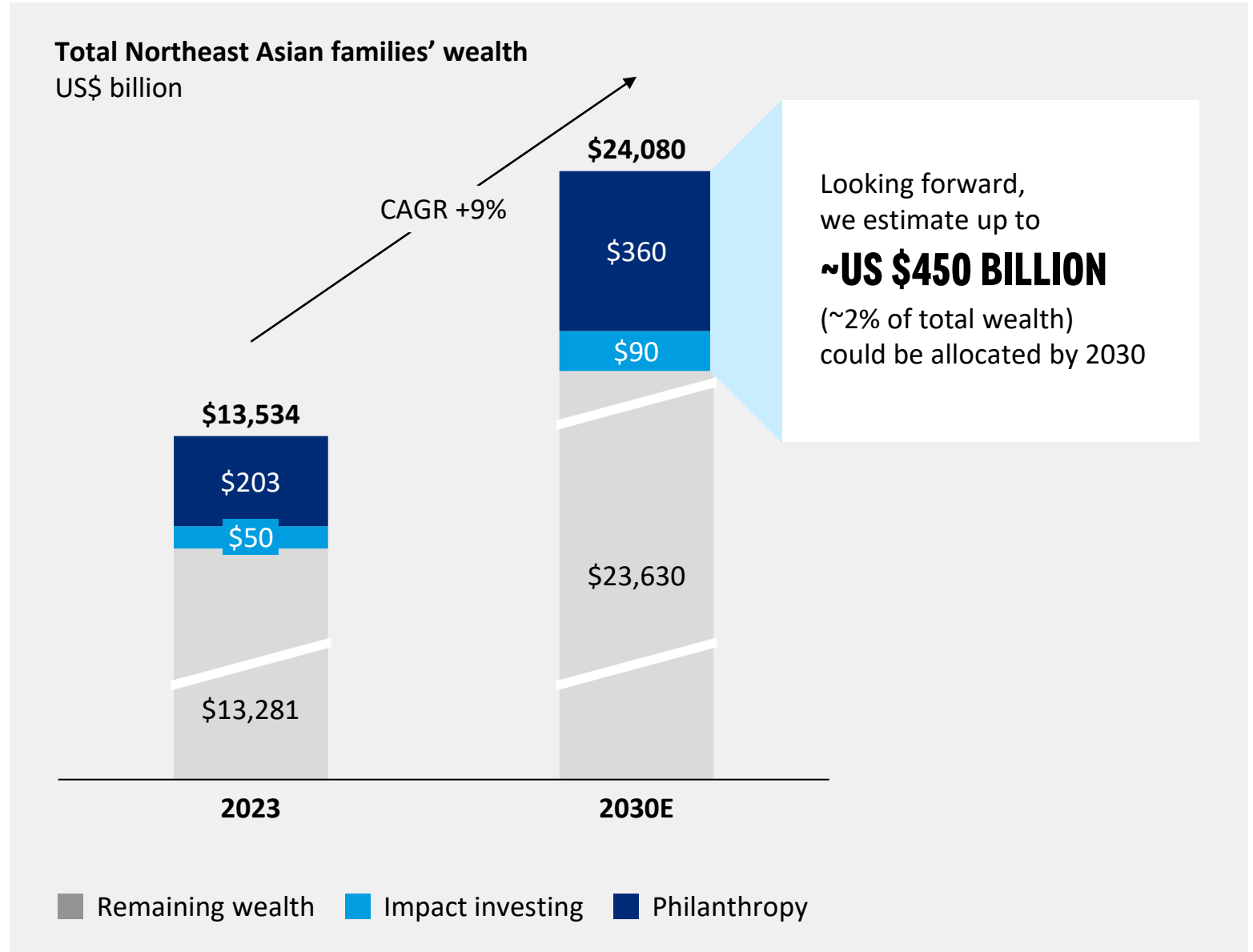
Many organisations currently involved in social impact does not directly engage as direct alleviators, but acts as intermediaries and collaborate with others in the community



Clear impact measurement

Organisations have clear objectives they want to achieve through the initiatives and oversight on how their initiatives are tracked against their key objectives

WEALTHY NORTHEAST ASIAN FAMILIES¹ ARE INVESTING MORE TOWARDS SOCIAL IMPACT ISSUES²



1. Wealthy families are defined as households with US +\$10 million in investable assets; 2. Market sizing is based on Oliver Wyman proprietary analysis (Oliver Wyman Wealth Model) and desktop research

04

ACTIONING FOR IMPACT

WE HAVE IDENTIFIED FOUR KEY STEPS FAMILIES SHOULD TAKE TO FORMALISE THEIR SOCIAL IMPACT STRATEGY BASED ON OUR OBSERVATIONS FROM OTHERS' EXPERIENCES

Key steps to get started

1

Align engagement with family values

Families should focus on social topics which are aligned with the family's values and legacy and deploy capital on initiatives correspondingly.

Having an aligned goal and objective is critical to those inspired to start the impact journey.

2

Define your positioning in the project

Addressing social issues is not an easy task and requires more advocacy to drive changes and attract talent.

Families can choose to not only participate as a pure funding provider but become a project owner or even an orchestrator to deliver more impact.

3

Build collective partnerships and alliances

Families have different expertise and may not have the resources nor experience to deliver social impact individually.

Therefore, families should actively connect with other organisations including both public and private stakeholders to amplify their efforts and drive social change.

4

Measure and magnify your impact

Families should establish an effective yet not overwhelming oversight framework to support families making informed decisions and deploy capital with discipline.

Both quantitative and qualitative measurement can be leveraged for further advocacy.

1 FAMILIES SHOULD CHOOSE SOCIAL IMPACT INITIATIVES WHICH ALIGN WITH YOUR FAMILY VALUES

69%

Family funds engage to address social issues that **align with family values and goals**¹

Families focusing on social impact projects which align with their values can increase the project's probability for success.

With the project aligned to the family's beliefs, it increases their level of commitment and involvement, fostering collaboration and promoting effective decision-making. This ultimately leads to greater project success and strengthens the family's connection to the community.

Being involved also allows family members to directly connect with the beneficiaries and visualise the impact they are bringing to the community, bringing inspiration into the family.



At The D. H. Chen Foundation, we believe family philanthropy has the power to ignite lasting impact ventures that transform lives and communities. By combining our compassion-based values, resources and passion, we can create a legacy of positive change that resonates for generations to come.

Karen Cheung
Trustee and Chief Strategist

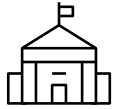
1. Source: Family Impact Symposium 2024

2 FAMILIES CAN CHOOSE TO BE MORE INVOLVED AND PLAY DIFFERENT ROLES DEPENDING ON THE LEVEL OF COMMITMENT THEY ARE WILLING TO TAKE

	← Low complexity/effort	→ High complexity/effort	
	Project Funder The family provides a capital injection in the form of an impact investment or donation to a project	Project Owner The family launches its own project or foundation to address a social issue, taking ownership of the entire project	Orchestrator The family builds an ecosystem connecting different stakeholders to solve a particular social issue
Capital: Contribute impact capital as funding	✔	✔	✔
Strategy: Provide directions to steer the project	✔	✔	✔
Operations: Assist in day-to-day operations		✔	✔
Community: Engage community stakeholders and activate partnerships			✔
	Type of commitment needed ✔ Formally required ✔ Informal involvement		

Meaningful social change can be achieved through different levels of involvement; established foundations may also choose to move their engagement along the spectrum from a pure funding provider to an orchestrator

3 FAMILIES CAN LEVERAGE PARTNERSHIPS WITH BOTH PUBLIC AND PRIVATE ORGANISATIONS TO AMPLIFY THEIR IMPACT

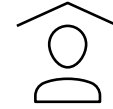


Public partnerships

Families can leverage partnerships with governments or public organisations to accelerate implementation and increase the scale of the initiative.

Families can seek public partnerships by working towards a common goal with the government, leveraging public networks and resources and greatly accelerating implementation and impact.

Public partnerships can also increase credibility and social reach of the project, boosting the family's reputation and promoting their legacy.



Private partnerships

Families can leverage private partnerships with community stakeholders/organisations to facilitate implementation and better utilise their resources.

As an intermediary, families can connect with community players to leverage their community expertise that is required for direct alleviation delivery.

Community partnerships can also allow families to branch out more easily and reach more people without committing huge resources to setup and rain up talent.

Case study: Hyundai Motor Chung Mong-Koo Foundation



Hyundai Motor Chung Mong-Koo Foundation collaborates with official research institutes including the National Council of Science and Technology. By aligning with South Korea's government national climate change strategy, they were able to leverage the resources and infrastructure of these institutes to support their climate tech startup partners.

Partnering with different parties also allowed them to raise social awareness of climate technology in South Korea to further support their cause of developing innovation to alleviate climate change.

4 FAMILIES SHOULD LEVERAGE AN OVERSIGHT FRAMEWORK TO REGULARLY ASSESS THE OUTCOMES OF YOUR SOCIAL IMPACT STRATEGY

Families should...

Establish processes to measure and manage your progress which allows you to demonstrate accountability, make informed decisions, and deploy your capital with discipline

Choose an impact management framework which is most suited for your needs to deploy a structured and data-based approach in your evaluation

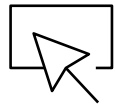
Families can consider leveraging the Impact Management Project's (IMP) Five Dimensions of Impact¹ to assess the impact of your initiative

What	This dimension focuses on defining the intended outcomes and impacts of an initiative. It involves clarifying the specific goals and objectives that the initiative aims to achieve
Who	This dimension examines the target beneficiaries or stakeholders of the initiative. It involves identifying and understanding the individuals or groups that are directly or indirectly affected by the initiative's activities
How much	This dimension quantifies and measures the extent of the initiative's impact . It involves assessing the scale and magnitude of the outcomes and impacts achieved, using appropriate metrics and indicators
Contribution	This dimension evaluates the initiative's contribution to the achieved outcomes and impacts . It involves determining the extent to which the initiative's activities have directly influenced the observed changes
Risk	This dimension assesses the potential risks and unintended consequences associated with the initiative. It involves identifying and mitigating any negative impacts or risks that may arise from the initiative's activities

1. Source: Impact Frontiers

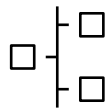
WE STRONGLY ENCOURAGE MORE FAMILIES TO EMBARK ON THEIR SOCIAL IMPACT JOURNEY BY TAKING IMMEDIATE SMALL STEPS

Three steps families can take to get started



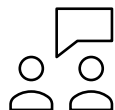
Pick a social theme to focus on

Determine what values the family wants to deliver to society and choose the social themes which most aligns with the family's values and interest areas



Develop a concrete short-term plan

Draft a 100-day plan for the family on what they should take action on to kickstart the social impact delivery process and drive momentum for the journey



Reach out to potential partners

Identify your family's core competencies and the gaps the family needs to bridge to deliver a project and reach out to potential partners (e.g., other funders, community players) to support your initiative

ACTIVE ENGAGEMENT FROM ALL STAKEHOLDERS IS ALSO CRUCIAL IN ADDRESSING URBAN SOCIAL ISSUES AND SEIZING OPPORTUNITIES TO SUPPORT FAMILY-LED CAPITAL

Financial institutions

Growing demand for project and service propositions tailored to family-led capital in social impact

Increasing opportunities to provide expertise and guidance in impact investing and sustainable finance

Increasing importance of access and expertise in social impact space to family account relationships



Implications

for various stakeholders in the rise of family-led capital in social impact

Professional service providers

Rising need for specialised advisory services in family philanthropy and impact investing

Increasing importance of understanding and aligning services with family values and impact goals



Public sector and Government agencies

Rising need for supportive policies and frameworks to facilitate family engagement in social impact

Increasing opportunities for public-private partnerships with families for social development initiatives

Independent nonprofits and social enterprises

Increasing strategic funding and partnerships with family-led capital for social programmes

Increasing importance to demonstrate impact and transparency to attract family capital deployment

05

HOW FAMILIES ARE ADDRESSING URBAN SOCIAL ISSUES

Case Studies

TO UNDERSTAND HOW FAMILY IMPACT CAPITAL IS USED TO ADDRESS KEY SOCIAL ISSUES, WE HAVE IDENTIFIED CASE STUDIES FROM EACH THEME TO DEEP-DIVE FURTHER INTO



Youth Development and Well-being

The D. H. Chen Foundation:
Youth development



SK Happiness Foundation:
Innovation training



Climate Action

Hyundai CMK Foundation:
Climate sustainability



Swire Trust:
Marine conservation



Ageing Well in Cities

Aging in Place:
Eldercare access



SK Happiness Foundation:
Dementia solutions



Urban Poverty Solutions

Chow Tai Fook Charity Foundation:
Resources mobilisation



Kamagasaki Shien Kiko:
Employment support



Housing and Community

Light Be:
Social housing



The CAN:
Community & culture



Musubie:
Community food provision





Case studies

YOUTH DEVELOPMENT AND WELLBEING

THE D. H. CHEN FOUNDATION: FUTURE EDUCATION IN ACTION (FEIA)

Programme Initiator



Strategic Partner



The D. H. Chen Foundation is a Hong Kong family philanthropic trust established by the founder of Nan Fung Group, Dr. Din Hwa Chen

- Aspiring to build a compassionate society, The D. H. Chen Foundation has been steering and supporting numerous impactful and sustainable community initiatives that promote the values of gratitude, trust, openness, respect, and selflessness

FEiA, supported by the Foundation's Strategic Partner Ednovators, is a 3-year school-based programme driving school transformation to promote and implement value-driven life and career exploration education

- Aiming to build teachers' capacity through training and coaching sessions
- Aiming to empower teachers to curate life and career exploration initiatives to develop students' positive attributes to face future challenges
- Implemented in two Hong Kong schools to date



Learn more
about FEiA

FEIA AIMS TO EQUIP STUDENTS WITH FUTURE-READY VALUES AND COMPETENCIES TO PREPARE THEM FOR POTENTIAL FUTURE CHALLENGES

Why?



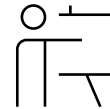
Hong Kong's education system does not prepare students to be future-ready... the youth should be given agency to explore their aspirations.

Dr. Din Hwa Chen's passion for education is evident in the Foundation's primary focus since its establishment. Committed to advancing Dr. Chen's education philosophy, we promote value education and equip students with essential values for the dynamic VUCA (volatile, uncertain, complex, ambiguous) world.

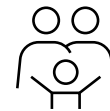
Programme summary



Nurtures students to become future-ready with compassion-based values and skills to address unforeseen future challenges



A whole-school approach that equips staff across seniority and disciplines with the skillset to **demonstrate compassion and trust** to guide their students towards their aspirations and goals



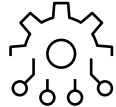
Aims to change local perspectives on education and **shift mainstream beliefs away from equating success as academic achievements**

BASED ON COMPASSION-BASED VALUES, FEIA HAS CREATED AN OPEN ENVIRONMENT FOR STUDENTS AND TEACHERS



Led workshops to better understand the “youth voices” and upskill teachers

FEiA introduced and employed tools like design thinking and empathy mapping so that teachers can define and analyse student aspirations



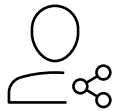
Involved over 50 teachers across two schools to ensure multidisciplinary coverage

By 2023, 27 teachers from Lok Sin Tong Yu Kan Hing Secondary School and 30 teachers from HKICC Lee Shau Kee School of Creativity were involved in FEiA



Created a trust-based relationship with programme partners

Built an environment of trust with project partners, including the two partner schools, to facilitate effective and transparent communication throughout the programme journey



Leveraged social networks to provide more cross-sector resources for students

Provided students with access to the Foundation’s extensive networks, including cross-sector stakeholders involved in the Foundation’s other social impact programmes



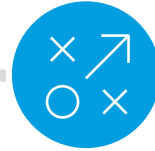
THE D. H. CHEN FOUNDATION IS FOCUSED ON CREATING A COMMUNITY THAT DRIVES A PARADIGM SHIFT IN EDUCATION AND YOUTH DEVELOPMENT



Driven by the Founder's passion for education to nurture students' capacity to navigate through a future that is volatile, uncertain, complex and ambiguous



Initiated various programmes including FEiA in 2019 which promotes a mindset shift in life and career exploration in two local schools



The implementation of FEiA was disrupted by the COVID-19 pandemic and shifting school schedules



Deeply involved in FEiA, playing the roles of project funder, owner and manager (with Ednovators being the Strategic Partner)



FEiA wants to shift the public mindset to embrace value-driven life and career exploration and create a community platform for these dialogues



The education curriculum in Hong Kong should be more innovative and flexible — it should help students become future-ready and prepared to address challenges

We launched FEiA to conduct a three-year experiment in two schools where we implemented an integrated curriculum based on the values of compassion and leadership

We had to be flexible on programme expectations and timelines in the context of the COVID-19 pandemic and the busy schedules of students and teachers

We are very involved... we are very engaged in the developmental and implementation processes, and we are also the project manager strategically...

We hope to involve more community stakeholders to change mindsets about education... variables other than academic grades are important for our students

THE D. H. CHEN FOUNDATION SHARES KEY LEARNINGS AND EXPERIENCES FROM FEIA



Philanthropy is about “why” you would like to support a cause. The passion behind your programme is key and matters a lot more than the programme details at early stages

The programme must be aligned with the Foundation’s core beliefs

The first step to a social impact project is to understand why it is necessary, and why your organisation is passionate about it

Build a trusting relationship with partners

As a funding organisation, you must trust the implementing organisation and give agency and onus, especially as the programme matures. You must also provide the necessary support as needed

Network and knowledge should be fully utilised

Learnings from other philanthropic programmes within the Foundation and by other organisations, especially in a similar geographical context, is valuable and key to delivering meaningful impact

SK HAPPINESS FOUNDATION: INNOVATION TRAINING



SK Happiness Foundation is a non-profit organisation founded by the SK Group; a South Korean conglomerate owned by the Chey Family

- SK Group is a leader in the semiconductor, chemical and oil refining industries
- SK Happiness Foundation was formed in 2006 to make impacts in education, culture and social enterprise

The social change training programme aims to foster youth innovation for social change

- Talented college students are provided with the tools to help them become social change innovators
- A youth social innovator club is setup for university/college students to develop social innovation business models with their colleagues and bring positive impact in society



Scan the QR code to learn more about SK Happiness Foundation

THE PROGRAMME AIMS TO INCREASE YOUNG PEOPLE'S ENGAGEMENT IN DEVELOPING SOLUTIONS WHICH BENEFITS SOCIETY AND INCULCATE VALUES OF COMMUNITY SERVICE

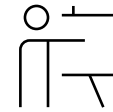
Why?



Young people are the future of society and have great potential to bring to the table and drive social impact.

The programme targets the potential of young people and supports them by equipping them with the necessary tools and skillset to deliver change and serve the community.

Programme summary



Delivers social innovation training to selected college students and provides them training and experience to solve social problem creatively



Established a youth social innovator club to facilitate and row social innovative solutions and business models



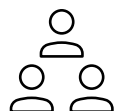
Instils the value of community service and reduces their fear for failure by encouraging them to implement creative, novel solutions and embrace failure

THE PROJECT HAS NURTURED SOCIAL INNOVATORS AND PROJECTS IN DIFFERENT PARTS OF THE WORLD



Educational training in solving social issues

Nurtured 173,500 social innovators across 10 regions in South Korea, 7 regions in China, and 1 region in Vietnam



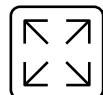
Professional mentorship and field experience opportunities

Connected mentors from the professional field for each solution university students produced and provided opportunities for field experience



Funding for teams to support development

Awarded up to US \$2,415 for each project team to support their project development and activity expenses



Social innovative solution incubator

Supported 2,000 university students to complete the "LOOKIE" programme and developed more than 200 solutions



THE PROJECT STARTED IN SOUTH KOREA AND HAS EXPANDED INTO MULTIPLE REGIONS INCREASING THEIR SOCIAL IMPACT



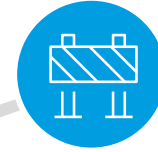
SK Sunny was founded in 2003 to nurture young social innovators



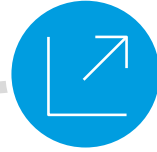
SK Sunny has expanded into multiple countries and regions



SK Lookie was founded in 2017 to train innovators with entrepreneurship



There were unforeseen hurdles on changing the mindset of youth



The project continues to focus on contemporary social issues with youth innovators



Young innovators are developed through multiple programs such as Sunny Scholar and Sunny Global to solve social problems

SK Sunny was successful in its project-based learning approach and expanded globally to countries including Vietnam and China

The programme has trained more than 1,000 social innovators to develop real social change solutions

College students have a fear of failure, which posed challenges to convince them to implement creative and novel solutions, while realising that it is alright to fail

SK Sunny continues to collaborate with young people to work on present social topics, e.g., social adaptation of teenagers moving to South Korea

SK SUNNY AND SK LOOKIE CAN BRING LESSONS LEARNED RELEVANT TO OTHER SOCIAL ORGANISATIONS



By deep diving on small issues and making progress step by step, we can grow a small initiative into a large programme, bringing significant social impact towards our communities

Identify small and localised challenges

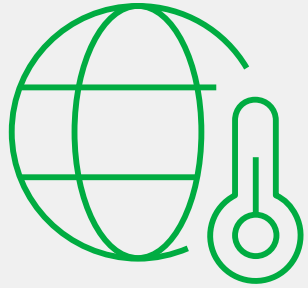
Don't try to reach for large challenges for great collective impact, but focus on "baby steps" at first by targeting issues one-by-one in detail

Focus on mindset changes

There are challenges in instilling changes into people's mindset and will require additional effort to drive change and ultimately realise social impact

Leverage global reach

Connecting talent or organisations from different regions can help facilitate knowledge transfer and drive more initiatives



Case studies

CLIMATE CHANGE

HYUNDAI MOTOR CHUNG MONG-KOO FOUNDATION: GREEN SOCIETY



Hyundai Motor CMK Foundation was founded by Mr. Chung Mong-Koo to contribute to future generations through driving innovation to solve global social challenges

- The foundation creates a sustainable future based on the founder's philosophy of social contribution
 - Future Innovation Platform (People, Space, and Knowledge Platforms)
 - Social Contribution Platform (Arts & Culture, Education, Medical)

Green Society contributes to establishing a knowledge-sharing ecosystem and supports the national strategy to achieve carbon neutrality by 2050 and meet the 2030 Nationally Determined Contributions

- Fostering entrepreneurial researchers in climate technology and facilitating research commercialisation
- Creating a climate tech startup ecosystem to foster investments and support business model development



Scan the QR code to learn more about Green Society



GREEN SOCIETY AIMS TO CREATE A MORE SUSTAINABLE FUTURE BY FOSTERING CLIMATE TECHNOLOGY DEVELOPMENT AND COMMERCIALISATION TO RESPOND TO CLIMATE CHANGE

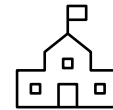
Why?



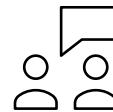
The climate crisis is causing rising sea levels, heat waves and flooding around the world, destroying ecosystems and impacting biodiversity.

Human consumption has led to unsustainable waste, affecting biodiversity and crop production. There is also limited knowledge sharing on these emerging social challenges and how to solve them.

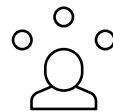
Programme summary



Collaborates with 25 research institutes to promote connection and facilitate technology and infrastructure cooperation

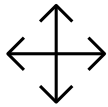


Selected 9 projects capable of developing innovative greenhouse gas reduction/climate change adaptation technologies and provides R&D support



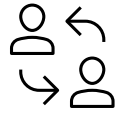
Facilitates the commercialisation of research by connecting researchers with venture capital firms and accelerators in the climate tech startup ecosystem

GREEN SOCIETY HAS CREATED A KNOWLEDGE SHARING PLATFORM TO SUPPORT ESTABLISHED CLIMATE GOALS



Alignment with national strategies

Ties into the National Basic Plan for Carbon Neutrality and Green Growth and Act on Promotion of Technologies in Response to Climate Change



Built climate technology knowledge sharing ecosystem

Promoted linkage and facilitated cooperation in technology and infrastructure support in collaboration with 25 research institutes (including the National Green Technology Research Institute)



Incubated selective climate technology projects

Selected 9 projects capable of developing innovative climate technologies in November 2023



Raised social awareness of climate technology in South Korea

Consolidated core technologies development efforts in reducing greenhouse gas emissions which raised more investment and attention to climate technology



HYUNDAI MOTOR CMK FOUNDATION HAS IDEATED AND IMPLEMENTED GREEN SOCIETY PROJECT TO EMPOWER INNOVATORS TO LEAD IN SOLVING CLIMATE CHALLENGES



Climate technologies lack support amidst the growing challenge of climate change



Ideated projects and signed formal MOU with National Council of Science and Technology (NST)



Collaboration with 25 government-funded research institutes including NST



Selected and supported 9 research teams as part of the project implementation



Green Society is starting phase 2 and 3 of the project to support R&D and facilitate research commercialisation



Climate change is poised to affect crop production, and with more than 14 million tons of plastic disposed into ecosystems annually, biodiversity will drop >25% by 2100¹

Source: 1. Green Society

Ideated climate technology development projects with NST, aligning with South Korean's government national climate change strategy

25 government-funded research institutes including NST provide technical and infrastructure support to the CMK Foundation's Green Society project

Green Society project fosters 15 innovative climate tech startups by 2030 with a total support of KRW 18 Billion and follow-up venture capital investment

We plan to implement the next phases to commercialise the projects and accelerate innovative new climate technologies to nurture entrepreneurial researchers

GREEN SOCIETY PROVIDES VALUABLE LESSONS TO THOSE LOOKING TO DELIVER SOCIAL IMPACT PROJECTS



Stakeholder management is a critical towards the success of the project, alignment of various groups will streamline the project and facilitate the realisation of social impact

Build a strong relationship with each project stakeholder

A great bond between project stakeholders requires time to build and will help create trust and credibility among the programme managers, programme partners, and programme beneficiaries

Alignment with public policy

Aligning your social impact project towards national policies and engaging in strategic partnership with public institutes can support your efforts in delivering social impact

Engage with project beneficiaries holistically

Supporters should spend time to understand the social issues to provide end-to-end support to programme beneficiaries, ensuring project implementation success and impact realisation

SWIRE TRUST: THE HONG KONG MARINE PROTECTION ALLIANCE (HKMPA)



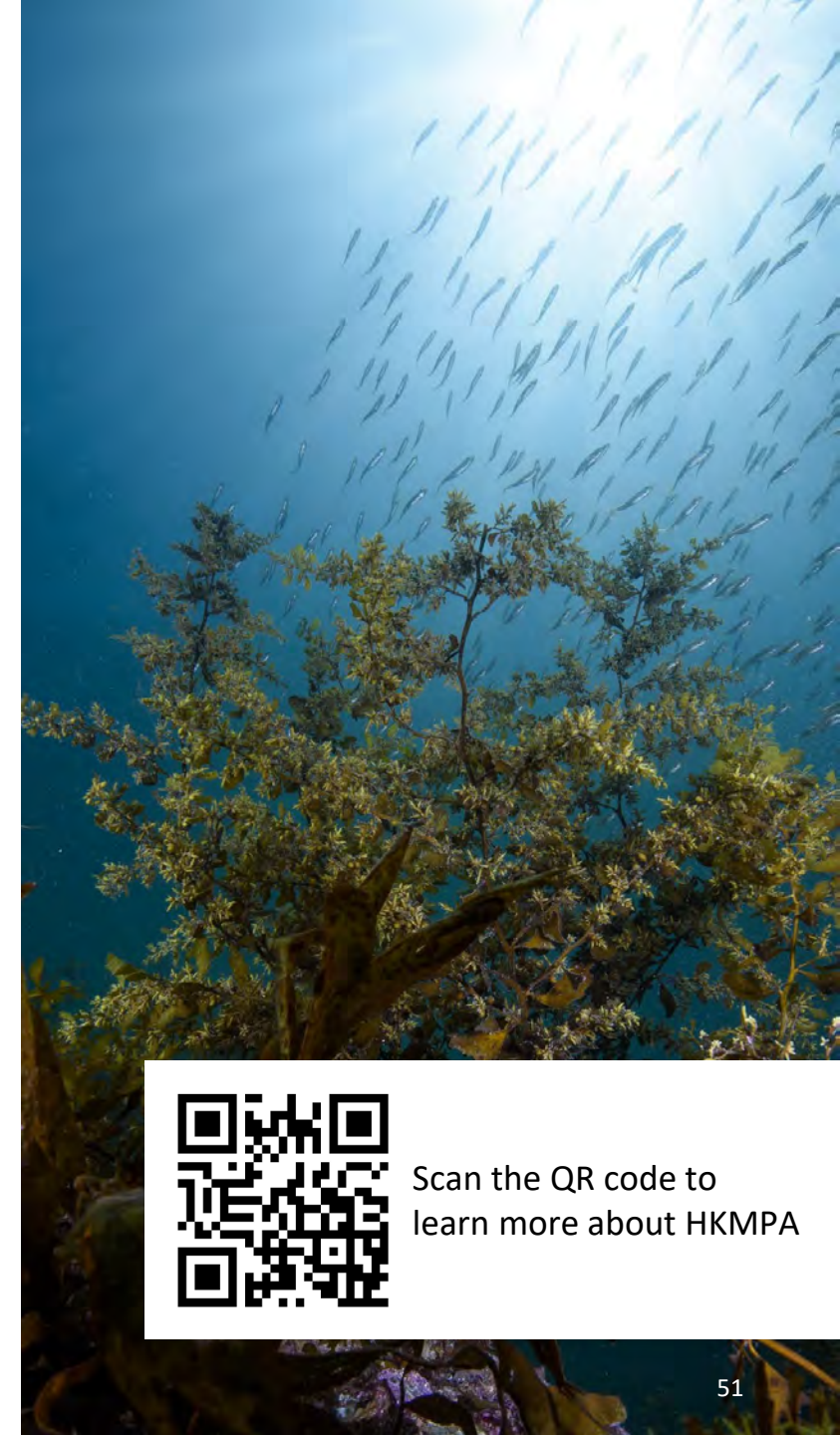
Swire Trust is a registered charity serving as the philanthropic arm of the Swire Group

- Swire Group's businesses span property, beverages and aviation etc. with key operations based in Hong Kong and the Chinese mainland

The HKMPA addresses a vital social need for marine conservation in Hong Kong

- The HKMPA is committed to
 1. **Preserve Hong Kong Waters** — To widen the coverage of Marine Protection Areas by influencing local marine policy planning
 2. **Enhance Public Awareness** — To arouse public awareness on marine sustainability and promote marine conservation
- Swire Trust initiated and manages the project platform, which consists of 35+ members (including academics, environmentalists, corporates, etc.) who are unified in the mission to advocate for and increase awareness of marine protection needs

Photo Credit: Eric Keung@114°E Hong Kong Reef Fish Survey



Scan the QR code to learn more about HKMPA

HKMPA AIMS TO DRIVE POLICY CHANGE AND INCREASE AWARENESS OF THE NEED FOR MARINE PROTECTION IN HONG KONG

Why?



We aim to protect Hong Kong's waters by shaping public advocacy and educating the public on the importance of marine conservation efforts.

Hong Kong has diverse marine habitats which host a rich marine biodiversity. As a coastal city, Hong Kong is highly dependent on its marine environment for many of its resources and functions and hence should be protected.

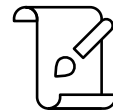
Less than 5% of local waters are designated Marine Protected Areas (MPAs) and <0.1% are true no-take zones where fishing and vessels are prohibited.

Programme summary



Advocate for policy change as summarised by 3 key asks

- Immediately gazetting of 10% local waters as MPAs
- Gazetting 30% of local waters as MPAs by 2030
- Increasing the percentage of no-take zones to 20% within all designated MPAs

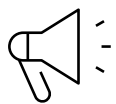


Showcasing HKMPA members and their MPA-related projects, expertise and achievements via media engagement to raise public awareness, reiterate the 3 asks and drive government relationship building work



Meeting with key stakeholders (e.g. government departments, advisers to the government, statutory authorities, former officials and lawmakers etc.) and submitting policy recommendations

HKMPA HAS MADE SIGNIFICANT IMPACT IN ENGAGING DIVERSE STAKEHOLDERS TO SUPPORT ITS CAUSE



Launched three marine conservation asks of the Hong Kong government

1. 10% of local waters to be designated as MPAs immediately
2. 30% of local waters to be designated as MPAs by 2030
3. 20% of MPAs to be declared no-take zones



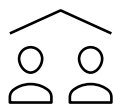
Identified key areas of Hong Kong's waters that require protection

HKMPA members developed a map of key areas in Hong Kong that are marine ecological hotspots and recommended MPAs as shown to the right



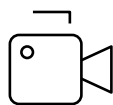
Campaigns for marine conservation legislation

Campaigns for policy change through regular communication with key officials and publication of relevant policy papers



Facilitated frequent discourse between the 35+ members of the HKMPA

Hosted over 10 discussions among universities, donors, NGOs and experts since November 2022 to agree on HKMPA objectives and priorities



Media engagement to increase issue awareness and gain public recognition

Through regular media showcases (~4 per year) that spotlights members' marine conservation efforts, 46 pieces of news coverage have been generated. The alliance is now recognised as the go-to source for key opinion on marine conservation in Hong Kong



SWIRE TRUST HAS LED AT EVERY STEP OF THE WAY THROUGH ACTIVE COMMITMENT AND PARTNERSHIP BUILDING



Marine protection is an important social issue that requires more attention in Hong Kong



Swire Trust launches HKMPA in 2022 to drive policy change and increase awareness of marine conservation



HKMPA stakeholders' competing priorities create challenges to align on a common goal



As platform convener, Swire Trust is involved in every detail and decision



Swire Trust continues to demonstrate its long-term commitment for marine protection



Currently, less than 5% of local waters are designated as MPAs and less than 0.1% of MPAs are demarcated as no-take zones...

Swire Trust launched HKMPA to give back to the resource Swire utilised the most when starting the business – Hong Kong's oceans

The alliance includes 35+ diverse stakeholders who all had different goals. It took us two years to align on our objectives and "three asks"

We are actively involved in the day-to-day activities. We play the role of the facilitating agent, to ensure everyone works together...

We continue to advocate for policy change in enhancing marine protection. While it may take years to see tangible policy reform, we are committed...

SWIRE TRUST HAS MANY VALUABLE LESSONS FOR FAMILY ORGANISATIONS KEEN TO GET INVOLVED



Philanthropy is a patience game — it requires passion, effort, time and commitment. Find a good team, invest in their development. Celebrate small wins, and keep trying until you achieve your objectives...

Refine project scope to be specific and clear

If project scope is too broad or ambiguous, it is difficult to get other stakeholders, i.e. NGOs, government, etc. onboard your project

Philanthropy is more than donations

Driving meaningful impact requires more than capital. Families and stakeholders should provide the project team with their time, guidance, expertise, connections, etc. to facilitate change through meaningful partnerships

Position yourself as a partner, not a critic

Getting involved in an environmental cause requires stakeholder collaboration at various levels. Ensure your team is tactfully positioned as a constructive and supportive agent



Case studies

AGEING WELL IN CITIES

THE LU FAMILY: AGING IN PLACE



The Lu family provided US\$220,000 of funding for Jerry Lu — the founder — to start the Aging in Place project in 2018

- Since project inception, the government has also provided funding which has been used to expand and train the project team

Aging in Place aims to enable local elderly to “age in place” by providing access to local eldercare facilities, resources and services

- The project provides access to local healthcare and community resources in the Xizhi district in Taipei, Jerry’s own neighbourhood
- Aging in Place also provides guidance to local property developers and the government to improve elderly facilities in housing structures and influence eldercare policies



Scan the QR code to learn more about Aging in Place



AGING IN PLACE ENABLES ELDERLY RESIDENTS TO GROW OLD IN THEIR OWN COMMUNITIES BY PROVIDING ACCESS TO LOCAL CARE AND SUPPORT

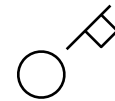
Why?



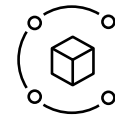
We want to provide the elderly with an option to grow old in their own neighbourhoods... Why should they feel pressured to move into a retirement home as they age?

20% of the Taiwanese population society will be 65 or older by 2025¹. Despite this trend, community facilities and services are lacking for the elderly, leading many of them to feel obligated to find retirement communities to move into in their old age.

Programme summary



Provides elderly residents with **access to care facilities, resources and services in their neighbourhoods**



Connects the elderly to **community services and government-provided resources**



Works with the government, private enterprises, welfare organisations, and residents to **create safe housing and support ageing in place**

1. Source: Department of Human Resources Development, National Develop Council (Taiwan)

THE IMPACT GENERATED BY AGING IN PLACE SUPPORTS BOTH PUBLIC AND PRIVATE ORGANISATIONS



Enabled elderly residents to “age in place”

100+ elderly in Xizhi district in Taipei have received direct support from Aging in Place



Shared knowledge and experiences with interested organisations

Asked to provide training to NGOs, government entities and other organisations interested in learning about Aging in Place and replicating the model



Advocacy efforts have influenced government policies

Sought by the government to provide inputs into senior care legislation and help promote related policies



Supporting businesses to integrate eldercare considerations

Advising property developers on improving elderly services and facilities in new housing structures, which in turn can help with generating increased profits



HAVING STARTED AS A SMALL NEIGHBOURHOOD PROJECT USING PERSONAL FAMILY CAPITAL, AGING IN PLACE NOW PLANS TO EXPAND ACROSS TAIWAN



In 2017, Jerry learned about the lack of resources for local elderly in his neighbourhood



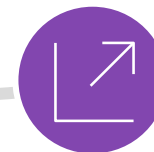
After 2 years, Aging in Place was launched with a US\$220,000 capital injection from Jerry's family



Jerry had difficulties in addressing such a significant issue with limited support



The project received government support and funding after gaining recognition and visibility



Having seen some success in his local neighbourhood, Jerry plans to expand the Aging in Place across Taiwan



I became acutely aware of the lack of local elderly resources when my uncle began finding retirement home options to spend his old age in... he asked for my support to find other solutions.

After 2 years of ideating, I established Aging in Place in my personal neighbourhood of Xizhi district using funding from my family and my uncle.

It was tough to gain traction... I was a one-man team for many years, had no broader support, and was trying to solve for such a big problem with many components.

As Aging in Place gained awareness, we received government support and funding which we used to build out the team and provide training to other organisations.

I feel that I have proven the Aging in Place model works. Looking ahead, we plan to expand to other neighbourhoods across Taiwan to deliver greater impact...

AGING IN PLACE FOUNDER JERRY HAS ADVICE FOR THOSE LOOKING TO START A SIMILAR PROJECT



I'm glad that I had over a decade of experience working in marketing and investments... understanding key business principles is imperative to ensuring a social impact project can remain sustainable in the long-run

Start small to prove the use case

Take the necessary time to work out the details and prove the project generates impact before expanding the project

Reframe and shift emphasis from business principles to principles of strategic philanthropy

Social impact projects need to have a solid business plan, implementation roadmap, marketing strategy, etc. to remain sustainable

Understand the local nuances

Purely replicating a successful case study does not work. The local environment — culture, facilities, policies, etc. — should be accounted and adjusted for

SK HAPPINESS FOUNDATION: DIGITAL COGNITIVE TRAINING FOR THE PREVENTION OF DEMENTIA



SK Happiness Foundation is a non-profit organisation founded by the SK Group, a South Korean conglomerate owned by the Chey Family

- SK Group is a leader in the semiconductor, chemical and oil refining industries
- SK Happiness Foundation was formed in 2006 to make impacts in education, culture and social enterprise

The foundation has launched a digital cognitive training programme to prevent prevalence of dementia among the elderly by

- Potentially delaying cognitive decline in older adults through digital trainings, thereby decelerating the onset of dementia
- Leveraging AI-based solution, provided by Soundmind, to organise personalised cognitive trainings



Scan the QR code to learn more about the Digital Cognitive Training

THE PROGRAMME AIMS TO PREVENT DEMENTIA AND DELAY COGNITIVE DECLINE IN ELDERLY PERSONS THROUGH DIGITAL PERSONALISED TRAINING

Why?



Although there are no cures for dementia, there are mechanisms to slow cognitive decline, lifting the happiness of seniors and their families.

10.2% of elderly persons in South Korea are patients of dementia. The number of people with dementia is estimated to reach 3 million by 2050 due to the rapidly ageing population. Further, national costs for dementia care are predicted to increase significantly.

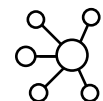
Programme summary



Offers elderly in South Korean day-and-night care centres personalised cognitive training through Soundmind's AI based solution

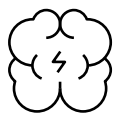


Provides physical equipment (microphones, printers, tablets, etc.), and trained coaches to care centres to support programme implementation



Utilises different arms of the SK conglomerate, i.e. SK Chemicals, SK Plasma, etc., to accelerate project impact through knowledge sharing and increased funding

SK HAPPINESS FOUNDATION HAS MADE SIGNIFICANT IMPACT TO SUPPORT DEMENTIA PREVENTION



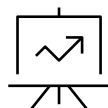
Proved digital training delays cognitive decline

In the pilot test, the cognitive levels of participants using the solution improved by an average of 4.5 points out of 60, implying a 4-year delay in cognitive decline



Improved quality of life for seniors

Many participating seniors across 100 day-and-night care centres have experienced cognitive improvement, felt a sense of accomplishment & fun in digital training, and gained confidence



Ensured business sustainability for partner organisations

The market for digital training for dementia prevention is very small. The foundation helped connect partner organisation Soundmind with customers across 5 cities in South Korea, strengthening Soundmind's business development



Leveraged resources for data generation and knowledge sharing

The foundation involved different companies within the SK group in sharing their expertise and resources for effective programme implementation and impact assessment



THE PROGRAMME LEVERAGES DIGITAL TOOLS AND DATA COLLECTION TO ACHIEVE TARGETS



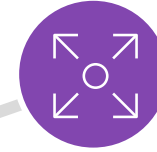
Number of seniors with dementia is rising, but there are limited intervention programs



The foundation ideated that digital tools can be leveraged to delay cognitive decline



The foundation gathered data to empirically test Soundmind's AI-based solution



The foundation widened programme implementation to 100 care centres across South Korea



The foundation plans to partner with community stakeholders to spread the solution further



1 in 10 seniors suffer from dementia, yet there are barely any early intervention or dementia prevention programs in place...

Although there are no cures for dementia, digital cognitive training programs can delay onset of dementia in a non-drug way

We conducted a pilot study in a day-and-night care centre to test Soundmind's AI-based solution. We collected data over 12 weeks and noted considerable cognitive improvements...

Initially, it was difficult to convince stakeholders to participate in this programme. Conclusive data insights from our pilot study helped persuade them to join the programme

We are eager to collaborate with NGOs and government departments to spread this innovative solution to a wider network of persons...

SK HAPPINESS FOUNDATION HAS TIPS FOR FAMILIES LOOKING TO SOLVE SOCIAL PROBLEMS



Don't hesitate to experiment with unconventional ideas. Innovative solutions are devised when one has the courage to think outside the box!

Identify granular problems to make a deep impact

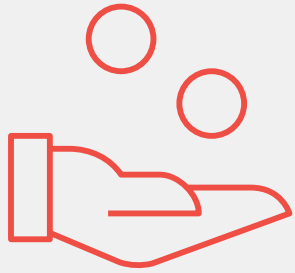
Deep dive into solving local small-scale issues rather than global broad issues. This will ensure the solution devised can deeply and meaningfully bring about long-term social change

Build diversified partnerships

Different organisations bring diverse expertise and perspectives. Partnerships with various types of stakeholders ensures holistic and efficient impact

Monitor insights from programme implementation

It is important to keep track of data insights from programme implementation. This helps the programme gain credibility as a success, which in turn widens the impact scope of the project



Case studies

URBAN POVERTY SOLUTIONS

CHOW TAI FOOK CHARITY FOUNDATION: SOCIAL DEVELOPMENT

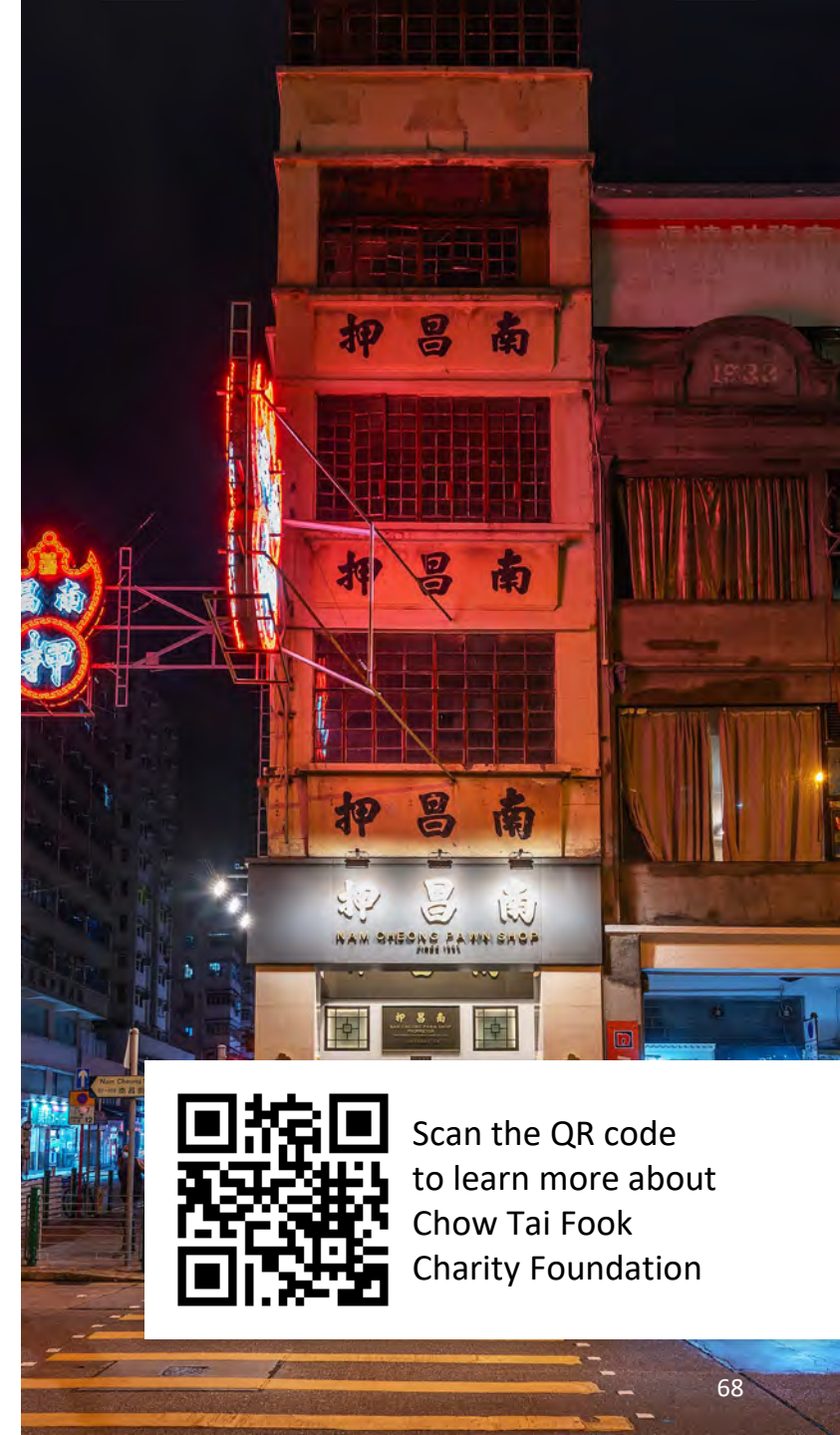


Chow Tai Fook Charity Foundation (CTFCF) is a private family foundation based in Hong Kong owned by the Cheung Yu-tung family

- Chow Tai Fook Charity Foundation focuses on four key areas, including education, community, healthcare, and emergency relief

One of the key areas of foundation's support is community, with its main efforts focusing on Sham Shui Po district

- Collaborates and support non-profit organisations to uplift financially disadvantaged families and individuals in Sham Shui Po
- Delivered multiple community projects including Community Hub, Take-a-break Community Space, Heart-to-heart Grassroots Family Support Fund, etc.
- Established a platform for collaboration among organisations in Sham Shui Po under its new "Community Philanthropy" strategy



Scan the QR code to learn more about Chow Tai Fook Charity Foundation

CTFCF AIMS TO SUPPORT COMMUNITIES IN POOR DISTRICTS BY CONTRIBUTING THEIR RESOURCES TO TACKLE SOCIAL NEEDS

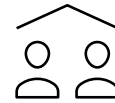
Why?



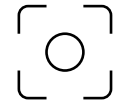
An ad hoc visit with the Commission on Poverty to Sham Shui Po left a strong impression and led to the ideation on how we can provide support on-the-ground.

Sham Shui Po has long been known as a grassroots neighbourhood in Hong Kong with one of the lowest median family incomes. Severe wealth inequality remains a critical challenge in Hong Kong with a Gini coefficient of 0.473.

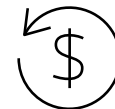
Programme summary



Established community hub to connect people and non-profit organisations supporting local community



Collaborated with corporations to open more spaces for community use and social impact and joined funder alliances to develop further partnerships



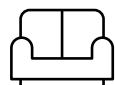
Funded projects to facilitate collaborations between non-profit organisations including Take-a-break Community space and Heart-to-heart Grassroots Family Support Fund

CTFCF HAS LEVERAGED COMMUNITY SPACES AND PARTNERSHIPS TO SERVE THE DISTRICT



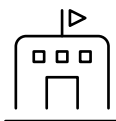
Community space providing services in Sham Shui Po district

Established 24 community spaces, reaching 126,000+ people in Sham Shui Po over the years and partnering with 10+ direct partners and 50 indirect partners including non-profits, churches, social enterprises, etc.



“Community Living Room” supporting families in need

Provided a spacious activity space focusing on underprivileged families with children aged between 0 and 6 suffering from an ongoing lack of social support and limited physical space



Community centre supporting and empowering disadvantaged families

Partnered with Society for Community Organisation and established community centre in Sham Shui Po to support families such as providing tutoring services, vocational training, career support, etc.



Funded initiatives to support grassroots families

Collaborated with various organisations and set up funds such as the Heart-to-heart Grassroots Family Support Fund to provide transitional cash assistance and employment counselling services



CTFCF HAS MIGRATED ITS PHILANTHROPIC APPROACH FROM DIRECT ALLEVIATION TO BUILDING PARTNERSHIPS TO CREATE A BIGGER IMPACT



Initial engagements began with direct acts of alleviation for the community

The initiatives kicked off without an extended preparation period and connected with diverse stakeholders, enabling them to reach over 20 thousand families early on

More partners and organisations joined in community initiatives and allowed CTFCF to leverage partner networks to polish their programs, better addressing social needs

We realised that CTFCF cannot carry out all initiatives in the community and by leveraging partnerships we can create a bigger impact

With the success of community initiatives in Sham Shui Po, CTFCF is looking to replicate the model to other areas such as Tsuen Wan, Kwun Tong, and Sheung Shui

CTFCF'S EXPERIENCE HIGHLIGHTS SOME KEY LESSONS LEARNED FOR A SUCCESSFUL IMPLEMENTATION



We are not experts in all aspects, but together, we can leverage our diverse expertise and deliver a stronger social impact to the community

Build relationships with fellow funders

Leveraging diverse experiences and backgrounds of funders by joining funder alliances can build confidence in developing solutions to tackle different issues

Act as a central consolidator

Delivering social impact does not necessarily need family funds to be direct alleviators, but families can act as central organisations to consolidate community resources and optimise resource allocation

Cultivate young talent

Talent is crucial towards the success of the project and organisations can explore ways to create and retain young talents

KAMAGASAKI SHIEN KIKO

認定NPO法人
釜ヶ崎支援機構

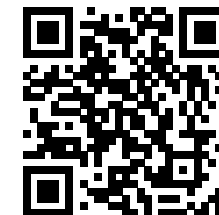
Kamagasaki Shien Kiko was launched in 1999 by Minoru Yamada to address urban poverty and unwanted loneliness, social issues that are more pronounced in the Kamagasaki area, one of the largest slum areas in Osaka

- The organisation provides job training and opportunities, as well as access to shelter, basic amenities and counselling, to local day-labourers¹ and homeless individuals
- Kamagasaki Shien Kiko also influences and advises the government on public policies related to homelessness

Kamagasaki Shien Kiko does not have family impact capital funding

- It relies on public donations, government subsidies, and commissions from collaborative projects with corporates such as the Sumitomo Forestry Landscaping and Nihshinari Inner City Enterprise
- Family impact capital would enable the organisation to expand or launch initiatives at an accelerated pace, thereby delivering greater impact

1. Day-labourers are individuals who work in temporary, short-term jobs; they are particularly common in Kamagasaki.
Photo credits: Kamagasaki Shien Kiko



Scan the QR code
to learn more about
Kamagasaki Shien Kiko

KAMAGASAKI SHIEN KIKO SUPPORTS IMPOVERISHED INDIVIDUALS BY PROVIDING ACCESS TO JOB OPPORTUNITIES, SHELTER, FOOD, AND WELFARE SERVICES

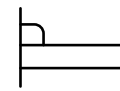
Why?



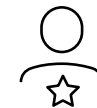
We want to help individuals living in invisible poverty, or with unstable livelihoods, in our community to achieve financial independence...

The combination of an ageing local population and a shift towards using online platforms for worker recruitment has led to an increase in the number of unemployed, impoverished individuals living on the streets of Kamagasaki in recent years.

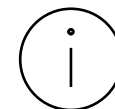
Programme summary



Provides food, shelter, goods, and welfare support to day-labourers to ensure their basic survival

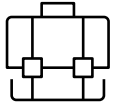


Works with government, corporates and other organisations to provide job opportunities for homeless individuals and enable them to adjust to society



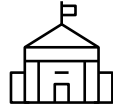
Directs grants and donations from families and foundations towards refurbishment of old buildings to provide more homes

KAMAGASAKI SHIEN KIKO PROVIDES THE HOMELESS WITH ACCESS TO EMPLOYMENT, SHELTER AND OTHER SUPPORT



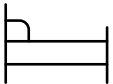
Provides job opportunities and employment training to day-labourers

Kamagasaki Shien Kiko allocates jobs for +200 day-labourers per day. They also enable longer-term employment by providing referrals, trainings, etc. In 2021, 27 individuals secured full-time jobs and 1,887 individuals found part-time jobs



Advocated for public policies related to homelessness

Sought by the government to provide advice in solving homelessness. Kamagasaki Shien Kiko collaborated with the government to introduce new policies and expand eligibility of public welfare services to include homeless individuals



Secures shelter for homeless individuals at no cost and with no restrictions

Kamagasaki Shien Kiko provides shelter, food, and basic amenities to vulnerable people. In FY2021, they accommodated 61,844 people in shelters for 359 days for free. They are also renting an additional 8,535 rooms to accommodate and support more individuals



Provided follow-up support to those who receive public welfare services

Helped to partner vulnerable individuals with experts who could provide support — for example, provided access to lawyers to help mitigate debt, created job opportunities to those suffering from mental illnesses



KAMAGASAKI SHIEN KIKO USES A FLEXIBLE APPROACH TO IDENTIFY AND SUPPORT INDIVIDUALS WHO ARE LIVING IN INVISIBLE POVERTY



Kamagasaki Shien Kiko was founded by union workers who wanted welfare and support for day-labourers



Many of the staff are former day-labourers who understand grievances on a personal level



New and unaddressed issues like invisible poverty have cropped up in recent years



Collaboration with other organisations has facilitated Kamagasaki Shien Kiko in increasing its reach



Kamagasaki Shien Kiko is expanding fundraising to support self-funded projects



Kamagasaki Shien Kiko was founded by workers from the Kamagasaki Day-Labourers Union, who wanted to get government support for people in similar situations to them...

Day-labouring is an unstable livelihood, you do not know whether you will have a job, or can afford food, tomorrow. Half of the staff at Kamagasaki Shien Kiko were day-labourers once ourselves...

Due to our hard work, the number of homeless individuals have declined to 3,000 nationwide. This in turn gave rise to a new issue — people in poverty are no longer visible on the streets.

Through communications with philanthropic organisations, we were able to identify and support individuals from disadvantaged backgrounds who were more prone to falling into poverty.

We ran self-funded projects to help people where government support is lacking. We plan to expand fundraising efforts to provide tailored support for our beneficiaries...

KAMAGASAKI SHIEN KIKO OFFERS KEY SUCCESS FACTORS FROM DECADES OF EXPERIENCE



Solving local challenges requires a good understanding of local issues — Kamagasaki Shien Kiko makes use of decades of experience and our wide network to tailor our solutions to truly make a difference

Address needs through active engagement and empathy

Frequent engagement with beneficiaries through empathetic conversations helped identify invisible needs and build trust

Remain vigilant about the social situation

The demands of people who require help are constantly changing. Organisations should be sensitive and vigilant to identify core needs and deliver the appropriate solutions

Establish a balanced relationship with the government

Working with the government can be challenging. While support from the government is essential in driving policy change, it is also for organisations to speak up and highlight issues when necessary



Case studies

HOUSING AND COMMUNITY

VARIOUS FAMILY FOUNDATIONS: LIGHT BE



Light Be is a social realty project launched in 2010 by Ricky Yu, who wanted to provide opportunities for those in poverty to achieve upward social mobility

- It aims to help families in Hong Kong overcome poverty by providing access to social housing units at affordable rates
- Family impact capital from RS Group, Lee Hysan Foundation, and later Chow Tai Fook Charity Foundation, was instrumental in providing Light Be with funding to revitalise flats and idle buildings into social housing



Scan the QR code
to learn more about
Light Be

LIGHT BE SUPPORTS IMPOVERISHED AND VULNERABLE FAMILIES BY PROVIDING ACCESS TO AFFORDABLE SOCIAL HOUSING

Why?



We provide affordable social housing to vulnerable families in Hong Kong... We want to empower them to become self-reliant and independent.

Hong Kong's shortage of housing supply is a major issue, especially for low-income individuals. Light Be provides access to temporary housing and builds a community where residents can set development goals based on their personal circumstances and work on building upward mobility.

Programme summary



Provides **social housing solutions to impoverished and vulnerable families** in Hong Kong



Works with socially conscious landlords **to offer under-utilised private properties** to underprivileged families **at favourable rental prices**



Directs grants and donations from families and foundations **towards refurbishment of old buildings** to provide more homes

LIGHT BE CATALYSED A SOCIAL HOUSING MOVEMENT ACROSS HONG KONG



Provided temporary homes to Hong Kong's under-privileged families

Light Be has impacted 1,000+ lives over the past 3 years by renting quality housing units to vulnerable families at below-market rates



Kickstarted Hong Kong's social housing movement

Government entities and families have partnered with Light Be to enable access to affordable homes through providing resources, funding and media recognition



Created community support and a strong network for Light Home tenants

Tenants build up a strong social network which many continue to leverage after years, e.g. by continuing to co-live with other families after moving out of a Light Home



Empowered families to become financially independent in the long-term

Close to 80% of families can rent apartments at market rates, or even purchase subsidised home ownership flats once their tenancy is over



Facilitated win-win situations for landlords and tenants

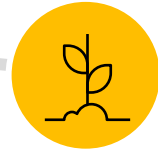
Incentivised landlords with unused apartments to offer favourable, below-market rents to under-privileged families in exchange for property maintenance and upkeep



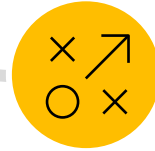
LIGHT BE CONNECTS INDIVIDUAL AND INSTITUTIONAL PROPERTY OWNERS TO VULNERABLE FAMILIES IN NEED OF HOUSING TO BRING ABOUT MEASURABLE SOCIAL CHANGE



Achieving upward social mobility in Hong Kong is nearly impossible today



In 2010, Ricky Yu founded Light Be to enable impoverished families lift themselves out of poverty



Light Be's innovative housing solutions were not well understood or accepted initially



Grants and donations from reputable Hong Kong families helped Light Be gain credibility and recognition



Light Be has ignited a city-wide social housing movement across Hong Kong



Ricky grew up in public housing but was able to attain a good life through studying and working hard... today, it is much harder for children with a similar upbringing to mine to achieve upward mobility...

Ricky founded Light Be in 2010 to provide affordable living options to underprivileged families. I wanted to empower them to escape their situations and move up in society.

At first, there was little understanding of terms like affordable rent, community housing, co-living etc. Light Be had limited recognition as a social mission and was seen more as a business.

Grants from large family foundations helped Light Be gain recognition in Hong Kong. Light Be was then able to engage with the government and institutional landlords...

Light Be has impacted 1,000+ lives. What started as a small, social housing movement has catalysed many large organisations to get involved.

LIGHT BE OFFERS KEY LEARNINGS FROM OVER A DECADE OF EXPERIENCE



A small project can be a catalyst that brings about large-scale, societal change. With Light Be, what started as a small passion project is now creating social change across all of Hong Kong, one home at a time...

Families can introduce projects to their networks by affiliation

Families can increase awareness of projects by introducing them to their networks. This helps the project receive recognition and more funding from other sources, widening project impact

There are high efforts but also high rewards

While social impact projects require significant manpower and organisational capacity, proper project management and resourcing can lead to impactful outcomes

Family contributions — of any size — are meaningful

Whether a family provides a sizable donation, offers a temporary home, refers a partner, donate idle spaces or helps spread word about the project — each contribution helps

THE LIN FAMILY: THE CAN (CULTURE, ART AND NATURE)

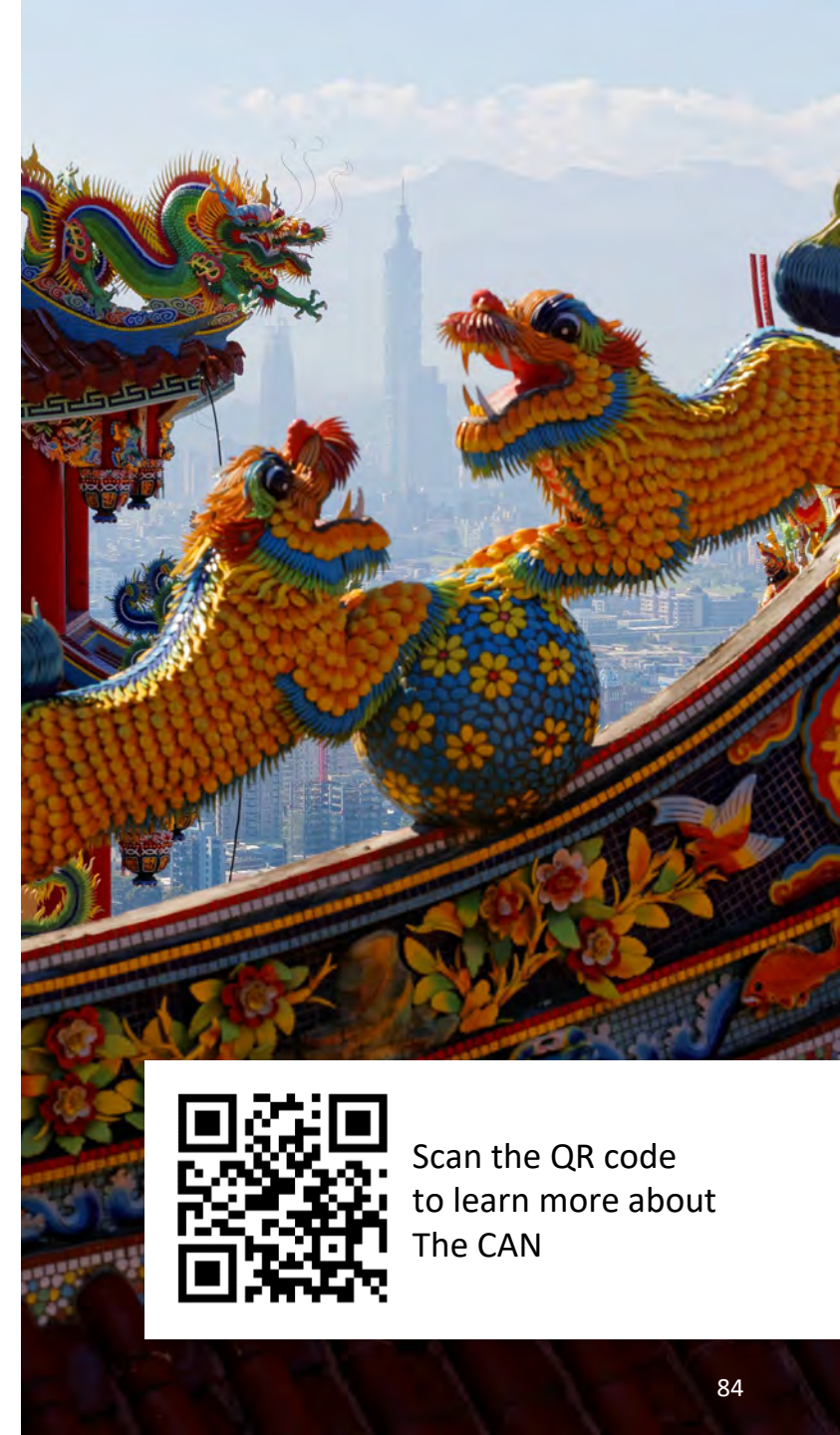


Jeffery Lin, founder of the CAN, used his personal capital to launch the CAN in 2010

- The project received its first external capital injection from Taiwanese impact investment firm B Current Impact Investment in 2017
- Securing external capital helped to expand the CAN's services and offerings

The CAN aims to preserve and showcase the local culture and community by hosting cultural performances, selling soy and other food products, and organising programs for under-privileged children in revitalised old houses in the Sanxia district of Taipei

- Revenue from the CAN's social enterprise endeavours (e.g. sales of soy products) are funnelled back into the project to support its non-profit activities
- The CAN's key non-profit offering is its "child companionship" programme which connects local primary and secondary school students from vulnerable backgrounds with access to teachers and social workers



Scan the QR code to learn more about The CAN

THE CAN AIMS TO REVITALISE THE LOCAL COMMUNITY BY SUPPORTING YOUTHS IN NEED AND SHOWCASING THE LOCAL CULTURE THROUGH PERFORMANCES AND PRODUCTS

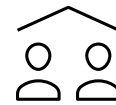
Why?



I noticed the loss of local culture and community when I returned to my hometown... as well as increased drug abuse among local youths.

The CAN addresses social issues that are unique to the founder's hometown of Sanxia, including loss of community, increased drop-out rates, and drug abuse among youths.

Programme summary



Revitalises the local community by using old renovated houses in the Sanxia district to showcase cultural performances and sell crafts, soy products, food, etc.



Offers an after school “child companionship” programme that connects children and youths from high-risk and underprivileged families with teachers and social workers that The CAN recruits



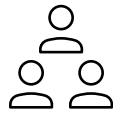
Runs a variety of social enterprise and non-profit sub-projects to remain financially sustainable

THE CAN HAS BEEN HELPING TO REBUILD THE LOCAL COMMUNITY WHILE REMAINING FINANCIALLY SUSTAINABLE



Supports youths in need at early stage

The CAN has worked with 17 schools across Taipei to offer children from underprivileged families or high-risk neighbourhoods (i.e. high drug use/ crime rates) access to teachers and social workers



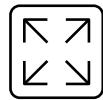
Gradually improved and expanded their “child companionship” programme

Hired more teachers such that children in need could connect with The CAN teachers more regularly (from once a week to every day), building more stability in their lives



Achieved financial sustainability through social enterprise projects

In 2015, The CAN began partnering with soybean farmers to manufacture and sell soy products which are an important part of the local diet. This helped the CAN to achieve financial sustainability with re-allocate capital into non-profit offerings



Expanded social enterprise activities through partnerships with corporates

Through partnerships with large corporates like 7-Eleven and Carrefour, The CAN now sells their soy products in hundreds of convenience and retail stores across Taipei’s Northern districts



FOLLOWING SEVERAL YEARS OF TRIAL-AND-ERROR, THE CAN HAS ACHIEVED SUCCESS WITH ITS SOCIAL ENTERPRISE ENDEAVOURS AND PLANS TO EXPAND ACROSS TAIPEI



Jeffery returned to his hometown in 2006 and was shocked to see the loss of local culture and community

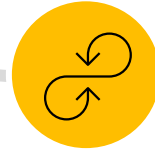


I moved back to Sanxia in 2006 to help my family business... I was shocked to see that there was no trace of the local culture and community I remember so fondly from my childhood...



He left his family business to launch the CAN in 2010, injecting his personal capital to start the project

I decided to work on The CAN full-time, along with a few friends, to help rebuild the local community. To get started, I used my personal capital to launch the CAN.



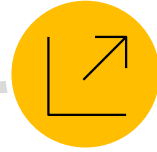
The CAN had to trial-and-error various initiatives to find ways to be financially sustainable

We often had to use revenues from one part of The CAN to cover costs from another... it wasn't until 2015 when we discovered our main revenue driver: soy products.



In 2017, the CAN received funding from an impact investment firm which allowed the project to expand quickly in a short time

The capital injection from B Current was a critical milestone for us... beyond just funding, we were also granted access to their expertise and network.



The CAN plans to expand its social enterprise offerings to improve the CAN's branding and business model

We plan to increase our market share in soy products, enhance the quality of our food products, and expand our child companionship programme over the next few years...

THE CAN SHARES ADVICE FOR FAMILIES WHO WANT TO SUPPORT SMALL-SCALE SOCIAL IMPACT PROJECTS



Generating revenue and staying financially sustainable, while also delivering real social impact, is a challenging balancing act... it can be difficult to build a team with the capability to do both...

Make a tangible impact by getting involved in the details

Impact investments are a great way for families to involve themselves in a project and create real impact beyond just providing funding and walking away

Balance business and social impact goals

While many families may be experienced with running a business, delivering social impact at the same time is difficult and may be a foreign concept to families just getting started

Leverage investors' non-monetary resources

Investors have many valuable resources beyond capital — they can provide manpower, expertise, and even access to their networks

MUSUBIE: BUILDING COMMUNITIES THROUGH CHILDREN'S CAFETERIAS



Musubie was founded in 2018 to support children's cafeterias and bring communities together

- The core function of children's cafeteria is to act as a local community hub and re-establish community ties and mutual support within a community
- Musubie does not focus on a single social issue but aims to improve the societal structure in Japan holistically

Musubie connects children's cafeterias together to coordinate resources and increase public awareness

- Operations and expansion is supported by corporate and individual donations
- Musubie acts as a central coordinator for children's cafeteria's prefectural networks and allocates supplies and investment to them
- Musubie also manages public relations for children's cafeterias to promote the correct understanding of them for fundraising

Photo credit: Musubie



Scan the QR code to learn more about Musubie

MUSUBIE AIMS TO STRENGTHEN COMMUNITY TIES IN JAPAN AMIDST AN AGEING SOCIETY AND HIGH RISK OF SOCIAL ISOLATION

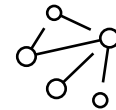
Why?



With an ageing population and a declining birthrate, communities face increasing difficulties with higher risk of social isolation.

Japan's population is estimated to decrease from 125.7 million in 2020 to 88.1 million in 2065¹, and the number of single-person households is increasing, with 18% of the population expected to live alone in 2040².

Programme summary



Established either regional networks or regional network of organisations to support children's cafeterias established in each prefecture by assisting new openings, cooperating with authorities, etc.



Collaborates with corporations and organisations interested in supporting children's cafeterias to deliver donations and support programmes to cafeterias



Conducts surveys and research to find out what



needs to be done to make children's cafeterias more accessible to children and more commonplace in society

MUSUBIE HAS CREATED MORE OPPORTUNITIES AND COMMON SPACE FOR PEOPLE TO GATHER AND ENGAGE



Increasing support for children's cafeterias

Supported 12,354 cafeterias through provision of grants totalling of around 1 billion yen through consolidating efforts with a central body and increasing capital and supply donations



Aligned understanding of cafeteria's role and importance

Shifted government's perception of children's cafeterias evident with merging of jurisdiction over children's policy, including children's cafeterias, from various ministries into the Child and Family Agency in 2023



Increased physical space for people to gather and communicate

Introduced more physical space for people with the number of children's cafeterias increasing from 7,363 to 9,132 in FY2023, strengthening community ties and improving the issue of social isolation

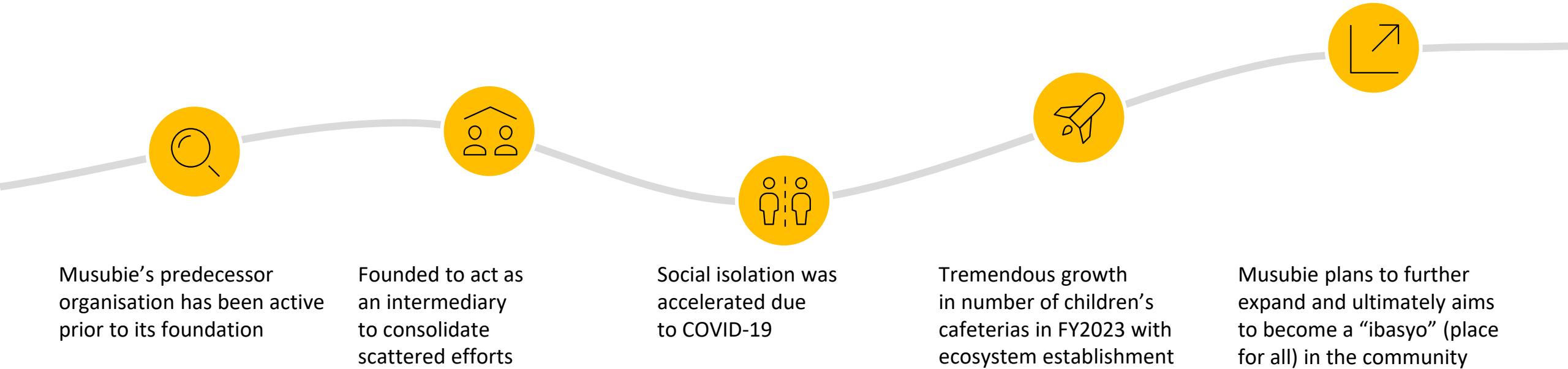


More inclusion of services in society

Increased motivation of potential cafeteria managers to establish a cafeteria and encouraged more people to use the service regardless of socioeconomic status after promoting the correct understanding of children's cafeterias



MUSUBIE WAS ESTABLISHED BY CONSOLIDATING EFFORTS OBSERVED IN SCATTERED CHILDREN'S CAFETERIAS TO CREATE A GREATER IMPACT



Research was conducted on children's cafeterias, and it was found that the number of cafeterias was increasing by at least 1,000 a year but had limited cooperation

By creating a centralised organisation, communications were encouraged among cafeteria owners and the movement spread

The pandemic catalysed people's urge to have a space where they can communicate and accelerated the growth of cafeterias

Number of children's cafeterias has risen from 7,363 to 9,132 in FY2023 through Musubie's empowerment for local communities to mobilise their own resources

We plan to increase the number of children's cafeterias to 20,000 in Japan, strengthening social ties through a bottom-up movement

MUSUBIE'S EXPERIENCE CAN PROVIDE INSIGHTS ON WHERE AND HOW ORGANISATIONS CAN BRING SOCIAL IMPACT



A healthy society is one where the government and private sectors provide balanced support... we need to empower the potential of private social impact to realise a world where no one is left behind

Market your service and purpose

It is important to market your services and promote them to your target audience, and creating social impact is not limited to on-the-ground work — one can also act as an intermediary

Leverage the flexibility of the private sector

Projects and organisations in the private sector can play a key role in supplementing services and offerings that the public policy may not be able to cover

Leverage family-led capital

Family-led capital (e.g., bequest donations) are a key revenue stream and can be an effective way for families to promote their values and legacy

06

ACKNOWLEDGEMENT

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Co-authors



Francis Ngai
*Founder and Chief
Executive Officer*

Lehui Liang
*Chief Impact Capital
Officer*

Stephanie Kwong
*Senior Associate,
Impact Capital*

Florence Cheng
*Chief Impact
Strategy Officer*

Steven Tsoi
Chief Impact Evangelist



Kevin Teo
Chief Operating Officer

Roshini Prakash
Chief Knowledge Officer

Mark Yeh
*Regional Head,
Northeast Asia*

Annabel Tang
*Partnerships Director,
Northeast Asia*

Sangeetha Watson
Senior Manager, Insights

Peixian Lu
*Senior Manager,
Shanghai*

Meryl Yang
Senior Manager, Taipei

Yejin Jo
Manager, Seoul

Karam Min
Manager, Seoul

Sadakazu Ikawa
Manager, Tokyo

Catlyn Chen
Senior Associate, China



Jasper Yip
*Partner, Head of
Corporate and
Institutional Banking in
Asia Pacific*

Ben Simpfendorfer
*Partner, APAC Lead for
the Oliver Wyman Forum*

Rainie Pan
*Principal, Hong Kong
Social Impact Lead*

Lucy Wei
Associate

Tristan Wan
Consultant

Kazuki Yamakage
Consultant

Ananya Sinha
Consultant

ACKNOWLEDGEMENT

Supported by



Special thanks to



KEY CONTACTS

Lehui Liang

Chief Impact Capital Officer
Email: lehui.liang@sv-hk.org

Stephanie Kwong

Senior Associate, Impact Capital
Email: stephanie.kwong@sv-hk.org



Mark Yeh

Regional Head, Northeast Asia
Email: mark.yeh@avpn.asia

Sangeetha Watson

Senior Manager, Insights
Email: sangeetha.watson@avpn.asia



Jasper Yip

Partner, Head of Corporate and Institutional
Banking in Asia Pacific
Email: Jasper.Yip@oliverwyman.com

Rainie Pan

Principal, Hong Kong Social Impact Lead
Email: Rainie.Pan@oliverwyman.com



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