



**Social Innovation in Asia**  
: Technology Strategy and Leadership

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17~19 November, 2014

# I. Seven Characteristics of Social Innovation Landscapes in Asia

- Eunkyung Lee / The Hope Institute




# Seven Characteristics of Social Innovation in Asia

아시아사회혁신의 7가지 특징





# Background

- A research project to examine social innovation landscape in Asia
  - Supported by Rockefeller Foundation
  - Part of "Roadmap to create a base of social innovation ecosystem in Asia"
    - 
  - Part of Final Report <The Social Innovation Landscape in Asia>

# Roadmap to Create a base of Social Innovation Ecosystem in Asia

Phase	Phase 1. <i>Foundation</i> (2012-2013)		Phase 2. <i>Adoption &amp; Test</i> (2013-2015)		
Goal	Understanding of Asian Social Innovation (SI)		Develop and Apply Asian Social Innovation Models		
Activity	Comprehend SI Landscape in Asia	Identify characteristics and strategies	Understand practical environment of each nation	Provide capacity building programs & materials	Update a strategy to spread SI cases in Asia
	<ul style="list-style-type: none"> <li>Define SI selection criteria</li> <li>Examine SI environment</li> <li>Gather &amp; Cluster SI cases</li> <li>Create Asia SI case bank</li> </ul>	<ul style="list-style-type: none"> <li>In-depth analysis of selected SI cases</li> <li>Identify characteristics of social innovation trends in Asia</li> </ul>	<ul style="list-style-type: none"> <li>Implement applicable SI cases in 4~5 different nations</li> <li>Maintain online hub to log the experiences of case application</li> <li>Identify practical barriers and catalyst in applying SI cases</li> </ul>	<ul style="list-style-type: none"> <li>Identify weak points of Asian social Innovators</li> <li>Develop capacity building programs, manuals &amp; toolkits</li> <li>Demonstrate capacity building programs</li> </ul>	<ul style="list-style-type: none"> <li>Apply the drafted strategy created at Phase 1</li> <li>Analyze pitfalls of the drafted strategy through applicable SI implementation experience</li> <li>Create a refined strategy</li> </ul>
Deliverable	<ul style="list-style-type: none"> <li>Asia SI case bank</li> <li>Report on the SI landscape in Asia</li> <li>Trends and characteristics of social innovation in Asia</li> </ul>		<ul style="list-style-type: none"> <li>Report and videos illustrating the implementation of applicable SI cases in four or five different nations</li> <li>Online website where the implementation experiences and lessons are logged, shared and archived</li> <li>Report on the analysis of practical barriers and catalysts in applying SI cases</li> <li>Capacity building program manuals and toolkits</li> <li>Report on the refined strategy to spread SI cases in Asia</li> </ul>		



# Research Overview

- Research Goal
  - To comprehend social innovation context of Asian social innovations
  - To identify major trends and characteristics of social innovation practices in Asia
- Research Method
  - Extensive literature review, case study, in-depth interview, expert advisory conference, survey
  - 5 countries – China, India, Japan, Korea, Thailand
  - Total 46 cases were investigated
  - 45 field visits and face-to-face interviews



# Research Overview

- Findings
  - Social innovation context for the five countries
    - political, economic, and social background
    - major social Issues of each society
  - Trends and cases of social innovation for each country
    - 14 trends / Unmet social needs/ Key players and Environment
  - Characteristics of social innovation in Asia







# 7 Characteristics of Social Innovation in Asia

## Key words/Theme

- Community
- people
- Engagement / participation
- Local government
- Poverty reduction
- Rural movement
- IT application
- Education
- Young people
- Social enterprise
- Health
- Volunteerism
- Governance
- Cross sector
- CSR
- Social welfare
- Democracy
- Disease
- Ageing
- Post industrialism
- Labor issue
- housing
- Peer learning
- Capacity building
- Anti government
- Quality of life
- Business model/mind
- Entrepreneurship
- social problems with capitalism / globalization
- Job creation
- Free express
- Children
- Rural decline
- Urbanization
- Corruption



## Category I

- Increase of earnings
- Impending local issue solving
- Everyday concerns
- Social issues solving
- Bring alternative for social welfare problem
- Raising life quality
- People encountering the issue
- Governments
- Intermediary organizations
- Funders
- Technology
- People Engagement
- Cross sector Collaboration
- Governance
- Business Model

## Category II

Goals

Agents

Strategies



# 7 Characteristics of Social Innovation in Asia

## 1) People-centered Development

- SI in Asia particularly focused on marginalized people excluded from the rapid and compressed socio-political development
- Identify their own issues, create solutions for them
- Of the people, by the people, for the people
- Honey bee network (India), HongSung Pulmu-village (Korea)
- Self-empowerment through self-reliance



# 7 Characteristics of Social Innovation in Asia

## 2) Community Empowerment

- The process of enabling communities to increase control over their lives
- Necessarily connects to the process of recognition of subjectivity; political & social changes
- i) mainly done through urban project for slum dwellers (Ban Mankong Community Upgrade program)
- ii) achieved through implementing a self-reliant local economic ecosystem (local farmers cooperatives in Korea, Japan)



# 7 Characteristics of Social Innovation in Asia

## 3) ICT-based Civic Engagement

- ICT as a strategic tool for social innovation (under the circumstance of limited civic rights and services)
- Various stages of ICT developments in Asia
- i) ICT to challenge dominant opinions and to produce counter arguments (On-line candidacy movement in China, Nakomsu in Korea)
- ii) ICT to facilitate people's participation and mobilization (The Change in Korea, Free Lunch for Children, 1kg More)



# 7 Characteristics of Social Innovation in Asia

## 4) Public Sector Leadership and Local Governance

- Since economic crisis in late 1990s, citizen awareness has grown and needs for efficiency and governance are increased
- Asian governments became to act as a partner of cross-sectoral collaboration of social innovation
- Supportive laws and regulations (Japan's NPO Law, National Social Enterprise Committee under the Prime Minister's Office in Thailand, Seoul Metropolitan's initiative of SI)



# 7 Characteristics of Social Innovation in Asia

## 5) Social Entrepreneurship

- Social entrepreneurship as an alternative solution for problems of rapid capitalist development and failure of nation's welfare system
- Adoption of business model as means for NGOs' profit-making or profit-driven enterprises' public value pursuit
- Aravind Eye Hospital, Narayana Hrudayalaya Hospital in India; Carepro service in Japan
- Increase of young entrepreneurs (into the area of social venture, social impact investment, etc.)



# 7 Characteristics of Social Innovation in Asia

## 6) Intermediary Organization

- Intermediaries as a environment setter for social innovation in Asia
- Support financially and policy-wise
- Especially in a society that civil sector was not grown to be a partner for the government so not enough governance has yet established
- Honey Bee Network in India, CODI (Community Organization Development Institute) in Thailand, British Council, Ashoka Foundation in China & Thailand



# 7 Characteristics of Social Innovation in Asia

## 7) Cross-sectoral Partnership

- Through partnership and collaboration among four sectors (non-profit, public, private, informal)
- Informal sector's active role and contribution are characterized in Asian social innovation (professionals such as professors, scientists, engineers, architects, medical doctors, etc.)
- Residential Innovation Project in Thailand, PPAP in Japan, On-line candidacy movement in China





# Conclusion

- Compared to the West, Asia still suffers...
  - Weak governance & democracy : low-level of government transparency and accountability; limitation of civil rights; poverty and low public health, etc.
  - Does NOT mean that Asia is not ready for social innovation. Rather such barriers and conditions become the unique starting point for social innovation in Asia
  - Continuity and discontinuity from the social movement and democratic reform process



# Q&A

Thank You!



감사합니다!



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## II. Social Innovation Practice in Asia

### Project 1 : Doing While Learning

- Anjali Sarker / BRAC Social Innovation Lab

# Doing while Learning

*Exploring the road map to scale social innovations in South Asia*



# BRAC at a glance

Serving over  
**135 million**  
people in  
Bangladesh,  
Afghanistan,  
Pakistan,  
Myanmar,  
Philippines, Sri  
Lanka, Liberia,  
Sierra Leone,  
Tanzania, South  
Sudan, Uganda  
and Haiti



- Microfinance and other financial tools for better lives
- **4.6** million borrowers
- Leading a health revolution
- **104,000** community health promoters
- Educating the next generation
- **10.2** million students graduated
- Protecting human rights
- **3.8** million human rights and legal education participants
- Access to water and sanitation
- **30.7** million people received hygienic latrines

# What is Doing while Learning?

# Practitioner partners

- Access to information (a2i)- Bangladesh
- BRAC- Bangladesh
- Nidan- India
- Gram Vikas- India
- Rural Support Programmes Network (RSPN)- Pakistan



# Academic partners

- Christian Seelos  
Stanford Center on Philanthropy and Civil Society
- Jaideep Prabhu  
Judge Business School, University of Cambridge
- Johanna Mair  
Stanford Center on Philanthropy and Civil Society
- Wahid Abdallah  
BRAC University

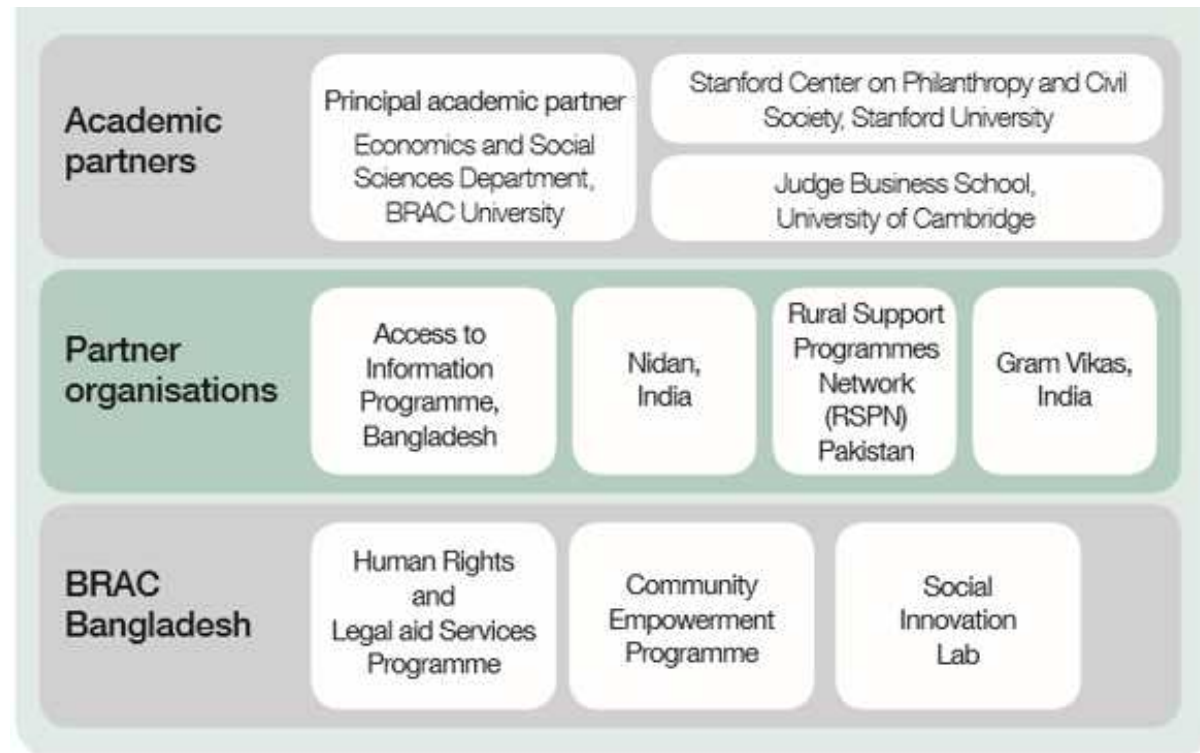


# Questions explored

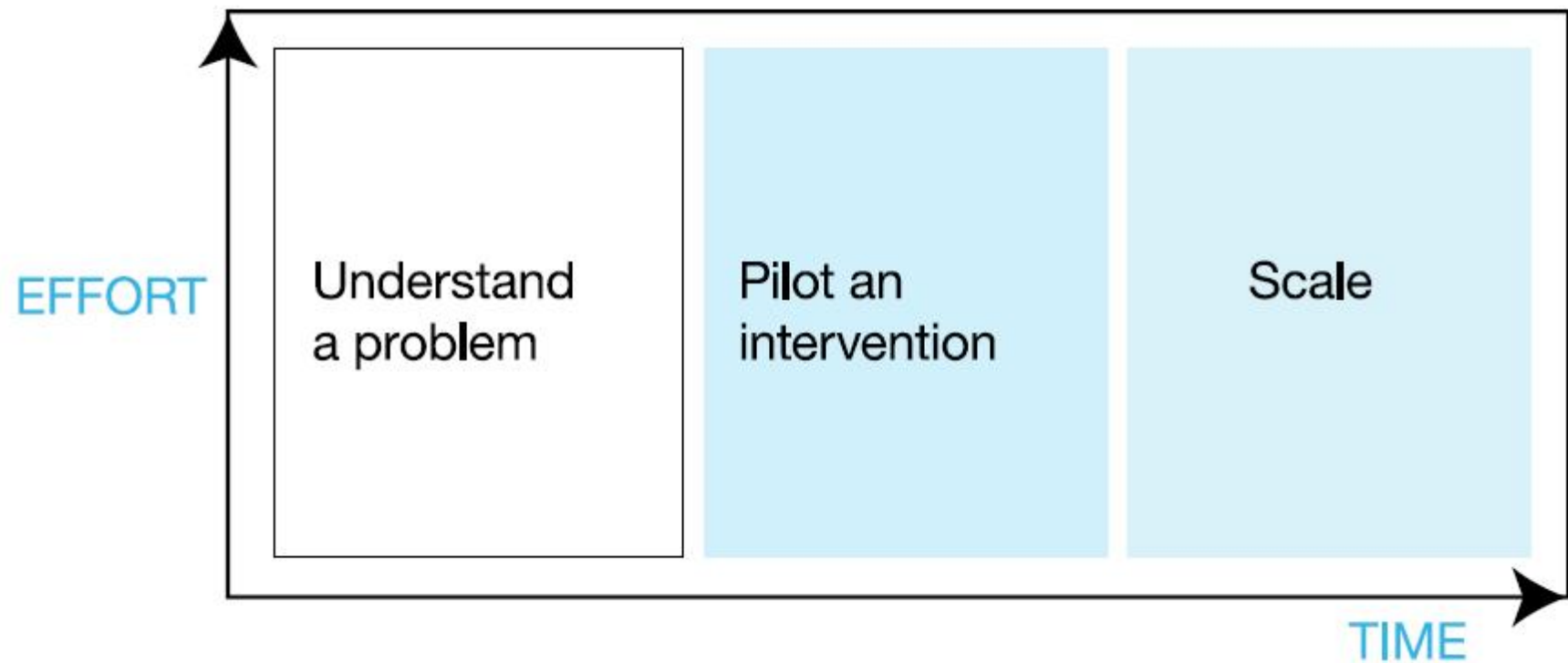
- How do practitioners in South Asia work towards achieving scale under conditions of social complexity?
- What enables them to be successful at scaling up proven ideas?

# Phases of the project

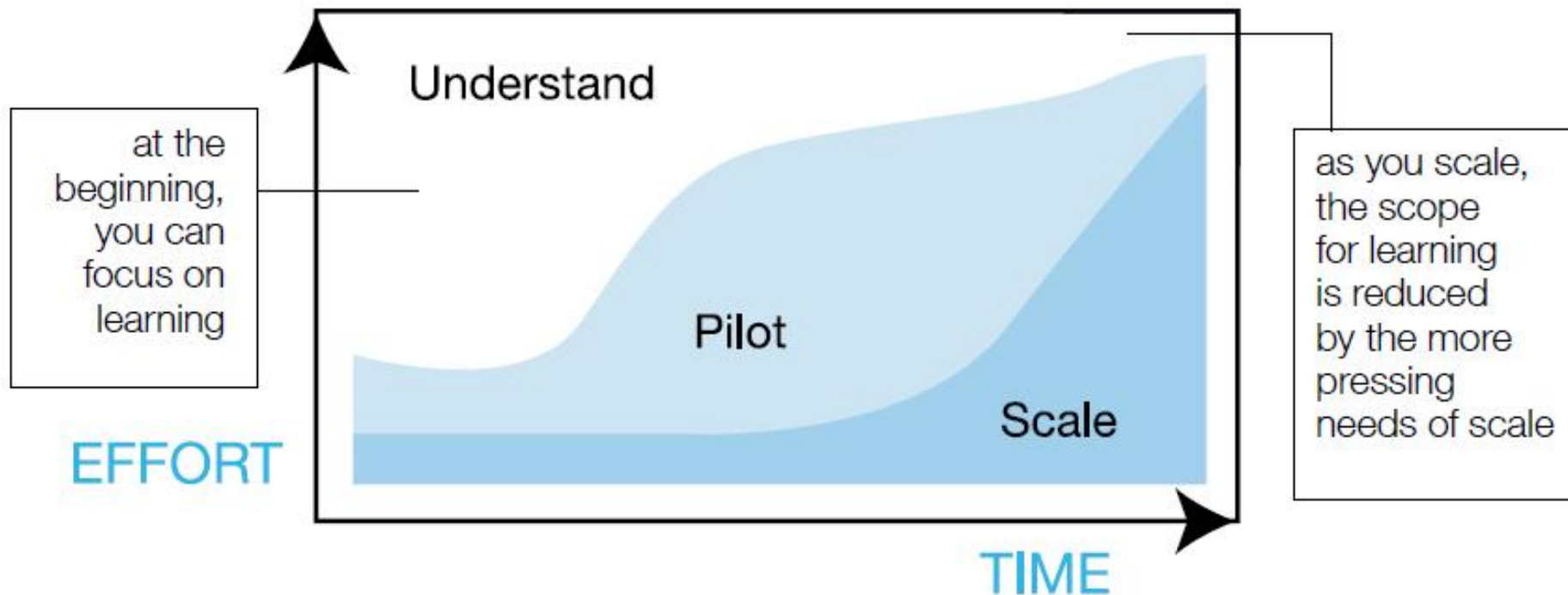
- Scanning the field
- Real-time learning
- Synthesizing and sharing



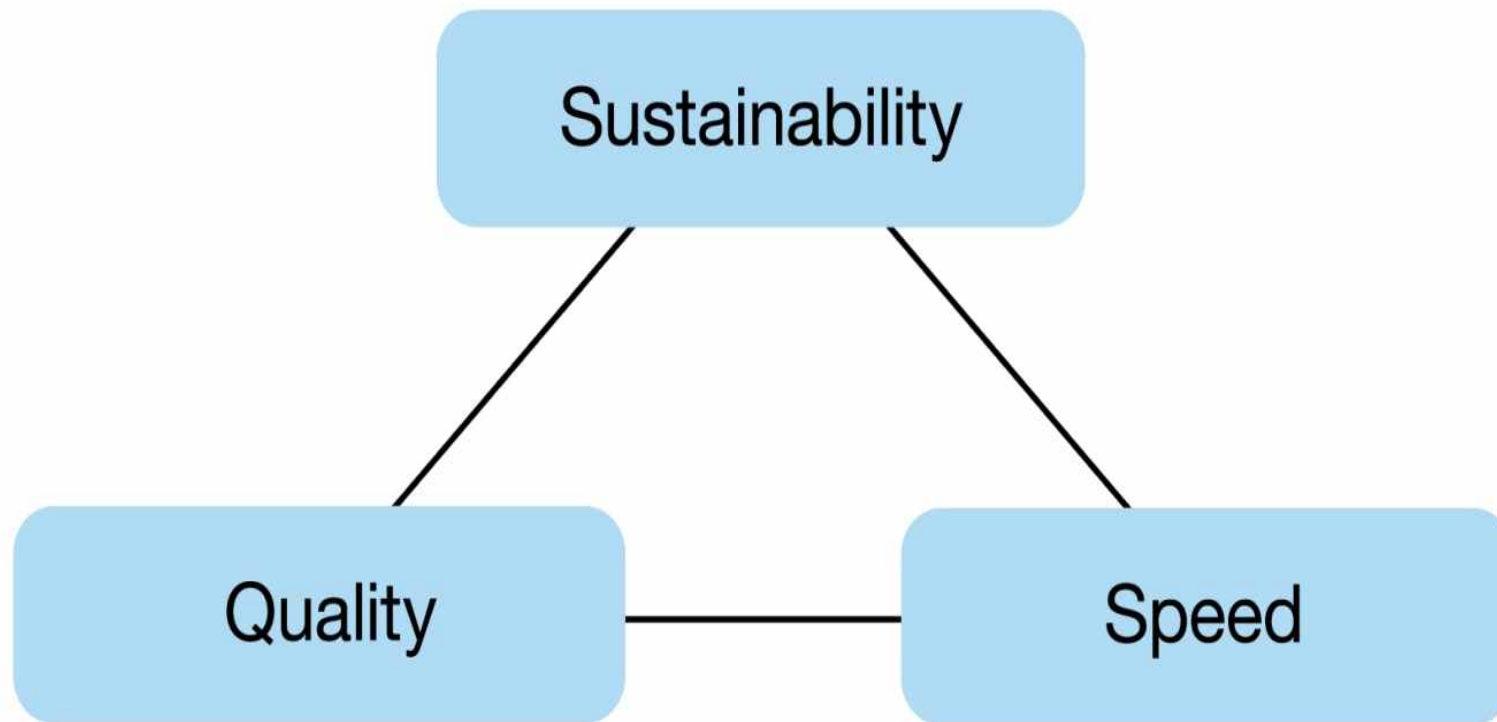
# Scaling up as distinct phases



# In reality, the activities overlap



# The art of scaling up



# 5 insights on scaling innovations

1. Don't jump to scaling up right away.
2. Scaling is as much about scaling down social barriers as scaling up impactful activities.
3. Be realistic. Prepare to compromise.
4. Relationships matter. Build them with care.
5. Most issues can't be tackled overnight.

# Thank you





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## II. Social Innovation Practice in Asia

### Project 2 : Innovation Fund for Mobile Money

- A.H.M. Rashedul Kabir / BRAC Social Innovation Lab



# Innovation Fund for Mobile Money

BRAC Social Innovation Lab  
November, 2014

# BRAC Social Innovation Lab

- **Builds** a space for staff learning, capacity and innovation
- **Incubates** new products and practices
- **Scans** for external innovations to introduce and internal innovations to scale up
- **Leads** a regional network named “Doing while learning”
- **Pushes** forward important issues that don’t fall neatly into any program’s scope of responsibility

# Financial Inclusion

**2.6 billion people** live on less than \$2 per day.

**78%** do not have a bank account.

# Financial Exclusion





# What is Mobile Money?

# The opportunity in Bangladesh

- **110 million** cell phone users
- **Only 40%** of the population banked
- Fastest growing mobile money market **in the world**
- **bKash** is now the second largest mobile money company in the world, second only to mPesa





Why haven't we seen  
more adoption in  
organizations?

# Potential benefits of mobile money

## To clients

- Complete documentation of transactions
- Safer storage than cash (especially while traveling)
- Can be transferred momentarily across Bangladesh

## Additional benefits to BRAC

- Reduction of manual data entry
- Real-time, accurate information
- Fewer security risks for staff and branches
- Less scope for misappropriation
- Reduction of transport costs
- New types of products and programs

# BRAC innovation fund for digital financial services

- \$2.6 million 2013-2016 from Gates' Foundation
- 6-10 pilots using mobile money
- Engaging with 50,000 households through mobile money
- Develop infrastructure, excitement and capacity at BRAC to support scale up and additional pilots

# Calling for ideas globally



CONTACT US AT: [INNOVATION@BRAC.NE](mailto:INNOVATION@BRAC.NE)

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## EASY MONEY: YOUR OWN BANK

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★★★★★ ⓘ [Rate this \(5 Votes\)](#)

Easy money is a comprehensive M-cash solution designed for barc based on the existing presence of Brac's Micro Finance Program (BMFP) offices. BMFP has more than 2000 branches in all over the country concentrated on rural areas and obviously our target region. So at day zero will get one of the most wide spread financial service network without sharing commission with anyone. All of the offices will be connected with the server of Easy Money and a mobile application need to develop where all agents will get access to the server through their designated mobile IDs in the system to view, transaction and reconciliation. These offices will work as the hub of that region which will tie up with partner agents and work as services center for both agents and individual customers. Under the existing Microfinance products new rural entrepreneurs will be created by providing loan, training and agent ship of Esay Money and also other agents of different M-money services/ mobile credit sellers agents will be entitled for that. As a result more effective distribution channel will be formed with more bargaining option for commission and loan recovery. Tie up with banks and post offices will give competitive edge

## BKASH M-TRAVEL SERVICE

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★★★★★ [343 Vote](#)



[www.brac.net](http://www.brac.net)

# Mobile payments for community health workers

- Salary and incentives of front line health workers
- Type of transaction: Disbursement
- Area covered : 62 Branches
- Total targeted population : 50% of the staff
- Additional technologies: Tablets, mobile based data collection

# Flexible school fee payments

- School fee collection using mobile money
- Area covered: 8 branches 32 Schools
- Targeted population : 100% of the students
- Additional technologies: real time MIS

# Selected Projects

Project Name	Programme
1. (Nearly) cashless branch	Integrated Development
2. Mobile micro-insurance	Microfinance
3. Flexible school fee payments for secondary schools	Institute of Educational Development (BRAC U)
4. Adolescent savings	Education
5. Mobile payments for community health workers	Health, nutrition and population
6. Relief vouchers for disaster victims	Disaster, environment and climate change
7. Mobile disaster relief funds	Disaster, environment and climate change

# Project so far

- Total targeted population: 12000
- Branches covered: 103
- Number of wallets opened : 1248
- Staff trained: 133



# The Challenges

- Client literacy
- Technology adaption
- Staff motivation
- Organizational Change
- Regulations

# Thank you!



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## II. Social Innovation Practice in Asia

### Roundtable

- Anjali Sarker & A.H.M. Rashedul Kabir  
/ BRAC Social Innovation Lab
- (Moderator) Jonathan Chang  
/ Executive Director of Lien Centre for  
Social Innovation



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