

發展創新意念 解決社會問題
Pitch in to develop innovative
solutions for social issues

何謂 社會創新

關於 社創基金

社會創新泛指知識、產品或服務上的改進，亦包括對現有業務模式、程序和方法的新應用，以滿足社會需要。

政府已有不同援助計劃和服務，為有需要人士提供安全網，但長遠而言，有需要為弱勢社群製造新機會，為他們帶來希望，幫助他們建立自尊和自我價值。我們期望創造一個環境，為創業家包括年輕人提供更多支援和機會，幫助他們建立更多具社會效益的企業。

社會企業向來主要由非政府機構營運，並由公帑資助。近年，本港出現了不少成功的社會創業家和社會創新項目。一些平台、協作機構、獎勵計劃、比賽、培訓計劃相繼成立，以創新意念回應社會問題。

其中香港公眾熟悉的例子包括：由視障導賞員提供導賞的「對話體驗」(Dialogue Experience)、持續創新和推出新服務照顧長者家居安全需要的「長者安居協會」(Senior Citizen Home Safety Association)、為貧困單親家庭提供低於市值租金住房單位的「光房」計劃(Light Be)、為輪椅使用者提供點到點接載服務的「鑽的」(Diamond Cab)等。

社會創新及創業發展基金(社創基金)由獎券基金撥款五億元成立，在2013年的扶貧委員會高峰會上舉行成立典禮。社創基金由扶貧委員會的一個專責小組監督運作，政務司司長辦公室之下的效率促進組為其秘書處。

社創基金為香港的社會創新發揮催化劑的功用，致力促進商界、非政府組織、慈善機構與公眾等跨界別合作，透過實踐社會創新和創業，以達扶貧、防貧及防止社會孤立之效，受惠者包括單親家庭、新來港人士、低收入家庭、貧困長者、殘疾人士、少數族裔，以及缺乏發展、教育及就業機會的社會群組。社創基金期望為他們帶來希望，幫助他們建立自尊和提升自我價值。

基金委聘協創機構推展工作。協創機構是社創基金的策略夥伴，它們可善用其網絡，吸納有潛質的社會創業家，並以其社會創新的經驗，提攜剛起步的創業者。委聘協創機構有助促進社會創新生態系統的持續發展。一個更大、更多元及可持續的跨界別社群，將有利社會創業家茁壯成長。

社創基金現時把重點放在三個優先範疇：研究、能力提升和創新計劃。

社創基金的申請者不限於社福機構或非牟利團體，個人或商業機構也可以申請，只要他們有創新意念並有助扶貧和增強社會資本。社創基金的資助模式和範圍適用於創新項目發展的四個階段，即意念醞釀、原型、創業及擴大規模。

社創基金提供資助的形式除了補助及配對補助，亦會考慮股本投資。



資助創新項目發展四個階段



社創基金專責小組認為，應該充分利用現有社會創新的資源和專才，令社創基金發揮更大效用。委聘協創機構便可達到此一目的。

現時社創基金委聘了首批共四間協創機構，負責推展「能力提升」和「創新計劃」。四間協創機構為香港社會服務聯會(社聯)、理大科技及顧問有限公司(理大)、心苗(亞洲)慈善基金有限公司(心苗)，以及葉氏家族慈善機構(葉氏)。它們推行下列項目：

- 社聯推出的「Impact Incubator」是一個一站式平台，協助有志推行社會創新項目的機構和人士，特別是政府機構或企業內部的社會起業家，建立營商技巧、尋找機遇，以及運用商業手法解決社會需要。此計劃資助及支援原型、創業和擴大規模三種不同發展階段的創新項目。(圖一)
- 理大的「好薈社」(Good Seed)由香港理工大學企業發展院及賽馬會社會創新設計院(JCDISI)執行，這項計劃協助參加者運用「設計思維」與「科技」構思創意方案，並提供資金和指導支持他們推出項目原型。(圖二)
- 心苗透過「Fast Forward」提供每次為期三個月的能力提升項目，憑藉他們與創效投資者的網絡和合作經驗，幫助處於發展階段初期並希望進一步發展及擴大扶貧效益的企業。(圖三)
- 葉氏推出的「Nurturing Social Minds」能力提升計劃是一項與大學合作的計劃，透過計算學分的課程，讓參與的MBA和本科高年級學生與社企組成合作團隊，解決真實的社會問題和營運挑戰，親身體驗社會投資項目的融資和運作。(圖四)

協創機構可以互享成果，專責小組計劃建立一個一起參與的平台，讓協創機構交流信息、分享經驗。

圖一：Impact Incubator



圖二：好薈社 (Good Seed)



圖三：Fast Forward



圖四：Nurturing Social Minds



食物援助 旗艦項目

社會參與 及能力提升



針對社會關注或影響較為深遠的貧窮議題，社創基金也會推出旗艦項目，希望透過進一步的跨界別合作以締造社會成果。食物援助是社創基金關注的其中一個重要議題，基金推出食物援助旗艦項目，目的是提升本港整個食物援助界別的效率及效益，先以熱食服務為重點，期望最終能增加送餐數目、擴展服務覆蓋範圍，並增強營運機構、捐助機構及受惠機構之間的合作和效率，以及減少食物浪費。(圖一)

社創基金將委聘第五間協創機構負責推展相關項目，工作包括：

- 成立資訊分享系統；
- 推廣食物援助服務；
- 編撰最佳實務和指引。

項目將以三個地區為試點，在評估成效之後擴展至全港18區。

社創基金推出和支持各項計劃，以提高各界對社會創新及創業精神的認識，並鼓勵跨界別參與，藉此促進本港社會創新生態系統持續發展。透過以下能力提升項目，社創基金希望能加強各個界別和團體間的聯繫，為推動本港的扶貧工作引進更多夥伴，以加強社會投資及其效益。

社會投資：根據「協同創效」(Collective Impact)的概念，相對於由個別機構各自處理社會問題，不同界別如能加強協調合作，將可以締造更大效益。基於共同關注的議題，匯聚來自非牟利機構、基金、商業機構、政府和民間的力量，提出並實施對應方案，實現「協同創效」。這概念與社創基金推廣的跨界別合作不謀而合，社創基金將積極支持和參與在香港推出的「協同創效」項目。

亞洲公益創投網絡(AVPN)是亞太區一個跨領域網絡，匯集金融、商業、學術、創效投資和社會各界組織和領袖，透過分享和合作，促進公益創投和社會投資的發展。AVPN將於2016年5月在香港舉行年度大會，社創基金鼎力支持，為大會贊助之一。

商界：社創基金推動「共享價值」概念，鼓勵企業將「創造共享價值」融會於企業策略，在拓展新商機的同時回應社會需要。2015年9月9日舉辦的「共享價值：締造競爭優勢」論壇是社創基金推動「共享價值」概念的首項重要活動，為商界領袖提供平台，探討「創造共享價值」的模式如何在香港應用。論壇之後，社創基金將為有意繼續探討或推展「創造共享價值」項目的企業提供支援。

中學：社創基金於2014-15年度與政府青少年網站(Youth.gov.hk)合辦「中學生社創短片比賽」，以「社會創新，求『橋』扶貧」為主題，目的是透過講座、工作坊、導賞活動及比賽，加深同學對社會創新及扶貧的認識，啟發同學思考創新方法並付諸行動。

社創基金支持由香港中文大學文化及宗教研究系與豐盛社企學會合辦的「社創校園通通識」計劃。計劃於2014年底推出，結合本地政、商、學界的網絡，為香港中小學創設一套合用的「社創教育」範式，讓學生學習社會創業的精神，關懷他人及以創意轉化社會，為香港的未來共同努力。(圖二)

大專：社創基金著意培育未來社會創業家，透過協創機構推展的項目，給予大專學生和畢業生培訓、指導、實習機會以至資金，協助他們醞釀及實踐創新意念。

公眾：社會創新Jam巡迴展由2015年4月30日至5月19日先後在四區舉行，展出「中學生社創短片比賽」的得獎作品的「夢想成真」版，讓公眾親身體驗和加深認識中學生對社會問題的關注及創意，展覽參觀人次達28,000。為進一步推廣社會創新，展覽在2015年9月至11月進駐本港大專校園。(圖三)



2013年2月至2015年11月 社創基金重要歷程

Major Milestones of SIE Fund (Feb 2013 – Nov 2015)

2013年2月至2015年11月 期間的推廣活動

23次 簡介會及交流活動
20次 研討及分享會
40次 宣傳活動
240次 媒體報導

溝通渠道

社創基金透過多種渠道，包括網頁、Facebook、電子通訊、YouTube 及手機應用程式與社會各界保持溝通

Outreach Activities (Feb 2013–Nov 2015)

23 briefing sessions and networking activities
20 seminars and sharing sessions
40 publicity events
240 media reports

Channels

The Fund has been engaging stakeholders of different sectors through channels such as website, Facebook, e-newsletter, YouTube, mobile app and more.



What is Social Innovation?

Social Innovation broadly covers advancement in knowledge, products and services, including the application of existing business models, processes and methods in new ways to meet social needs.

While the government has been providing various relief measures which serve as a safety net for the needy, it is equally important to find new ways to create opportunities and hopes for them in the long run. We strive to build an environment where entrepreneurs, including the youth, are given more support and opportunities in setting up businesses to create social impact.

Social enterprises are traditionally supported by public funding and run mostly by non-governmental organisations. In recent years, a number of successful social entrepreneurs and social innovation projects have emerged in Hong Kong. Various platforms, collaborative bodies, award schemes, competitions and training programmes have also evolved, delivering innovative solutions to address social issues.

Well-known social innovation projects in the city include: Dialogue Experience, providing tours operated by visually impaired guides; Senior Citizen Home Safety Association that embraces innovation in offering round-the-clock personal care and emergency assistance to the elderly; Light Be which provides housing at a rent lower than market price for poor single-parent families; and Diamond Cab, a point-to-point transport service for wheelchair-bound passengers.



About the SIE Fund

The HK\$500 million Social Innovation and Entrepreneurship Development Fund (SIE Fund) was established at the Commission on Poverty Summit in 2013. A task force, set up under the Commission on Poverty, oversees the fund and the Efficiency Unit, which reports directly to the Chief Secretary for Administration, provides secretarial support.

The SIE Fund acts as a catalyst for social innovation in Hong Kong, facilitating collaboration among businesses, NGOs, philanthropies and the community with an aim to address issues related to poverty and social exclusion through innovation and entrepreneurship. Examples of ultimate beneficiaries include single parents, new arrivals, low-income families, poor elderly, the disabled, ethnic minorities or segments with limited access to opportunities, education or employment. The aim is to bring hope, dignity and self-worth to these groups.

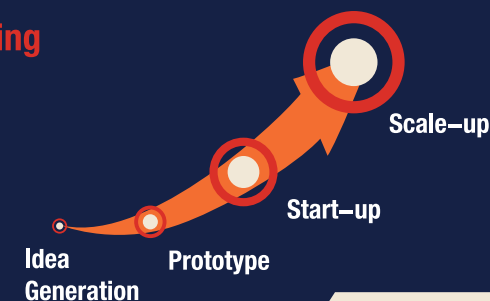
The SIE Fund engages intermediaries as its strategic partners. Intermediaries will harness their networks to attract prospective social entrepreneurs and experience in social innovation to groom budding innovators. Engaging intermediaries enables the continuous development of the ecosystem for social innovation with a larger, more diversified and sustainable cross-sector community for social innovators and entrepreneurs to flourish over the long term.

The SIE Fund accords priority to three areas of work: Research, Capacity Building and Innovative Programmes.

Applicants to the SIE Fund are not confined to social service agencies or non-profit organisations. Individuals or for-profit companies can also apply, as long as they have innovative ideas which help alleviate poverty and build social capital. The SIE Fund will consider proposals of any of the four stages of the innovation development cycle namely idea generation, prototype, start-up and scale-up.

Apart from grants and matching grants, equity investment will also be considered as an option for financial support.

Four stages of subsidising innovative projects



The Intermediaries

The SIE Fund Task Force considers that impact will be maximised by leveraging existing resources and expertise in the social innovation space through engaging intermediaries.

The first batch of four intermediaries are engaged to take forward initiatives in Capacity Building and Innovative Programmes. They are the Hong Kong Council of Social Service (HKCSS), PolyU Technology and Consultancy Company Limited (PolyU), SOW (Asia) Foundation Limited (SOW Asia) and The Yeh Family Philanthropy (YFP). They have launched the following programmes:

- “Impact Incubator” of HKCSS is a one-stop platform to support prospective organisations and individuals, in particular intrapreneurs, to develop business skills, identify opportunities and apply business approaches to address social needs. This programme supports prototype, start-up and scale-up projects. (Photo 1)
- “Good Seed” is administered by the Institute for Entrepreneurship and the Jockey Club Design Institute for Social Innovation of the Hong Kong Polytechnic University. It helps participants apply design thinking and technology to incubate innovative ideas. It also offers funding and mentor support for prototype projects. (Photo 2)
- “Fast Forward” offers three-month capacity building programmes. SOW Asia, leveraging its network and experience of collaborating with impact investors, helps enterprises grow and scale their impact on poverty alleviation. (Photo 3)
- “Nurturing Social Minds” launched by YFP in collaboration with universities is a credit-bearing capacity building programme. MBA students and senior undergraduates partner with a social venture to tackle real-life social and business problems and learn about the financing and operation of social investment in the process. (Photo 4)

These intermediaries will probably feed each other’s pipeline. The Task Force also intends to establish a platform for information exchange and experience sharing among the intermediaries.



The Intermediaries

Photo 1: Impact Incubator



Photo 2: Good Seed



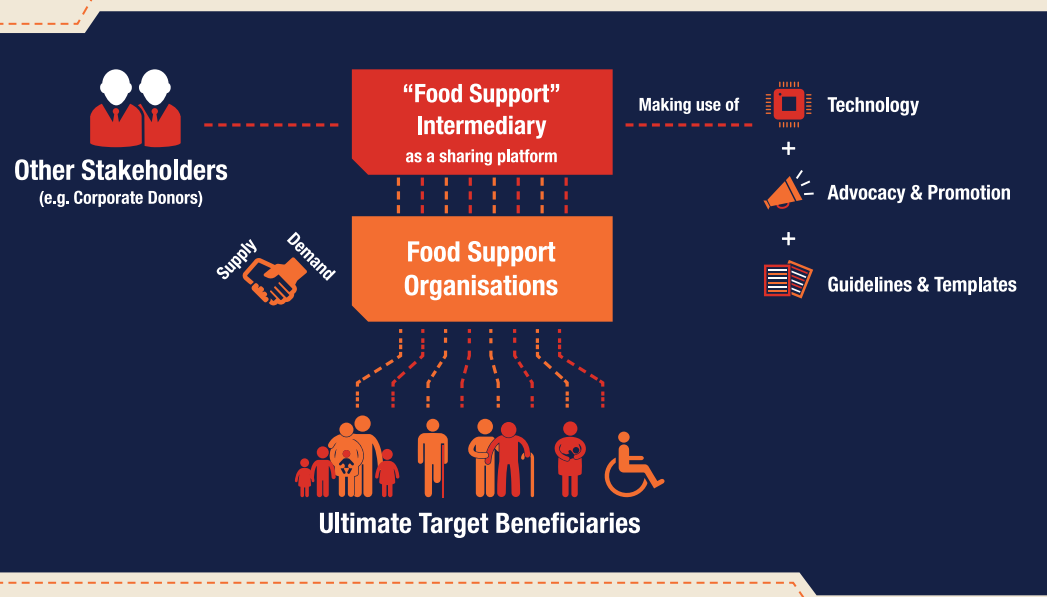
Photo 3: Fast Forward



Photo 4: Nurturing Social Minds



Food Support Flagship Project



To address poverty issues that are of major public concern and have greater social impact, the SIE Fund will look for greater cross-sector collaboration to achieve result through flagship projects. Food support services is one of these concerns and the SIE Fund has launched the Food Support Flagship Project which aims at enhancing the efficiency and effectiveness of the overall food support services in Hong Kong. With hot meal as a start, the Project sets its objectives on increasing the number of meals provided, widening service coverage, strengthening cooperation and efficiency among operators, donors and beneficiaries, and reducing food waste. (Photo 1)

The fifth intermediary will be engaged to implement the initiatives. The scope of work covers:

- Building an information-sharing system
- Promoting food support services
- Developing and compiling best practices and guidelines

Pilot projects will be rolled out in three districts and be extended to 18 districts after evaluation of results.



Engagement and Capacity Building

The SIE Fund launches and supports initiatives to enhance general awareness of social innovation and entrepreneurship and encourages cross-sector participation to foster the sustainable development of the social innovation ecosystem. Through the following capacity building programmes in different sectors, the SIE Fund aims to attract more partnering institutions to participate in poverty alleviation, leading to enhanced social investment and impact.

Social investment: "Collective Impact" suggests that cross-sector collaboration will bring a greater impact than isolated effort of individual organisations in tackling social issues. Under a common agenda, non-profit organisations, foundations, business corporations, the government and the community contribute their resources to generating and implementing a solution. This aligns with the Fund's proposition of cross-sector collaboration. The SIE Fund will support and participate in programmes that pursue "collective impact" in Hong Kong.

The Asian Venture Philanthropy Network (AVPN) brings together organisations and leaders from finance, business, academic, impact investment and other sectors in Asia Pacific to collaborate and develop the venture philanthropy and social investment sector. It will hold its annual conference in Hong Kong in May 2016 with sponsor and support from the SIE Fund.

Business: The SIE Fund encourages corporations to apply the "Creating Shared Value" (CSV) approach in their business strategy for addressing social needs while exploiting new business opportunities. The "Shared Value: Creating Competitive Advantage" forum held on 9 September 2015 was the first major event of the Fund's initiatives in promoting "Shared Value". It provided a platform for business leaders to explore how CSV might work in Hong Kong. The Fund will provide assistance to corporations that intend to explore and embark on CSV projects.

Secondary schools: The SIE Fund organised the Social Innovation Video Competition jointly with Youth.gov.hk in 2014/15 with the theme "Tackling Poverty Problems with Social Innovation". Comprising seminars, workshops, guided visits and the contest, the Competition aimed to enhance understanding of poverty relief and social innovation, and inspire innovative ideas and actions among students.

The SIE Fund supports the Social Entrepreneurship School Education Programme (SENSE) run jointly by the Department of Cultural and Religious Studies of The Chinese University of Hong Kong and the Fullness Social Enterprises Society Limited (FSES). In collaboration with the public, business and educational sectors, the programme, launched in late 2014, is developing a "Social Entrepreneurship Education" curriculum with the dual purposes of enriching the knowledge of students about social entrepreneurship as well as inspiring them to put their ideas and concern about the society to actions. (Photo 2)

Tertiary institutions: The SIE Fund is committed to nurturing potential entrepreneurs. Through intermediaries' projects, training, mentoring, practical opportunities and financial support will be provided to undergraduates and graduates of the tertiary institutions, facilitating them to take forward their innovative ideas from generation to implementation stages.

Public: The "Social Innovation Jam" roadshow was held from 30 April to 19 May 2015 in four districts, showcasing real-life version of the winning entries in the Social Innovation Video Competition. Through interactive displays, some 28,000 visitors gained first-hand experience and better understanding of students' innovative ideas and enthusiasm in addressing social problems. The roadshow is being extended to campuses of tertiary education institutions from September to November 2015 to reach a wider audience. (Photo 3)

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