

SOCIAL SPACE

2010

Issue Three



TRANSFORMING THE SOCIAL ECOSYSTEM

CLIMATE CHANGE AND THE URBAN ENVIRONMENT

ENGAGING YOUTH FOR TOMORROW

BEYOND CORPORATE SOCIAL RESPONSIBILITY





SOCIAL SPACE 2009

SOCIAL SPACE 2018

THINK
For the release of *The World*
& the launch of *The World*

Date: 16 September
Time: 4:00pm-5:00pm
Location: Conference Room

WILLIE CHENG

DOING
GOOD
WELL

LIEN CENTRE FOR
SOCIAL INNOVATION
UPDATE

FORWORD BY
WILLIAM D. GREEN, CHAIRMAN & CEO, ACCENTURE



LIEN CENTRE FOR SOCIAL INNOVATION: Highlights of the Start-Up Years



Participants at a World Cafe on Corporate Social Responsibility, organised by the Lien Centre for Social Innovation in January 2009, and facilitated by Facilitators Network Singapore. - Photo Credit: LCSi

This year, the Lien Centre for Social Innovation celebrates its fifth anniversary as an institution that's dedicated to being a thought leader and catalyst for positive social change in Singapore and Asia. As we continue to refine and broaden our efforts to fulfil the Centre's mandate, this article highlights some of the key activities and accomplishments in our start-up years, grouped in terms of our key areas of focus:

- Research
- Catalysing Social Innovation Initiatives
- Platforms
- Capacity Building

RESEARCH

The Centre has undertaken a series of major assessments of key areas in the social sector in Singapore and Asia. The following reports have been published:

- The State of Social Enterprise in Singapore. Released in August 2007, and prepared for the Ministry of Community Development Youth and Sports (MCYS) in Singapore, the study looked at the growing interest in social enterprises

in Singapore and proposed 26 recommendations in three areas: (a) encouraging and facilitating socially responsible enterprises; (b) building a pro-social enterprise environment (c) creating a culture of social entrepreneurship. The study contributed to the deliberations of the national Social Enterprise Committee and eventually became part of its report to the Minister for MCYS.

- Information Technology (IT) Enablement of the Nonprofit Sector. This white paper released in July 2009, looked at why IT needs are not well addressed in small and medium-sized nonprofit organisations and recommended ways in which it could be improved. Follow-up discussions on the findings have been held with the Charities Unit of MCYS and the Infocomm Development Authority of Singapore.

Two major reports on research undertaken at the start of 2009 are due to be published by the end of 2010:

- CSR in Asia. This extensive report aims to understand the drivers and constraints of CSR in Asia by looking at the top five publicly-listed

The Centre has established print, online and interactive platforms for sharing ideas and insights in the social space.

companies on the respective stock exchange in 10 Asian countries. The research examines the activities of these companies using the ISO 26000 categories of CSR core areas: organisational governance, human rights, labour practices, the environment, fair operating practices, consumer issues, and community involvement and development. The report seeks to provide CSR practitioners and researchers with insights into the pattern of CSR practice and factors for success in Asian companies. The research will be complemented by two smaller studies, one on CSR in Singapore, and the other on ethnic Chinese philanthropy in South East Asia.

- **Unmet Social Needs.** This is another extensive research project that explores Singapore's social policy systems and how they are currently addressing our growing societal challenges. The report will highlight six vulnerable communities: the disabled, mentally ill, single-person-headed households, borderline cases, foreign workers, and new migrant communities. The research is based on focus group discussions with key players and secondary research.

CATALYSING SOCIAL INNOVATION INITIATIVES

The Centre seeks to foster and catalyse social innovation across Asia through these initiatives:

- **Lien i3 Challenge.** The Lien i3 Challenge was a global competition that awarded S\$1million dollars to exceptionally innovative and impactful projects that benefited communities in Asia. The competition's call for proposals in April 2009 drew a remarkable 648 entries from around the world. After several rounds of vetting and deliberations, a panel of 10 judges selected eight winners in September 2009. The winners were invited to Singapore for the Centre's inaugural social innovation conference, during which the awards were given out. (See Page 131 for details and progress reports of the winning projects.)
- **Venture Philanthropy.** In November 2008, the Centre organised a venture philanthropy forum, co-hosted with HP Alumni and the Institute of Policy Studies. Through follow-ups with interested participants, the Centre spearheaded the formation of Singapore's first venture philanthropy organisations:

the Singapore branch of Social Venture Partners and Asia Philanthropic Ventures.

PLATFORMS

The Centre has established print, online and interactive platforms for sharing ideas and insights in the social space.

Apart from the research reports, our major publications are:

- **Social Space.** Since 2008, this annual publication provides an avenue for experts, industry leaders and practitioners to cover a range of topical social areas.
- **The World That Changes The World: How philanthropy, entrepreneurship and innovation are transforming the social ecosystem.** The first of its kind, this international collaborative project provides a holistic and comprehensive review of the social ecosystem. Of the 21 international authors, six are from Singapore and the Lien Centre. The book is published by John Wiley & Sons and it will be officially launched at the SIX annual conference in September 2010. (See page 104 for an excerpted Chapter from the book. Further information on the book can be found on the inside back cover).

The major forums we have organised to date are:

- **Social iCon 2009.** This inaugural flagship social innovation conference in Singapore, supported by Ashoka,¹ attracted 270 participants, of which one-third was from overseas. The theme of the conference was on leading social innovators and key enablers of social innovation. With its innovative and unusual approach to presenting the issues and content, the conference created a buzz across Singapore's nascent social innovation scene.
- **SIX and The City.** In September 2010, the Centre will host the annual summer school of the Social Innovation Exchange (SIX), the first time the school is held outside Europe. SIX is the global association of social innovation organisations, first convened by the Young Foundation.
- **Social Conversations.** A regular feature for many in the social scene in Singapore is our almost monthly social conversations that have the goal of providing

the broader community with the opportunity to listen to, and engage with, leaders in the social sector. To date, more than 30 social conversations have been held on wide-ranging topics.

CAPACITY BUILDING

The Centre seeks to leverage its position as part of a university with its capabilities and reach, to help build the capability of two key groups of people: nonprofit leaders and students. Key programmes include:

- iLEAP. The iLEAP Professional Course is an intensive 14-week training programme for leaders of nonprofit organisations. Led by over 50 instructors and guest speakers, the course uses a unique translational and experiential approach to learning and sharing the different facets of managing a nonprofit organisation. Each of the 14 weekly sessions is held onsite with a different community partner organisation which also serves as the main case study for topics ranging from strategic planning to new social models. The first batch of 26 participants who completed the inaugural programme in January 2010 came from a wide mix of social sector organisations, academic institutions, and independent organisations.

- iGlocal. From January to May 2010, the Centre collaborated with United World College of South East Asia and the National Volunteer & Philanthropy Centre on a pilot project to demonstrate an alternative student-centred approach to service-learning in Community Involvement Projects.² The project involved secondary school students from four local and two international schools. The Centre is currently working to follow-up on the pilot, to expand awareness and to take iGlocal to other schools.
- SMU Student Engagement. The Centre also works with various Singapore Management University departments and student bodies on a range of projects, awards and student internships with nonprofit organisations. The goal is to plant the seeds of social consciousness and innovation in tomorrow's leaders.

LOOKING FORWARD

As the Centre enters its next five year phase (2011 – 2015), we hope to build the capacity of the social sector in the nonprofit space. In the spirit of our mandate and vision, the Centre will continue to encourage and demonstrate the spirit of innovation in ways that enhance and mobilise the social sector ecosystem in Singapore and Asia.

LIEN CENTRE FOR SOCIAL INNOVATION BOARD MEMBERS	
<u>1 Dec 2005 - 31 May 2008</u>	<u>1 June 2008 - 30 Nov 2010</u>
Gerard Ee (Chairman) Willie Cheng Lee Poh Wah Laurence Lien Lim Soo Hoon Pang Eng Fong Robert Schlesinger Tan Chi Chiu Tan Wee Liang	Willie Cheng (Chairman) David Chan Robert Chew Cecilia Chua Gerard Ee Lee Poh Wah Laurence Lien Thomas Menkhoff Steven Miller Zaqy Mohamad Tan Chi Chiu Yeoh Chee Yan

¹ Ashoka's Changemakers is a global online community that connects and encourages people to share ideas, inspire and mentor one another, while finding and supporting the best ideas in social innovation.

² Community Involvement Project (CIP) is a programme of the Ministry of Education. Its objective is to build social cohesion and civic responsibility.

LIEN CENTRE FOR SOCIAL INNOVATION

The Lien i3 Challenge winners



Launched in January 2009 by the Lien Centre for Social Innovation to further its mission to enhance and grow the non-profit sector, the Lien i3 Challenge was designed to catalyse social projects that are innovative, implementable and impactful in Singapore and Asia.

The Challenge set aside S\$1 million in funding to spur ideas and make possible new social models. Social innovations are new and practical ideas that result in improving capacity of the non-profit sector, or that result in the creation of social value.

The Challenge was open to all individuals, groups or organisations across the world, with the intended beneficiaries being specifically located in Asia. The call for applications drew a remarkable 648 entries. Following deliberations by a panel of ten judges over several rounds, the Challenge selected 8 winners in September 2009, each of whom have received grants from S\$50,000 to S\$250,000, of the overall S\$1 million prize money.

In this feature section, we take a look at the winning projects, the progress made, the obstacles encountered and the innovative solutions being crafted by the 8 winners.



APOPO

Building a Rats-based Detection Technology with the Capacity to Detect Landmines

Beneficiary countries: Thailand/Cambodia, Southeast Asia



One of APOPO's mine detection HeroRATs in action, sniffing out a landmine. - Photo by Sylvain Piraux

Rats are traditionally viewed as pests in most societies. APOPO turns this stereotype on its head by training rats to detect mines in a wide-scale effort to push forward demining efforts in post-conflict countries.

Organisation Bio

APOPO is a social enterprise that researches, develops, and deploys detection rat technology for humanitarian purposes. APOPO is a registered charity in Belgium and is headquartered in Tanzania.

<http://www.apopo.org/>

Mine Detection Rats (MDRs), also affectionately called HeroRATs, are a sustainable landmine detection technology, adapted to low resources settings. Rats have a highly developed sense of smell. They can detect the smallest traces of explosives emitted by the mines. Rats are intelligent creatures that also love to perform repetitive tasks for a small food reward. They live up to 8 years, giving a good return of the initial nine months training investment. And it is key that these rats only weigh a maximum of 1.5 – 2 kilos, and therefore they are at minimal risk to set off a mine.

APOPO is a Dutch acronym for Anti-Personnel mines Demining Product Development

THE THEORY/PROBLEM

Cross-border communities on the Thai-Cambodian border are the most heavily mined and most neglected areas in Southeast Asia. Yet, humanitarian mine action is a difficult, dangerous and expensive task.

THE INNOVATIVE IDEA

The team will introduce a detection technology that uses rats to enhance humanitarian demining efforts. There are potential spin-offs for tuberculosis screening, detection of improvised explosive devices, screening of cargo for contraband, etc. The innovation also turns the normal perception of rats as pests on its head.

HOW IT WORKS

Mine Detection Rats (MDRs), also affectionately called HeroRATs, are a sustainable landmine detection technology, adapted to low resources settings. Rats have a highly developed sense of smell. They can detect the smallest traces of explosives emitted by the mines. Rats are intelligent creatures that also love to perform repetitive tasks for a small food reward. They live up to 8 years, giving a good return of the initial nine months training investment. And it is key that these rats only weigh a maximum of 1.5 – 2 kilos, and therefore they are at minimal risk to set off a mine.

Trained rats work either on a leash searching for mines in the open field, or assess samples in an evaluation cage. The latter system has many potential spin-off applications. APOPO has already successfully trained rats to screen for pulmonary tuberculosis, by training rats to detect the smell of bacteria in human sputum samples collected from hospitals.

Four staff will be selected from the communities to undergo a three-month training curriculum at APOPO's base at the Sokoine University of Agriculture in Tanzania. Upon their return, they will be assisted by a technical on-site officer. The three-year project will involve community

mobilisation efforts, training, mine action planning, fundraising for year 1, implementation and evaluation for year 2 and continued mine release for year 3. Cost-saving compared with traditional methods of mine detection is estimated to be 70%.

STEPS TAKEN TO IMPLEMENT PROJECT

APOPO has begun talks with partner organisations in Thailand, such as the Population and Community Development Association.

IMMEDIATE CHALLENGES TO PROJECT

- The lack of funding is the key issue. Demining typically works with million dollar budgets. However, by using a cost-effective local technology a great deal of work can be done with less funding (i.e. US\$500,000 or more). Since demining is an expensive task, financing is the key challenge.
- Funding from the Lien i3 Challenge is a great start towards capacity building and setting up a framework for mine-action. However, the funds are insufficient to start up a mine action programme, which is why APOPO is seeking to first continue fundraising to a level of US\$500,000 before beginning implementation.



A HeroRAT in training



APOPO is a humanitarian organisation, serving vulnerable communities. The situation in Thailand is different as the Thai military controls mine action. There is a strong need to cooperate with the military to be successful, but APOPO's ultimate goal first and foremost is to serve the communities impacted by landmines.

- We have also been joined in our efforts by partner organisations such as the General Chatichai Foundation, Peace Road Organisation, Thai Mine Action Centre (TMAC), the Population and Community Development Association (PDA) and the Thai Campaign to Ban Landmines (TCBL). APOPO is a humanitarian organisation, serving vulnerable communities. The situation in Thailand is different as the Thai military controls mine action. There is a strong need to cooperate with the military to be successful, but APOPO's ultimate goal first and foremost is to serve the communities impacted by landmines.
- APOPO's strategy is to create a consortium with the Thai Mine Action Centre (TMAC) and other partners to guarantee that international standards are met. The Geneva International Centre for Humanitarian Demining (GICHD) is now a partner of the project.

CHALLENGES THAT HAVE ARISEN, WHICH WERE NOT ANTICIPATED WHEN DRAFTING PROJECT PROPOSAL

- Gaining acceptance by TMAC is key to the success of the project, as it is a branch within the government responsible for mine clearance. APOPO is well on the way to establishing a fruitful relation with the TMAC.
- There is an absence of quality information on areas that are likely to be heavily mined. To remedy this situation, we are currently developing a non-technical survey. However, the survey will take at least six months to be completed. Mine clearance consists of various stages, of which a non-technical survey is the first step. This survey will provide a clear picture of the mine problem at the Thai-Cambodian border and will help to focus mine action in areas of high risk, while

also highlighting areas that may have very little risk. It will reduce the scope of the mine problem in Thailand considerably. Our work will also help support TMAC and the Thai authorities in general in their efforts to tackle the mine problem. Standardised procedures for such non-technical surveys have been developed by the GICHD.

PLANS FOR ENGAGING WITH COMMUNITY

- APOPO's short-term goal is to execute a non-technical survey. Thereafter a national Land Release strategy will be devised.
- GICHD will be assisting us in conducting this non-technical survey.
- The work will involve interacting with civilians, going through databases and working with local institutions to acquire quality information.

COMMUNITY RESPONSE TO THE PROJECT

- Thai partners will go to Tanzania to be trained on the use of rats, while the non-technical survey is being conducted.
- Community response and participation in the project will then be further developed. The initial phase of building trust and improving transparency is absolutely critical to community engagement.



A HeroRAT receives a food reward for a job well done. - Photo: Eric Nathan



GOONJ

Turning City Waste into Useful Materials

Beneficiary country: India



GOONJ's sanitary napkins made using unused cloth materials

GOONJ hopes to advance an ownership model in which the masses are involved in development work, so that the villagers become more resourceful and practical solutions can pave the way for education.

THE THEORY/PROBLEM

Urban areas in India are facing a glut of waste: specifically that of unwanted cloth. Meanwhile villagers across various states face a shortage of basic needs such as winter clothing and school uniforms, as well as sanitary napkins for girls and women, leading to all manner of social and psychological problems associated with shame, status and immobility during a young woman's monthly cycle.

THE INNOVATIVE IDEA

GOONJ hopes to advance an ownership model in which the masses are involved in development work, so that the villagers become more resourceful and practical solutions can pave the way for education.

HOW IT WORKS

While urban communities are trained to become more aware of the need to recycle waste into products/

materials that can be re-routed to rural communities, rural communities are encouraged to participate in rural development programmes, from road repair to river cleaning and plantation work, in exchange for cloth and sanitary napkins (Cloth-for-Work Programme and Napkins Programme) – a much-needed resource for daily life.

STEPS TAKEN TO IMPLEMENT THE PROJECT

GOONJ has:

- Analysed areas where the project will be implemented;
- Searched and selected appropriate local, grassroots partners (non-governmental organisations) in the states where the project will be implemented;
- Outlined two programmes, "Cloth-for-Work" and "Napkins Programme" (sanitary napkins for women), which are already in the early

Organisation Bio

GOONJ enables the recycling of urban waste clothing and materials so that the poorest sections of society in India can make use of these resources. GOONJ has several initiatives including "Cloth for Work", "School to School", "RAHAT" for flood relief, "Not Just a Piece of Cloth" and others.

<http://www.goonj.org/>

implementation phase after initial trials and testing on the ground were conducted to assess cultural attitudes, taboos and resistance to such initiatives on the ground amongst rural communities.

CHALLENGES THAT HAVE ARISEN IN IMPLEMENTING PROJECT

The immediate challenges are in two distinct areas i.e. the villages and the cities.

In the villages, the challenges are:

- Communicating the significance of the work to partner groups. Most grassroots groups, even those that work closely with women, have initially been hesitant about the work, owing to the taboos, shame and silence associated with women, menstruation and hygiene;
- Raising awareness about the project among grassroots organisations and engaging in capacity training for their staff.

In the cities the challenges are:

- Capacity-building to implement the project while sourcing for resources such as space, manpower, materials, etc.
- Securing a supply of materials from unreliable sources, requires forward planning to ensure that materials reach rural communities.
- Constantly needing new target audiences, new markets and new strategies for getting more materials from across the country.

CHALLENGES THAT HAVE ARISEN, WHICH WERE NOT ANTICIPATED WHEN DRAFTING PROJECT PROPOSAL

None so far. Challenges may arise as the project moves further in its efforts to scale up.

COMMUNITY RESPONSE AND PARTICIPATION IN THE PROJECT (ALREADY UNDERWAY)

The following are some examples of the success of the Cloth-for-Work project in different parts of the country:

In West Bengal:

- Following the Aila Cyclone that hit the Sunderbans area, GOONJ is working closely with local organisations in some of the affected islands. Three such organisations are:
 - Mollarpur Naisubha
 - Halderchak Chetna Welfare Society
 - Nimpith Handicapped Welfare Society
- GOONJ initiated the Cloth-for-Work programme in Matmulia, Swaska, Purbabijaybati and Hanarabati villages.
- About 100-150 people from each village participated in road repair and plantation work.
- People received cloth and other materials in return for taking on community work in their villages.

In Orissa:

- In Orbaer Singh Gram panchayat, thousands of villagers from more than 30 villages took on the work of restoring the Gheri Bandh plantation, to plant mango and coconut trees among other species.
- A widespread village sanitation drive was implemented which included cleaning the village pond and roads.
- The drive also included 200 children from 15 schools in the area.
- GOONJ initiated these projects with local partners.



People from Kuilvar village in the state of Bihar go on cleaning drives and build drains or pits, in exchange for cloth.



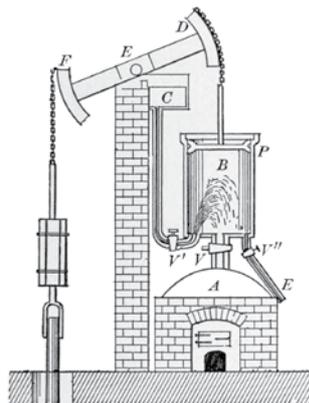
GREEN EARTH CONCEPTS

Barrett Steam Pump

Beneficiary country: Cambodia



Yvan Perrin with villagers in Kampong Speu province, Cambodia, discussing which parts of the village harvest only one crop per year due to lack of water accessibility from rivers, ponds and underground water resources.



Green Earth Concepts hopes to alleviate the perennial problems of farming in countries such as Cambodia by introducing the Barrett Steam Pump System, which will enable farmers to control irrigation and water supply at a low cost through the solar generation of hot water, in a cooperative setting that will encourage farmers to pay for services and products by supplying harvested crops instead of financial payment.

Organisation Bio

Green Earth Concepts is an NGO that incorporates environmental innovation with management based on social and economic sustainability. The organisation's goal is to assist communities to obtain funds for projects based on a vision shared and understood by all members. GEC's work is currently in Cambodia, where it hopes to improve the environment and bring about positive social impact by employing marginalised peoples in farming and paddy rice cultivation.

THE THEORY/PROBLEM

Lack of water supply for irrigation perpetuates poverty in rural areas.

THE INNOVATIVE IDEA

Offer a green and financially sustainable alternative to the fossil-fuel operated pumps that farmers currently use. Community water-management on 3 levels of the social chain, namely: in agriculture irrigation, in handling the business side of agricultural goods and sterilisation of drinking water.

HOW IT WORKS

The system enables farmers in 4 selected communities to control irrigation and water supply at a low cost through solar generation of hot water. The system will be maintained in a cooperative set-up in which farmers will be encouraged to pay for services and products by supplying harvested crops instead of financial payment. Farming costs will be reduced by 5 to 10% and up to 40-60% of water will be saved compared to current usage.

STEPS TAKEN TO IMPLEMENT PROJECT

Green Earth Concepts has:

- Registered its non-governmental organisation;
- Met with Walt Barrett, the inventor of the Barrett Steam Pump, to determine what steps need to be taken to implement the research and development phase of the project;
- Tested four prototypes using various renewable sources in northern United States;
- Arrived at a consensus with Mr Barrett that a detailed instructional video will be sent to Green Earth Concepts, demonstrating how to replicate pump manufacturing and testing based on Mr Barrett's specifications;
- Identified a suitable location in Cambodia to establish a mechanical workshop to manufacture and assemble the pump.
- Begin independent R&D and testing of the Steam Pump before unveiling it in Cambodia.

CHALLENGES THAT HAVE ARISEN, WHICH WERE NOT ANTICIPATED WHEN DRAFTING PROJECT PROPOSAL

- However, time spent on securing the grant and conducting R&D poses challenges with regard to introducing the pump as a solution for irrigation needs during the dry season in Cambodia (January to June).
- Paddy rice farming takes 3½ months to be floated progressively. "Floated progressively" means that water is pumped progressively to the paddy field within a particular period of time. Typically water in the paddy field has to be maintained at a certain level during a period of 3½ months. Pumping

delivers water in cycles to maintain the appropriate water level for the rice to grow. As an example, it is reported that water is pumped at least 10 times when rice is being grown to maintain water at the right level. Currently, most of water is leaking into the ground and has evaporated. So it has to be re-filled progressively in cycles. While solar energy remains a prime energy source, we believe that other renewable energy sources should be explored to offer farmers pumping solutions throughout the 24-hour cycle.

PLANS FOR ENGAGING WITH COMMUNITY

GEC's long-term goals are:

- To manufacture the pump for project implementation in the villages;
- Train women as entrepreneurs tasked with promoting the pumps that will be in operation, from home villages to farming communities;
- Women will also be trained at the village level to act as intermediaries in developing water management solutions, such as irrigation and safe water production, with input from the farmers.

COMMUNITY RESPONSE TO THE PROJECT

- Farmers were provided with data from a survey on the following:
 - pumps available in the market;
 - what it costs to operate the pump;
 - water flow needed for paddy rice farming;
- Based on the survey data, the farmers are amenable to the project's implementation.

COMMUNITY CONTRIBUTION OR PARTICIPATION IN PROJECT

- The Pump is not physically present in the community yet.
- GEC will do demonstrations for farmers in order to get their input on how the project can be improved and how community needs can be met.



Perrin and villagers collecting information on the quality of water supplied to villagers for cooking and drinking. - All Photos by Green Earth Concepts



HABITAT FOR HUMANITY

Interlocking Bricks

Beneficiary country: Batam, Indonesia



Habitat for Humanity's interlocking bricks at a work site ready to be used.

Conscientious housing projects have to perpetually choose between expensive eco-friendly building materials and existing low-cost options that dominate the market. Habitat For Humanity Singapore's team hopes to set up a research centre to contribute to low-cost, eco-friendly construction and to implement a financially self-sustaining model that provides employment to the local population.

Organisation Bio

Habitat for Humanity (HFH) is a non-profit Christian housing organisation with a mission to eliminate poverty housing worldwide by building simple, decent houses with the help of the homeowner families themselves and volunteers.

www.habitat.org.sg