

SOWK 5114

Social Innovation and Innovative Practice for Social Work (社會工作的社會創新與創新實踐)

Lecture 1: Defining Social Innovation

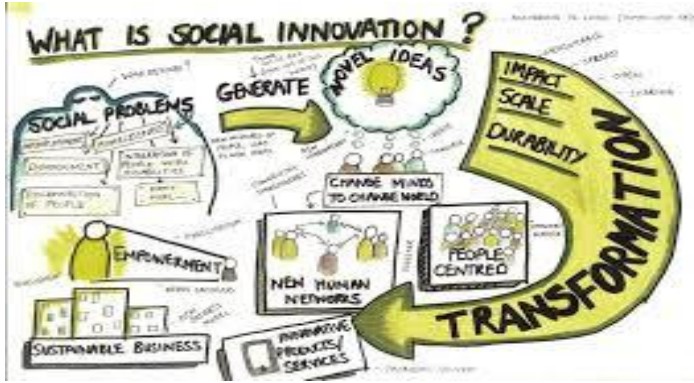
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Social Innovation → Social Change for Good → Transformation



- ▶ ‘Why has social innovation moved centre stage over the last decade?’
- ▶ The main reason is that existing structures and policies have found it impossible to crack some of the most pressing issues of our times – such as climate change, the worldwide epidemic of chronic disease, and widening inequality.’ (Murray et al., 2010, p.3)

Rise of Social Innovation



- ▶ Embraced by different organizations
 - ▶ Companies
 - ▶ Universities
 - ▶ Governments
 - ▶ International Organizations



Companies & SI



- ▶ some focus on talented employees (e.g. PricewaterhouseCoopers, Accentura),
- ▶ strong brands (e.g. Nike, SC Johnson, Whole Foods),
- ▶ leadership transitions (e.g. Ford)



EC/EU & SI



- ▶ Referring to its founding principles, the European Commission (EC) has also undertaken diverse actions from networking to funding for
- ▶ “promoting social innovation as a source of growth and jobs, sharing information about social innovation in Europe supporting innovative entrepreneurs and mobilising investors and public organisations”



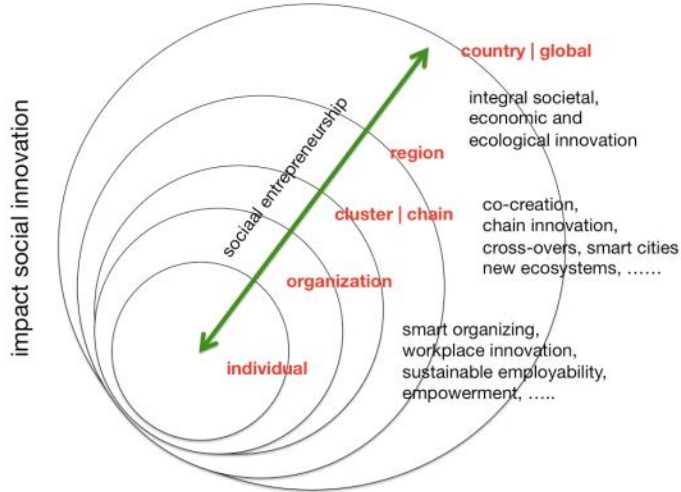
United Nations & SI



- ▶ SI is also viewed by United Nations as a viable solution for policymakers to stimulate sustainable economic growth, fight against inequality and instability, and increase societal welfare



Social Innovation



- ▶ Social Innovation becomes a great inspiration for many **social movements, associations, bottom-up initiatives to claim improvements in their human conditions, their community life and their place in society.** |

It has found a home in policy at the highest level, for example in the US Whitehouse's Office for Social Innovation and Civic Participation, through the creation of the National Secretariat for Solidarity Economy in Brazil and in the European Commission's Innovation Policy programmes.

It has become a lead term for corporate social responsibility, business ethics and the revisiting of the role of social enterprise and the social economy in socioeconomic development ([Moulaert, MacCallum, Mehmood & Hamdouch, 2013](#))

What is Social Enterprise/ Social Entrepreneur/ Social Entrepreneurship


Social Entrepreneur

Social Enterprise

Social Entrepreneurship



Divergence of Defining Social Innovation



little theoretical work has been done on how one might identify, cultivate, and replicate socially creative interventions through existing institutions

Social entrepreneur in USA and Europe



- ▶ “**Social Entrepreneur**” emphasized by American foundations and organizations
- ▶ individuals launching new activities dedicated to a social mission, while behaving as true entrepreneurs in terms of dynamism, personal involvement and innovative practices.
- ▶ Europe: collective nature of the social enterprise, as well as on its associative or cooperative form



Social Entrepreneurship - Late 1990s



- ▶ Stress the social innovation processes undertaken by social entrepreneurs.
- ▶ Increasingly being used in a very broad sense to a wide spectrum of initiatives, ranging from voluntary activism to corporate social responsibility
- ▶ individual initiatives, non-profit organizations launching new activities, public-private partnerships with a social aim



Social Entrepreneurship - Late 1990s



- ▶ US: stress the “blurred boundaries” among institutional and legal forms as well as the “blended value creation” (profits alongside social value)
- ▶ Europe: social entrepreneurship most often takes place within the “third sector” (i.e. the private, not-for-profit sector).



Social Enterprise –

Europe's institutional support

- ▶ The pioneering initiatives for which the Italian Parliament created the legal form of “social cooperative” one year later. Various other European countries have since passed new laws to promote social enterprises.
 - ▶ “EMergence des Enterprises Sociales en Europe”, (EMES) Network stresses the positioning of European social enterprises “at the crossroads of market, public policies and civil society” - “hybridization”
-




Social Enterprise – US earned income

- ▶ Non-profit organizations more oriented towards the market and developing “earned income strategies” as a response to decreasing public subsidies and to the limits of private grants from foundations
 - ▶ HK : dynamics between the US and Europe tradition, but the US gained more influence
-



EMES definition of “Social Entreprises”

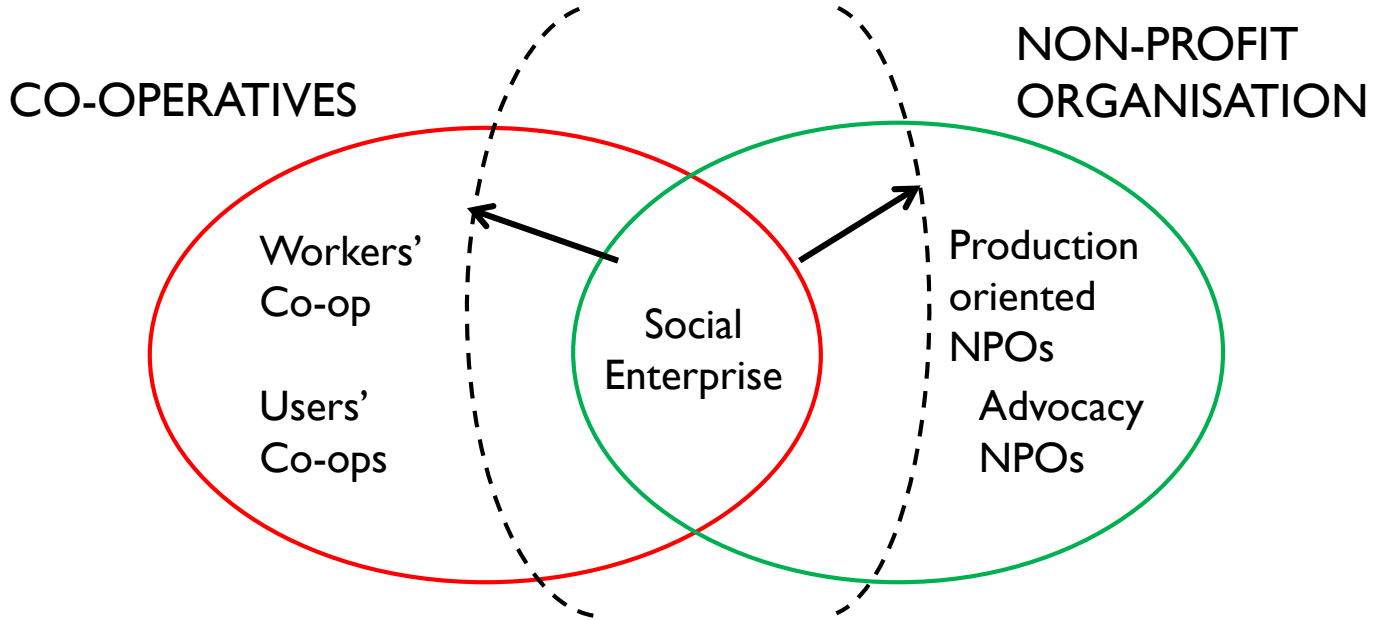
- ▶ Social enterprises are not-for-profit private organizations **providing goods or services** directly related to **their explicit aim to benefit the community**.
 - ▶ They rely on a **collective dynamics** involving various types of stakeholders in their governing bodies, they place a high value on **their autonomy** and they bear **economic risks** linked to their activity
-
- 

EMES definition of “Social Enterprises”

- ▶ a continuous activity producing goods and/or selling services;
 - ▶ a high degree of autonomy;
 - ▶ a significant level of economic risk;
 - ▶ a minimum amount of paid work.
 - ▶ an explicit aim to benefit the community;
 - ▶ an initiative launched by a group of citizens;
 - ▶ a decision-making power **not based on capital ownership**;
 - ▶ a **participatory nature**, which involves various parties affected by the activity;
 - ▶ a **limited profit distribution**.
-



Social Enterprise at the crossroads of cooperatives and the non-profit sector



Locate SE/SB at the intersection of Nonprofit & Business Sectors

EXHIBIT 2 | Social Businesses Are at the Intersection of Nonprofit and Business Sectors

	NGO	Business-inspired NGO	Social Business	Balanced social/profit business¹	Business
Primary objective	Social impact	Social impact	Social impact	Social impact and commercial success	Commercial success
Products/services priced for sale	✗	✓	✓	✓	✓
	N/A	Price < Costs	Price ≥ Costs²	Price > Costs	Price > Costs
Business model	Maximizes social impact	Maximizes social impact	Maximizes social impact	Maximizes social impact	Ensures social standards
	Funded through donations	Partially funded through donations	Financially self-sustainable	Maximizes profitability	Maximizes profitability

Social entrepreneurs

Source: BCG analysis.

¹These include legal entities such as B-corporations (benefit corporations) in the U.S., Patagonia is one example.

²At least over the long term.

Case 1: An Social Innovation Project in Hong Kong:

C.O.M.E (Time coupon Project by St. James Settlement

社區「時分券」計劃

<https://www.youtube.com/watch?v=DGI1WCryEoQ>

聖雅各福群會 社區經濟互助計劃

- ▶ 透過時分卷的建立, 令居民及小商鋪, 可以重新組成大大小小的社區網絡。
- ▶ 增加區內居民的信任, 關懷及溝通,
- ▶ 在互助的原則下重建區內的社會資本。
- ▶ 提倡較平等的勞動, 肯定參與者尊嚴,
- ▶ 實踐人盡其才、物盡其用、各取所需, 達致社區共享的目標。

以時分卷為交換媒介

- ▶ 傳統的經濟活動使用的交易媒介是金錢，但這計劃所使用的交易媒介是**以時間為單位**的時分卷。
- ▶ 會員以時間為基礎上交換大家的服務，自然亦可以利用自己的服務交換生活上的必需品, 一手及二手貨物, 以至教育及娛樂等等。

以時分卷為交換媒介

- ▶ 一小時的勞動相當於60時分的收入，可由雙方議價，但最少必須是60時分，最多是240時分，（在現實的交換中，絕大部分以一小時60時分為準則）
- ▶ 可因應提供貨品及服務的必需成本收取現金（如當家務助理及補習可收回交通費用，但不能全數以現金交換）



時分卷

時分卷





進行貨品或服務交換

- ▶ 參加計劃的人皆可以在定期出版的“時分報”上刊登小廣告(用時分卷)，列明自己可以提供的服務；
- ▶ 服務的範圍無限，由代煲靚湯，帶小朋友上課下課，陪伴病人到醫院求診，到家居維修，補習及中醫應診，理髮，以至法律意見等專業服務。

時分報

社區經濟廣告頁

我徵求	新登廣告	 <p>【徵求】 徵求... 電話：...</p>	護理及服務	 <p>【徵求】 徵求... 電話：...</p>	松藝工作人員
宿屋	 <p>【徵求】 徵求... 電話：...</p>	 <p>【徵求】 徵求... 電話：...</p>	 <p>【徵求】 徵求... 電話：...</p>	 <p>【徵求】 徵求... 電話：...</p>	<p>*****</p> <p>1. 安城工作人員</p> <ul style="list-style-type: none"> ※ 謝漢丹 瑛珊 ※ 陳培 ※ 楊培忠 ※ 黃偉 ※ 謝書恩 曾如 ※ 楊慧敏 <p>*****</p> <p>2. 松藝園工作人員</p> <ul style="list-style-type: none"> ※ 杜宇 ※ 陳威 ※ 陳國基
興趣 / 教學	 <p>【徵求】 徵求... 電話：...</p>	 <p>【徵求】 徵求... 電話：...</p>	 <p>【徵求】 徵求... 電話：...</p>	 <p>【徵求】 徵求... 電話：...</p>	
其他	其他	 <p>【徵求】 徵求... 電話：...</p>	 <p>【徵求】 徵求... 電話：...</p>	 <p>【徵求】 徵求... 電話：...</p>	

來墟

- ▶ 每月舉辦活動交易日(來墟)
- ▶ 會員可以即場消費，亦可以即場尋找工作。
- ▶ 交易項目活動花樣多元化，具社區節日氣氛，可同時進行文化活動及二手物品交換

充權：自尊自強意識的建立

- ▶ 在質性研究中我們更能觀察到計劃能促進互助互惠、循環再用的新文化價值的建立。
- ▶ 會員表示在時分券的協助下，人的才能和價值獲得認同，不僅是那些幫助他人的參與者，還包括那些獲得幫忙的。
- ▶ 相對於作為傳統福利措施下的被動受助者，他們較喜歡從計劃體系獲取服務和物品，覺得在這體系裡更有自尊和自強。

希望可以做點貢獻

- ▶ 「我是說這個計劃舒服些…時分卷計劃是自己靠自己的勞力去賺嘛！」（中年男性會員）
- ▶ 「一是自己不是殘廢…二是我覺得有些人去睇我，我很介意他人如何去睇我…如果我自己是無能力的，系自己個身體唔健全的，真系冇能力的話，咁都有辦法啦。但系我依家仲有手有腳，自己也很年輕，也是希望可以做點貢獻」（中年女性，綜援領取戶）

有交流，無施捨

- ▶ 「(時分券)個好處就系迫你會有個交換個概念。要我思考如何賺你既時分或賺你比我的東西。第一，令我們(參加者)有交流啦…第二就唔免費得來的，沒有施捨的心態，我覺得這樣是最好。
- ▶ 例如你話捐贈舊衣物，是免費的我就反而不喜歡。即是大家有交流最重要。施、受都會好些。因為我賺你時分我系肯定到自己有咁既能力，我會更加覺得開心，唔會話你只是給我時」(年青男性，失業人士)

可揀一份自己開心的工作

- ▶ 「當然是自力更生好些，你自己勞力得回來的，無理由政府就這樣派給你嘛…消費與食都覺得安慰些…自己賺回來的，特別系自己做服務個時，賺到時分回來給自己消費…」(中年男性，綜援人士)
- ▶ 「我要做義工的話，若我應承了，我真的不知如何去拒絕…到時唔去又唔系…但系時分券我有權自己去選擇…我自己想做邊一份既工作…又跟我時間配合…適合我自己，符合我自己經濟原則。我自己能力又做得到的，就可以揀一份我自己開心的工作。」(年青男性，在業人士)

體現另類價值（如平等）

- ▶ 會員堅持交換制度一定要使用時分券作為主要交換媒介，因為
- ▶ 「因為時分券就系大家團體的互助。如果你用錢呢，你會太過斤斤計較，就失互助的意義。」（年青男性，失業人士）
- ▶ 「你肯願意賺時分的話，你就好容易會賺到。外面真的是好難找到工做。但若真的只收現金，計劃就沒有的意義。因為你賺了現金又可以在出面消費，現金會流失。但是你收時分券，未必系系出面用得到家嘛，同埋你要看外面的工資系好唔公平。」（中年女性，家庭主婦）



End of CASE 1

Outcomes approach of Social Innovation:

Delivery of a social benefit address social and environmental needs

Problems with an existing process for which
no one has provided a solution



Open Handbook of Social Innovation

- ▶ SI are **new solutions** (products, services, models, markets, processes etc.) that simultaneously **meet a social need** (more effectively than existing solutions) and lead to **new or improved capabilities and relationships and better use of assets and resources.**” (Murray, Caulier-Grice & Mulgan, 2010)
 - ▶ **‘Delivery of a social benefit’**, the outcome, as a defining feature of social innovation.
-



Game-changing / transformative initiatives

- ▶ ‘iconic’ examples, include **microfinance** and **popular education** – game-changing initiatives which have travelled well beyond their original geographical and social contexts to **find permanent institutional homes in the public services** (Moulaert, MacCallum, Mehood & Hamdouch, 2014).



Drucker (1985)


Innovation and Entrepreneurship

- ▶ Entrepreneur is on the look out for:
 - ▶ ‘**The unexpected**’: An unexpected success, failure, or event;
 - ▶ Incongruities: between things as they ought or are said to be – and how they actually are;
 - ▶ Problems with an existing process for which no one has provided a solution;
 - ▶ Changes in how an industry or market operates that **takes everyone by surprise**;
 - ▶ Demographic (population) changes; and
 - ▶ Changes in ‘perception, mood or meaning’.



Institutional approach of SI

Peris-Ortiz, Marquez, & Gomez (2018): SI occur in three separate ways

1. Through **historical transformations that stem from broad social change**. No single action or innovation contributing to this complex transformation.
 2. Stem from **major technological, organisational, political or institutional changes**.
 3. Correspond to innovations or changes to **institutions themselves**.
-
- 

Three types of SI are currently **converging**

- ▶ Multiple incremental innovations of a **technical and organisational nature** progressively **modify the behaviour and practices of society**.
 - ▶ Incremental innovations accumulate, they **require changes in formal institutions**.
 - ▶ Radical technical innovations with massive repercussions (e.g. the Internet or 3D printing) revolutionise communication and production and lead to **formal institutional changes**.
 - ▶ The accumulation of different incremental innovations leads to **broader changes in the beliefs and behaviour of citizens** as well as in the legal and regulatory framework.
-



Relation approach of SI

A systems and process of change in social relations

Transformation of **social relations**

Moulaert (2009)

- ▶ The transformation of social relations in space, the reproduction of place-bound and spatially exchanged identities and culture, and **the establishment of place-based and scale-related governance structures...**
 - ▶ SI is quite often either **locally or regionally specific**, or/and spatially negotiated **between agents and institutions that have a strong territorial affiliation**
 - ▶ Design & Idea of **“Community Economic Development”**
-



Innovation in **social relations**

Moulaert et al. (2013)

- ▶ SI as “the **mobilization-participation processes** and to the outcome of actions which lead to improvements”, whether improvements are defined as **empowerment or improvements** in addressing a social need. This definition is similar to that of the European Commission’s definition.
 - ▶ In Canada, **Pue, Vandergeest, & Breznitz (2016)** define social innovation as ‘a process encompassing the emergence and adoption of **socially creative strategies that reconfigure social relations in order to actualize a given social goal.**’
-



Two 'engines' Pue et al., (2016)

- ▶ Pue et al. further elaborate social innovation is a process driven by two 'engines': an **agentic engine** and a **structural engine**.
- ▶ The terms 'agentic' and 'structural' reflect social science thinking on how individuals (agents) can influence events but are also constrained in doing so by social structures such as rules, roles, and organizations.
- ▶ By the **reconfiguration of social relations** we mean that a **socially creative strategy** must in some way change **how people interact with one another** with regards to a given issue.



AGENTIC ENGINE

1. Social Entrepreneur
2. Socially Creative Strategy
3. Social Problem



STRUCTURAL ENGINE

6. Social Environment
7. Social Structures



Reconfiguring social relations

- ▶ requires that the socially creative strategy involves somehow changing the interactions **between individual human beings in some way that is linked to a given social problem.**
- ▶ As such, while a project that encourages the use of bed nets as a malaria-prevention tool might be considered a socially creative strategy, the invention and production of antimicrobial bed nets, by itself, would not.



Converging Features of Social Innovation

1. Network and Systems:

- ▶ “innovators struggle to identify which conventional networks to align with, as **social innovations often span boundaries and do not neatly fit into a single category**” (Lettice & Pareck, 2010)
- ▶ Miller’s (2010) study of community business networks supports Sharir and Lener’s view, highlighting the importance of **trust between actors in fostering relationships and promoting the exchange of resources**, which are often scarce due to competition for funding, volunteers, and professional support ce & Parekh, 2010, p. 150).



2. Cross-Sectoral Partnerships

- ▶ Crosssectoral partnerships as a means of accessing the resources and capabilities required to address a social opportunity.
- ▶ Misalignment within cross-sectoral partnerships, in terms of not only the cultural differences but also the **incongruences that exist between their missions and goals, expectations of the partnership, and commitment to the relationship**
- ▶ Importance of partnerships signifies **the role of co-operation and interactive learning throughout the process of social innovation**

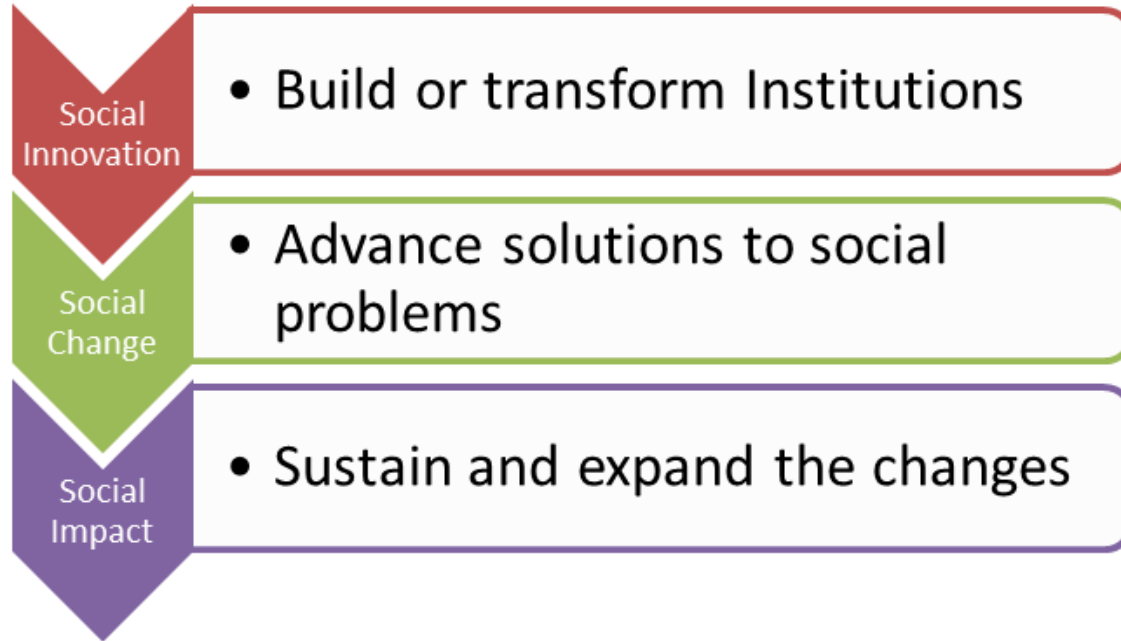


3. Institutions

- ▶ Critical role of institutions, both **formal (such as regulations and rules)** and **informal (such as values, routines and norms)**, is a common theme in the literature, highlighting their ability to **foster or inhibit** social entrepreneurship
- ▶ Social entrepreneurs can have in bringing about institutional change. Entrepreneurs may engage in actions that will bring about change in their institutional environment, but the skills required to make such a change are very different from those needed to run a business venture and thus social entrepreneurs' engagement in institutional change may detract from their day-to-day running of their organizations



Social Innovation, Social Change and Social Impact



Grameen Danone Foods, Bogra Plant, Exterior



CASE 2: Social Business to make Social Impact -- Grameen Denone Food

<https://www.youtube.com/watch?v=TdqmQWLhPqk>

Production

- ▶ Yunus: Our goal is not only financial efficiency, but also maximum social benefit. Grameen Danone will make tasty, nutritious food, but also maximize social benefit. The milk we use to make our yogurt should come from local suppliers. . . . These people should be our suppliers as well as our customers. If the factory is small and produces food that is sold immediately to the people who live nearby, they will think of it as their factory.



Market Segmentation

- ▶ Grameen Danone Foods decided to produce a 60-gram cup (the smaller cup still contained 30% of the recommended daily allowance of nutrients) for 6 takas (\$0.09). The company also decided to expand sales to Dhaka, and in November 2008, it began to send a refrigerated truck to the capital city twice a week.
- ▶ The product sent there was an 80-gram cup priced at 12 takas (\$0.18). Yunus explained why the product was priced higher in Dhaka: “We sell our products in Dhaka with a margin aiming to sell those at lower prices to poor people in remote areas to get them nutrient-rich food.”



Impacts

- ▶ **100,000 cups of yogurt sold daily**
 - ▶ **300,000 beneficiaries**
 - ▶ **475 farmers living better by selling their milk to Grameen Danone**
 - ▶ **250 women micro-entrepreneurs**
-



Historical Development of SI

- ▶ 1989–1993: The accidental emergence of a concept? In the early 1990s, the term social innovation was **not widely used** by many academic authors and there was **little consensus** around definition.
- ▶ 1994–1998: Social relations vs. technological innovation. During this second five-year period there was still a tendency to **loosely use the term ‘social innovation’** without any attempt to explain it.



Historical Development of SI

- ▶ 1999–2003: **Early signs of contestation**
- ▶ This period marked the emergence of social innovation as a contested concept with one stream of thought focusing on **new forms of social relations** and how these might generate innovations.
- ▶ Emerging partly from within this tradition, we observed a more normative treatment of the concept which speculates that involving different groups in the generation **of new ideas leads to better societal outcomes**.
- ▶ Finally, a more technology-orientated literature continues to investigate the importance of restructuring social relations in order for technological innovations.



Historical Development of SI

- ▶ 2004–2008: Progressive competition--Challenging extant power relations or creating utilitarian societal value?
- ▶ Twelve of the 19 h-index papers cited **focused on social innovation as invoking new forms of social relations to generate new ideas and/or to tackle social problems more effectively.**
- ▶ Many of these publications developed a radical tradition that drew upon the sociological heritage of social innovation, as **involving new forms of social** relations, but also **focused on the re-shaping of power relations.**
- ▶ An emergent literature orientated towards business management adopted a more utilitarian approach, which focused on the social value created through social innovation.



Historical Development of SI

- ▶ 2009–2013: The apparent de-contestation of social innovation **a convergence** around an approach that **combines social relations and societal impact**
- ▶ 17 of the 20 papers were categorised in this way. The most highly cited paper (Brown and Wyatt, 2010) **linked the concept of design thinking to social innovation.**
- ▶ Developing the premise that ‘systemic problems require systemic solutions’ , the authors argued that the **involvement of a diversity of people** generates new ideas for solutions, which can be **implemented quickly** and **without fear of failure.**



Historical Development of SI

- ▶ 2009–2013: a group of sociologists and political scientists continued Moulaert's more radical approach of conceptualising social innovation as the **political transformation of society through creating new social and power relations** (MacCallum et al., 2009; Moulaert, 2009; Moulaert et al., 2010).
 - ▶ Moulaert (2009) and MacCallum et al. (2009) emphasised that the **'empowerment' of citizens was needed to satisfy their basic needs and integrate them into labour market** with the help of local partnerships of civil society groups.
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Social Innovation Pathways & Co-production

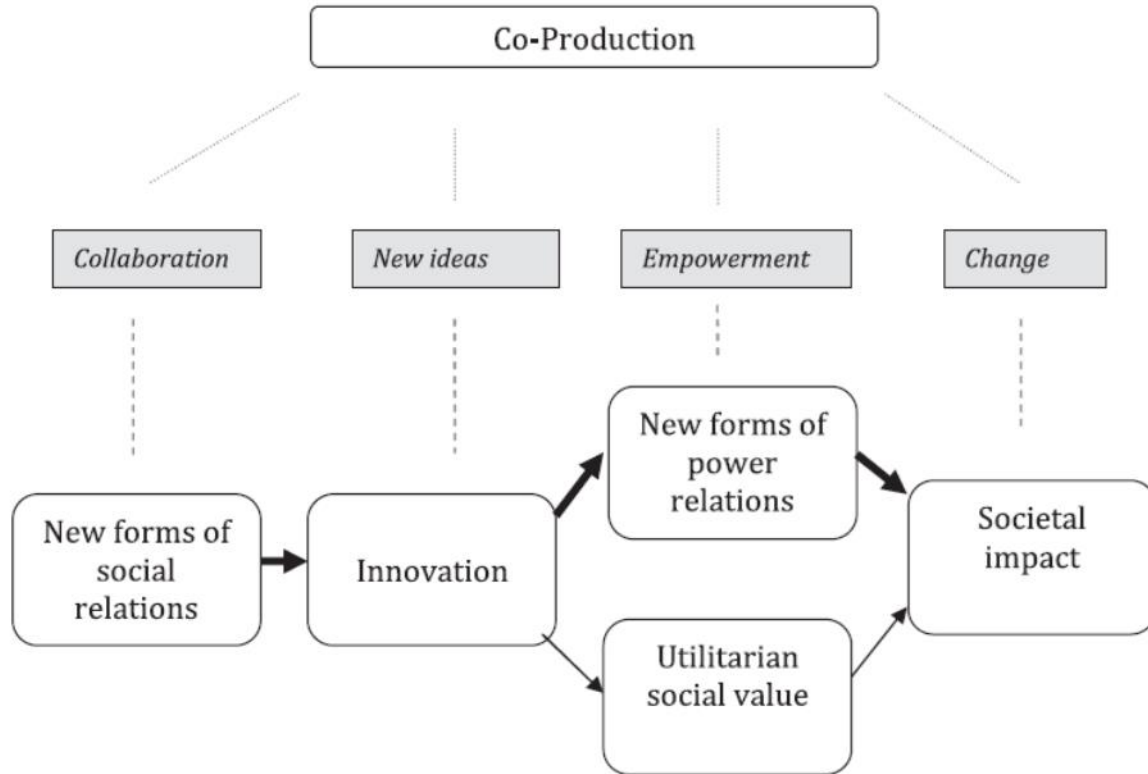


Figure 3. Social innovation pathways and drawing the link to co-production.

Case 3: Example of innovative practice of
social work – Anti-bed bugs project

The Case of Bed Bugs – 床蟲的故事



The Case of Bed Bugs – 床蟲的故事



The Case of Bed Bugs – 床蟲的故事



The Case of Bed Bugs – 床蟲的故事

Survival of bedbug in a non-killing fungus culture after 7 days



The resurgence of bed bugs has been attributed to travel, increased insecticide resistance and changes in pesticide practices.



Killing a nest of bedbugs by a carrier bedbug which is pre-inoculated and killed by a fungus.

The Case of Bed Bugs – 床蟲的故事



Under CUHK Treatment



The Case of Bed Bugs – 床蟲的故事



The End or The Never-Ending Story?



Social Innovation & Social Work

- ▶ Social work as a profession and discipline is committed to social change and development.
 - ▶ There is a long tradition of innovation in social work: changing social problems demand for **new and novel** approaches and services.
 - ▶ Social innovation in social work is characterized by **ethical foundation**, **cooperation between practice and science**, **cooperation with civil society**, organizational framework and a high sensibility for **innovative risks** ([Parpa-Blaser & Huttemann, 2019](#)).
-



Innovation in Social Work

- ▶ Characterized by the participation of social work professionals in the innovation process:
 - ▶ Social work has proven its innovative potential time and again.
 - ▶ The innovative power of social work has also significantly **stimulated societal innovations** as social planning, family counselling, prevention, or the paradigm shift from integration to inclusion.
 - ▶ General characteristics of social innovation include **complexity, riskiness, reflexivity, unpredictability and limited controllability, diversity and heterogeneity of the involved parties, non-linear patterns** as well as a high degree of context and interaction dependency
-
- ▶

Dynamic nature of social work practice

Brown (2015)

- ▶ The dynamic nature of social work practice and the problems it seeks to address require the profession to be constantly evolving and looking to find new and creative ways to support vulnerable people.
 - ▶ Social work operates within a world where demand rarely decreases, often increases and where expectations are always rising yet budgets are often falling.
 - ▶ In response to changing expectations, pressure groups, changing demographics, high-profile cases, reports of poor performance, financial crises and a change of government (with its potential policy shifts), the UK social work sector faces unprecedented levels of change.
 - ▶ Innovation are promoted by the UK and EU Governments
-



Problems of Innovation in social work

- ▶ The suggestion that innovation might offer solutions to some of the problems facing the social work sector has found its way into recent practice reviews.
- ▶ In order to realise the potential of innovation, academics, policymakers and managers need to have a good understanding of the process of managing innovation, namely how to initiate, develop, implement and sustain innovative programmes.
- ▶ Brown (2015) argued that this knowledge was currently underdeveloped, particularly in relation to how to scale up from a pilot site.



Levels of innovation in Social Work



Analytical framework for analyzing the interrelations between different levels

Cooperation with Civil Society

- ▶ The role of civil society actors and the cooperation of social work professionals with voluntary and non-professional forces is also crucial:
 - ▶ different levels of analysis must be combined. In addition, medium-term effects have to be considered to adequately map and analyze social innovation (in conjunction with social work), as it is more than the co-design and improvement of public services.
 - ▶ high political significance in the sense that social problems mostly have both, an individual and a structural dimension, which implies that innovations in social work not only aim at a better, more effective and precise addressing of a social problem, but at best also have an impact on the causes of the issue.
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THANK YOU

