

SHARING AND DREAM IMPACT REPORT



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SHARING AND DREAM IMPACT REPORT

Contents of this impact report is extracted and summarized from the research paper
(2017-2019 Sharing and Dream Project Impact Report) and translated from Korean to English.

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Community Chest of Korea's partnership with Samsung Group

Community Chest of Korea (CCK) is the largest charity in South Korea, raising more than \$700M annually. Since it was launched in 1998, CCK has been a catalyst for change in Korean society based on citizens' voluntary participation for the past 20 years. CCK leads the philanthropic giving movement in Korea by showing measurable outcomes and leading innovations to grow with various partners, and thus make differences in the community. Its vision is to collectively build a caring society, and the symbol, "The Fruit of Love" represents myself, my family and my neighbors. Community Chest of Korea has a head office in Seoul and 17 local branches in major cities and provinces across the country. All funds raised at local branches are allocated exclusively for projects to advance welfare in the local community. The first lady of Korea serves as the CCK's honorary Chairperson.

Samsung Group and CCK have been maintaining close relationship since the year-end fundraising campaign in 1999. Samsung Group gradually increased its support to the local community through the partnership with CCK. Starting its donation of 10 billion won (9M USD) in 1999, the amount was increased to 20 billion won (18.1M USD) in 2004 and 30 billion won (27.2 USD) in 2011. From 2012, the company has been contributing 50 billion won (45.4M USD) every year and the social contribution

to date amounts to 670 billion won (609M USD). The representative sharing stories that Samsung Group and CCK carried out with hope include "Samsung Stepping Stones for Hope," a comprehensive project to support the children and adolescents in institutional care to live independently; "Startup Playground," which provides training to build up financial and economic knowledge/entrepreneurship; and "Global Leaders heading Abroad," youth mentoring volunteer activities overseas.

In 2016, Samsung and CCK launched the 'Sharing and Dream' project, the largest social welfare Request for Proposal (RFP) in Korea. The purpose of the 'Sharing and Dream' project is to contribute to solving social issues by supporting non-profit organizations lacking financial resources to carry out projects even with good ideas. The program, supporting 10 billion won (9M USD) annually, is significant in that it involves in resolving social issues in a 'creative' and 'innovative' way. **In this report, innovation refers to a comprehensive concept that goes beyond the commonly used meaning of technological innovation, and expands business boundaries to incorporate new targets, fields, and approaches in the non-profit sector.**

※ Exchange currency USD 1 = KRW 1,100

Introduction to 'Sharing and Dream' Project

The "Sharing and Dream" project promoted by Samsung Electronics and Community Chest of Korea (hereafter referred to as CCK) **discovers and supports innovative and highly influential projects of non-profit organizations, in order to solve social problems.** It is an attempt to maximize the effect of allocation projects by matching Samsung Electronics' donations to CCK's projects that are very effective but particularly short of funding. In many cases, corporate donations are being carried out in the form of designated giving, whereas the Sharing and Dream project is expected to have innovative

and strong social influence than regular designated giving as it utilizes the experience in implementing planning projects based on CCK's know-how of allocation projects. The project has been carried out for three years since its commencement in 2016 and is currently positioned as the nation's largest Request for Proposal (RFP) that discovers pilot and leads projects through social contribution activities on open platforms. In addition, the Sharing and Dream project has been very innovative and motivated, and is resonating in the frontline welfare with around 1,000 organizations applying every year.



A. Overview

The Sharing and Dream project endeavored to maximize social impact and effectiveness of CCK's existing projects (proposed projects, overseas projects) by expanding the scope. Samsung Electronics' donations were matched to the budget of the projects to drastically extend the allocation scale.

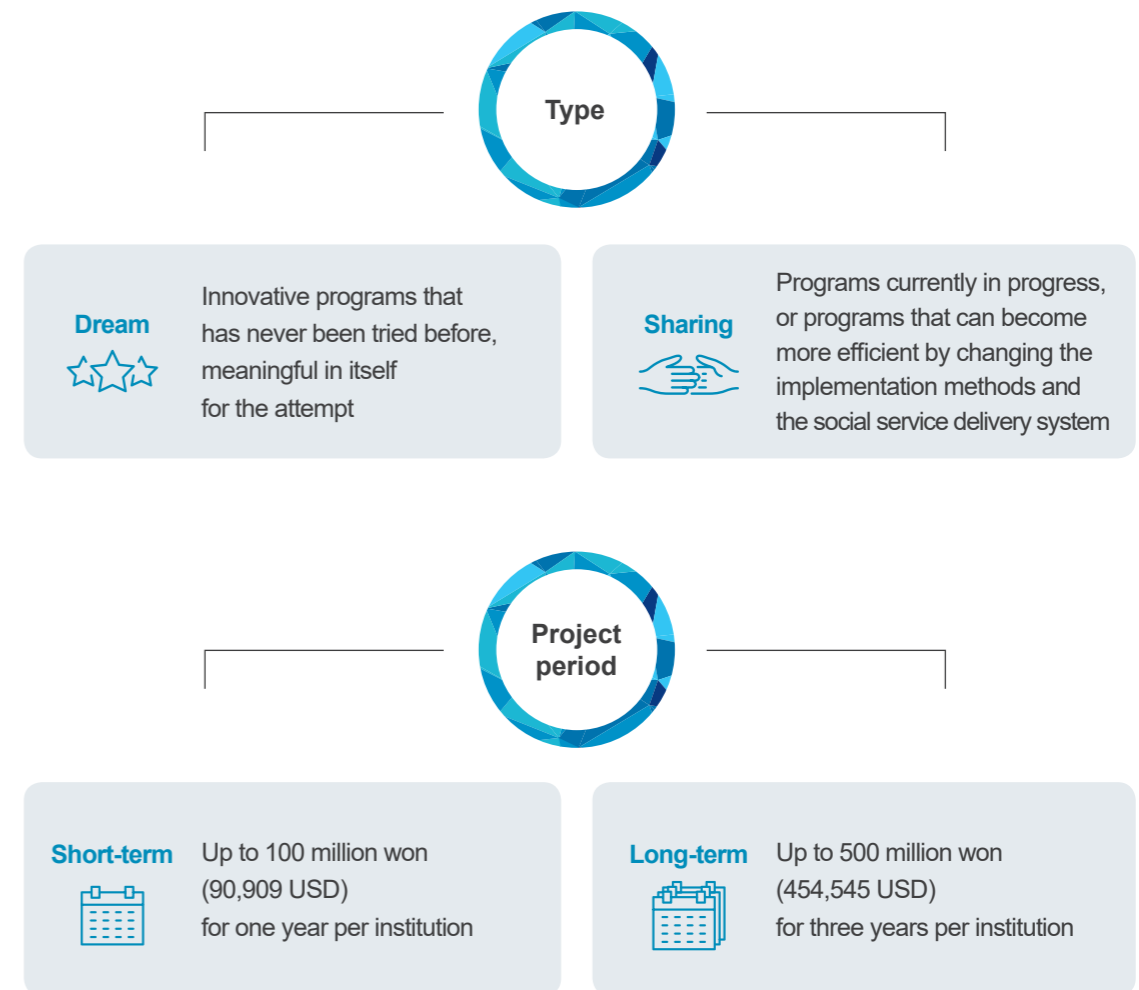
CCK has been carrying out the projects through close consultation with the donor (Samsung Electronics) since the project planning stage in 2016 up to the third year of implementation. In addition, innovation and impact of business ideas are considered as key factors in selecting and supporting the recipients.

Sharing and Dream Project	
Period	2017~present
Purpose	<ul style="list-style-type: none"> To contribute to improvement of quality of lives in vulnerable areas and the underprivileged class and to the development of local communities by discovering and supporting projects that are innovative and highly effective in solving social issues
Details	<ul style="list-style-type: none"> Creative pilot projects for improving the quality of lives in vulnerable areas and the underprivileged class Projects for the qualitative improvement of social services to resolve social issues Projects necessary for solving the difficulties of the local community, which have potential for development afterwards with the institutional support of the government and local governments once they are implemented
Financial support	<ul style="list-style-type: none"> Short term projects (1 year): Yearly amount up to 100 million won (90,909 USD) per institution Long term projects (3 years): Up to 500 million won (454,545 USD) for 3 years per institution In the case of program projects, personnel expenses and operation costs should be less than 30% of the amount applied for allocation. <ul style="list-style-type: none"> ※ Lowest limit for project application: 30 million won (27,273 USD) (Applied to projects in 2020 onwards) ※ Only for the "Dream Initiative," exceeding the basic amount is allowed when applying only if the budget is feasible to achieve the purpose of the project
Qualification	<ul style="list-style-type: none"> Non-profit organizations and institutions (including non-profit social enterprises) Consortiums Separate qualifications to be specified in the case of overseas projects

B. Sharing vs Dream

The Sharing and Dream Project is a social contribution project jointly planned and carried out by Samsung Electronics and CCK which has reached its third year of implementation. Providing an annual amount of 10 billion won (9M USD) in support, its goal is to contribute to the improvement of the quality of lives in vulnerable areas and the underprivileged class and to the development of local communities by discovering and supporting projects that are innovative and

highly effective in solving social issues. The Sharing and Dream Project consists of the 'Dream' initiative, emphasizing the innovation of the projects' contents and the 'Sharing' initiative, focusing on the impact and feasibility of the projects. The selected projects receive support either for a short term (1 year, up to 100 million won (90,909 USD)) or for the long-term (3 years, up to 500 million won (454,545 USD)).

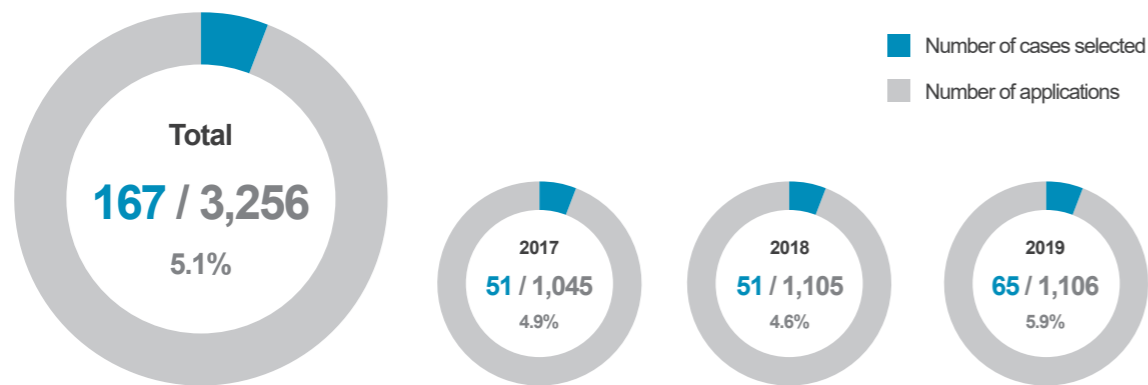


Analysis on 'Sharing and Dream' Projects

A. Application vs Selection

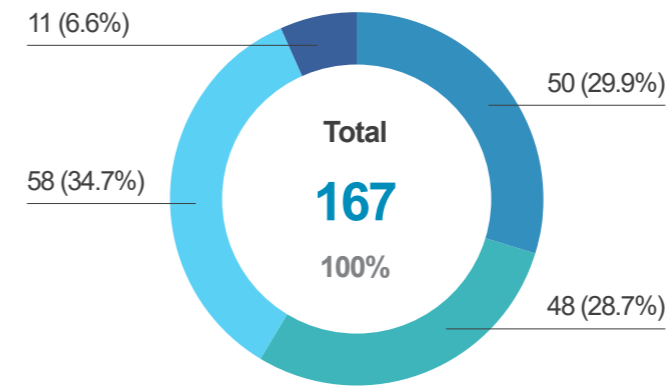
Looking at the status of application for the project over the past three years, a cumulative 3,256 cases have been received, and 167 of them have been selected and supported. On average, it has a competition rate

of around 20 to 1 (5% selection rate). Considering that the selection rate of CCK's existing application project is 3~40%, it is confirmed that the sharing and dream projects have a relatively high competition rate.

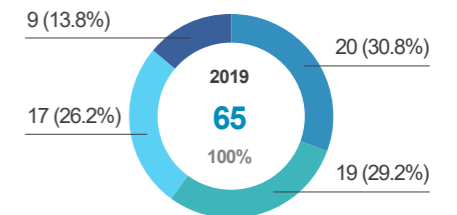
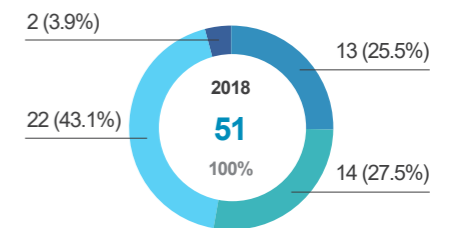
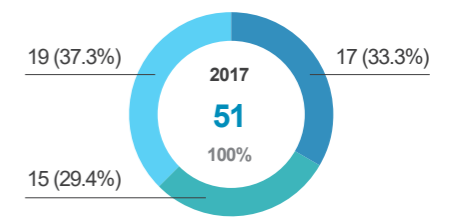


By the type of applicants, non-profit corporations are most common(34.7%), followed by welfare centers, non-profit institutions/facilities/organizations. Since 2018, when the qualification of the applicants was

expanded to non-profit social enterprises, social economy organizations have also been selected, accounting for 6.6% of the total.



- Welfare centers
- Non-profit institutions, facilities, and organizations
- Non-profit corporations
- Social enterprises and social cooperatives

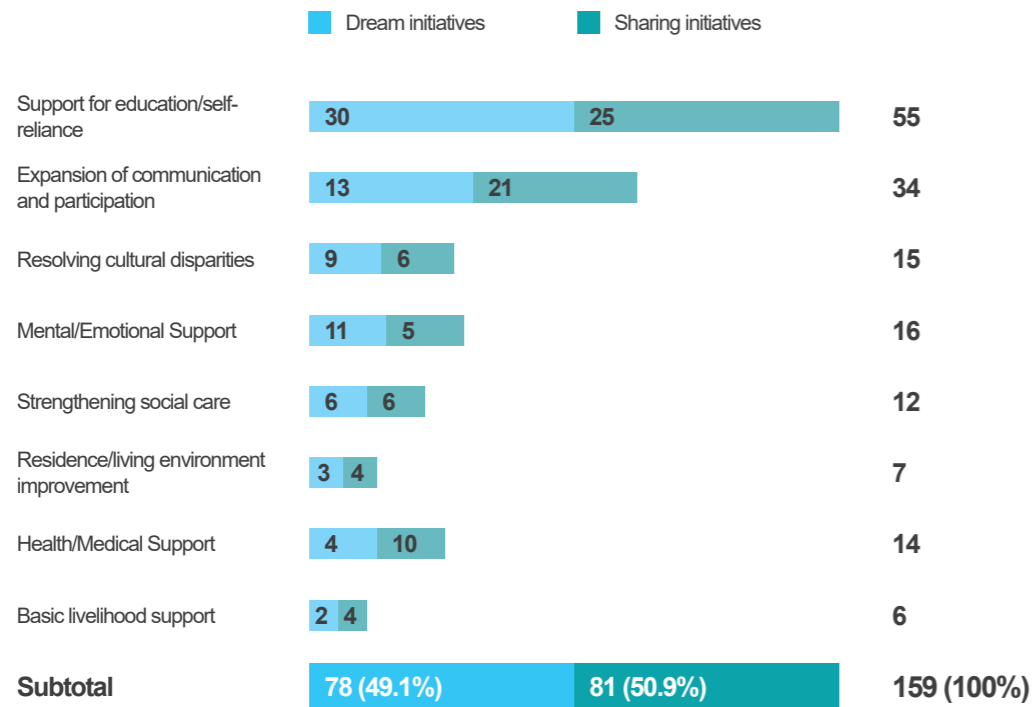


B. Impact areas

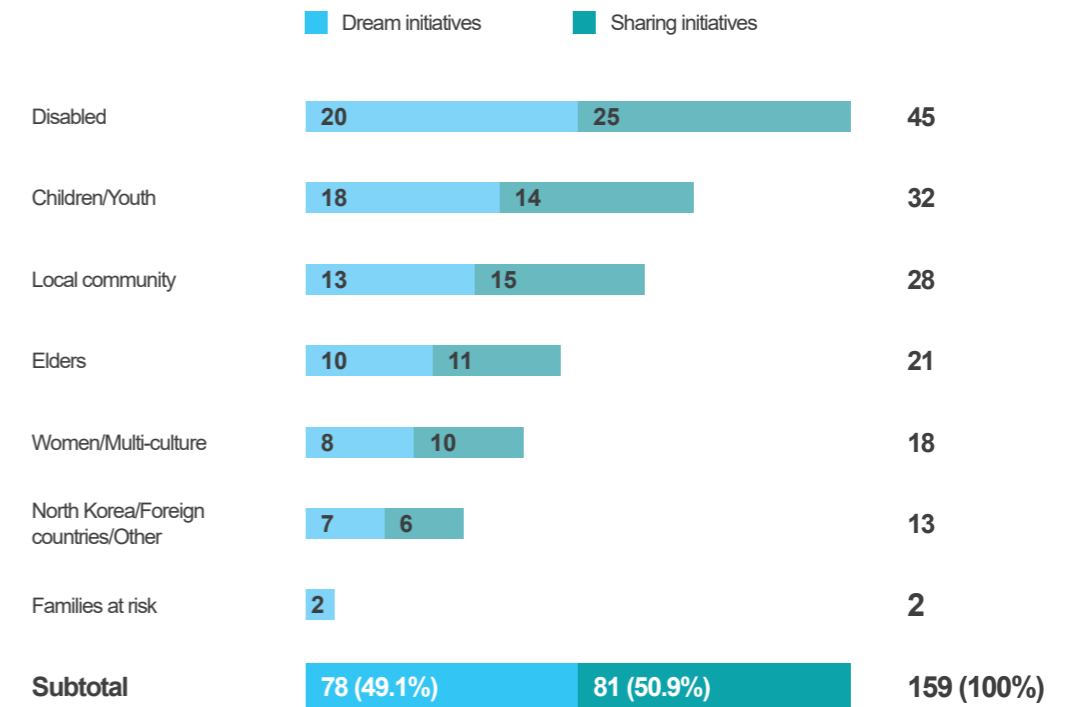
The results of the analysis in finding out the differences of Dream initiative and Sharing initiative in terms of allocation are shown in [Figure-2-2-1] below. Support for education/self-reliance, expansion of communication and participation, and resolving

cultural disparities represented a high share in both the Dream and Sharing initiatives. However, the relative percentage seemed to be higher for mental/emotional support in the Dream initiatives and for the health/medical support in the Sharing initiatives.

[Figure 2-2-1] Impact areas by project type, Unit: Number of cases



[Figure 2-2-2] Serving population by project type, Unit: Number of cases



C. Serving population

[Figure-2-2-2] is the comparison of the serving population differences between the Dream initiatives and the Sharing initiatives. The analysis result suggests that the differences were not significant

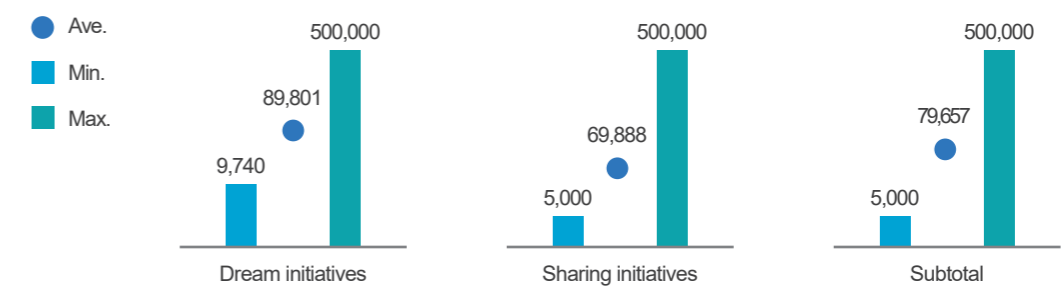
as the comparison of the allocation field above. Specifically, the areas of the disabled, children/youth, and local community were predominant in both initiatives.

D. Project size

[Figure-2-2-3] is the result of the analysis of allocation amount for selected institutions by project type. The minimum, maximum and average amount were higher in Dream initiatives than in

Sharing initiatives. This may be because there were more applications for long-term projects from the institutions selected in the Dream initiatives.

[Figure 2-2-3] Allocation amount by project type, Unit: 1,000 won



E. Key characteristics

1. Comparison with existing allocation projects

The Sharing and Dream Project is basically a free-topic RFP that selects and allocates among the proposals of the institutions to solve social issues. This section identifies the characteristics of the Sharing and Dream Project by comparing it with the CCK's free-topic RFP (CCK RFP, welfare priority projects, and Partner Agency RFP among the existing allocation projects).

1) The Sharing and Dream project is a large-scale project with an annual budget of 10 billion won (9M USD), focusing on innovation and impact. The amount distributed is significant compared to other RFP projects (CCK RFP: 2 billion won (1.8M USD), welfare priority projects: 1.5 billion won (1.3M USD)) and Partner Agency RFP (annual budget: 700 million won (636K USD)). Unlike other projects, it includes overseas projects by setting up a global field, and non-profit social enterprises also became eligible to apply from 2018. This is deemed to be the first planning project for CCK to explicitly expand the allocation to include social enterprises.

2) Projects promotion is also being carried out on a scale as large as the budget. In the case of other allocation projects, public announcements are made through the website of the head or local branches in charge of the project, of which the effect is restricted since only the organizations with experience or interest in CCK's previous projects would look up for any notice of support. In contrast, the Sharing and Dream project conducts active promotion by hosting nationwide project briefings and distributing press releases. In addition, requests are made to promote not only on CCK's website but also on the websites of the institutions selected, and Direct Mail (DM) and newsletters are sent to numerous institutions to promote the project announcement itself through various channels.

3) The most interesting point of the Sharing and Dream Initiative is that the project is operated by a separately organized executive committee. While other allocation projects are mainly handled by the Allocation Executive Committee in the process of selecting and operating the projects, the Sharing and Dream project has a separate operation committee and makes decisions through close discussions and consultations with experts from each field, donors, and CCK.

4) Furthermore, there are separate templates including the table for screening, project application, and result report to evaluate innovation and impact, which are sectors emphasized in the project.

[Table 2-3-1] Comparison of Sharing and Dream project with other CCK allocation projects

	Sharing and Dream project	CCK RFP	Welfare priority projects	Partner agency RFP
Project type	Planning project (RFP)			
Project characteristics	<ul style="list-style-type: none"> Free topic competition Program project Innovation, impact 	<ul style="list-style-type: none"> Free topic competition Program project Nationwide 	<ul style="list-style-type: none"> Free topic competition Functional reinforcement Immediate 	<ul style="list-style-type: none"> Free topic competition Program and functional reinforcement Immediate
Implementing unit	Head office	Head office	Head office	Local branches
Region	<ul style="list-style-type: none"> Domestic/overseas Not restricted 	<ul style="list-style-type: none"> Domestic Nationwide projects (3 or more regions, nationwide) 	<ul style="list-style-type: none"> Domestic Not restricted 	<ul style="list-style-type: none"> Domestic Not restricted
Project operator	<ul style="list-style-type: none"> CCK, donors, steering committee 	CCK	CCK	CCK
Eligibility for application	<ul style="list-style-type: none"> Non-profit social enterprises included 	<ul style="list-style-type: none"> Similar to existing eligibility 	<ul style="list-style-type: none"> Small-scale organization 	<ul style="list-style-type: none"> Similar to existing eligibility
Project period and budget	<ul style="list-style-type: none"> 2017 to present 10 billion won (9M USD) per year 	<ul style="list-style-type: none"> 2013~2016 2 billion won (1.8M USD) per year 	<ul style="list-style-type: none"> 2014~2017 1.5 billion won (1.3M USD) per year 	<ul style="list-style-type: none"> 2009 to present Different by branch office
Supported amount	<ul style="list-style-type: none"> Long-term 3 year (Up to 500 million won), Short-term 1 year (Up to 100 million won (90K USD)) 	<ul style="list-style-type: none"> 1~3 years (Up to 500 million won (454K USD)) 	<ul style="list-style-type: none"> 1 year (Up to 100 million won (90K USD)) 	<ul style="list-style-type: none"> 1 year (Up to 30 million won (27K USD))
Selection	<ul style="list-style-type: none"> Separately organized Executive Committee 	<ul style="list-style-type: none"> Allocation Executive Committee 	<ul style="list-style-type: none"> Allocation Executive Committee 	<ul style="list-style-type: none"> (Local branch) Allocation Executive Committee
Promotional method	<ul style="list-style-type: none"> Nationwide promotion Large-scale promotion (Run own website, press releases, sending DM and newsletters, cooperation with implementing institutions) 	<ul style="list-style-type: none"> Promotion by head office (CCK website) 	<ul style="list-style-type: none"> Promotion by head office (CCK website) 	<ul style="list-style-type: none"> Promotion by local branch (CCK website, sending official letters, etc.)
Remarks	<ul style="list-style-type: none"> Separate templates used (application form, evaluation matrix, etc.) 	<ul style="list-style-type: none"> Standard template used 	<ul style="list-style-type: none"> Simplified template used 	<ul style="list-style-type: none"> Local branch template used

F. Evaluation criteria

This section looks into the major elements of the programs by comparing the evaluation criteria of the Sharing and Dream project and other allocation projects. The comparison of the items reviewed during the evaluation process based on [Table 2-3-4] and [Table 2-3-5] is as follows: First, other allocation projects utilizing the standard evaluation matrix allot relatively high points (20 points) to institutional evaluation, such as credibility of the institution and

project implementation capability, whereas the proportion institutional evaluation is low (10 points) in the case of Share and Dream project. That is, the project places a higher value on the idea of the project than the capacity of the institution itself. In terms of the project evaluation items, the innovation and impact were not evaluated in previous projects but newly added in accordance with the intention of the Sharing and Dream project to focus on innovation and impact.

[Table 2-3-2] Comparison of the evaluated items

Classification	Evaluation matrix of the Sharing and Dream Project (as of 2019)		Standard evaluation matrix	
Evaluated items	Institutional evaluation (10)	Credibility	Institutional evaluation (20)	Credibility
		Innovativeness		Project implementation capability
	Project evaluation (90)	Effectiveness	Project evaluation (80)	Appropriateness of the project details and execution strategy
		Practicality		Rationality of budget planning
		Efficiency		Necessity of the project
				Reasonability of the objectives and evaluation
				Appropriateness of the goal after the project ends
		Sustainability		Consistency and systematic structure

The evaluation criteria differed depending on the characteristics. The Dream initiatives allotted high points on 'innovativeness', looking at whether the definition and the resolving method of the problems are innovative while the Sharing initiatives put more focus on 'impact' to ask whether the project

had a great ripple effect and on 'practicality' to see whether the projects had realistic objectives and implementation and evaluation methods. Furthermore, 'sustainability' was assigned more points for long-term projects to ensure the sustainability of the project.

[Table 2-3-3] Items in the evaluation matrix of the Sharing and Dream Project (2017)

Evaluated items		Evaluation criteria	Dream	Sharing
Institution (20)	Credibility	• Is the project and budget of the institution appropriate for implementing the applied project?	4	4
		• Does the institution have experience in performing projects similar or identical to the proposed project?		
	Expertise	• Does the person in charge of the project have the knowledge and experience sufficient to carry out the project?	8	8
	Responsibility	• Does the institution have the capabilities to conduct the proposed project with responsibility, considering various circumstances such as organization, human resources, and budget?	8	8
Project (80)	Innovativeness	• Did the institution discover a problem that is important but not noticed in the past?	24	8
		• Are the approaches to solve the problems innovative and creative?		
	Impact	• Will the project have a great impact to many people?	16	28
		• Does the project positively affect the local community?		
		• Is it possible to spread the project to other organizations and regions?		
		• (Global Welfare) Will the project contribute to the achievement of the Sustainable Development Goals (SDGs)?		
	Practicality	• Are the objectives and execution methods of the project specific and realistic?	12	16
		• Are the evaluation indicators and plans clear and in line with the project objectives?		
		• (Global Welfare) Are the legal requirements met and cooperation system established for local projects?		
		• (Global Welfare) Are the methods for selecting the target country, region, and client appropriate?		
	• (Global Welfare) Were the prior investigations for understanding the client's needs and issues carried out and the results properly reflected in the business plan?			
Efficiency	• Are the budget items described in detail?	16	16	
	• Are the structure of the project and labor costs and the level of investment appropriate?			
Sustainability 1	• Can the project be sustained for a long term?	6	6	
Sustainability 2	• Is there a specific self-reliance plan to be implemented after the support ends?	6	6	
	• (Global Welfare) Are the utilization and enforcement plan to involve local resources and capabilities included?			
Total score			100	100

[Table 2-3-4] Items in the evaluation matrix of the Sharing and Dream Project (2018~2020)

Evaluated items		Evaluation criteria	Dream		Sharing	
			Short-term	Long-term	Short-term	Long-term
Institution (10)	Credibility	• Does the institution or the corporation have the appropriate personnel, physical, and organizational structure?	5	5	5	5
		• Does the applying institution have strong points, such as experiences in the relevant fields?	5	5	5	5
Project (90)	Innovativeness	• Did the institution discover a problem that is important but not noticed in the past?	32	28	9	9
		• Are the approaches to solve the problems innovative and creative?				
	Impact	• Would it be possible to improve the productivity and efficiency by changing the existing process and communication structure?	18	18	36	32
		• Does the project positively affect the local community?				
	Practicality	• Were the prior investigations for understanding the participant's needs carried out and the results properly reflected in the business plan?	13	13	18	18
		• Are the objectives and execution methods of the project specific and realistic?				
		• Are the evaluation indicators and plans clear and in line with the project objectives?				
• (Global Welfare) Are the legal requirements met and cooperation system established for local projects?						
Efficiency	• (Global Welfare) Are the methods for selecting the target country, region, and client appropriate?	18	18	18	18	
	• Are the budget items described in detail?					
Sustainability	• Are the structure of the budget items (labor costs, project expenses, management and operational expenses) project and labor costs and the level of investment appropriate?	9	13	9	13	
	• Can the project be sustained for a long term?					
	• Is there a specific self-reliance plan to be implemented after the support ends?					
		• (Global Welfare) Are the utilization and enforcement plan to involve local resources and capabilities included?				
Total score			100	100	100	100

[Table 2-3-5] Items in Standard Evaluation Matrix

Evaluated items		Evaluation criteria	Score
Institution (20)	Credibility	<ul style="list-style-type: none"> Does the institution have any experience of conducting project(s) with CCK and were the results satisfactory? Is the composition of the board of directors (or the steering committee) appropriate? 	10
	Business execution capability	<ul style="list-style-type: none"> Does the institution have experience in performing projects similar or identical to the proposed project? Does the person in charge (or the supervisor) of the project have the knowledge and experience sufficient to carry out the project? Does the institution have the capabilities to conduct the proposed project with responsibility, considering various circumstances such as organization, human resources, and budget?? 	10
Project (80)	Appropriateness of the project details and execution strategy	<ul style="list-style-type: none"> Are participants, selection criteria, and recruitment plans appropriate? Are there sufficient programs to achieve the objectives? Is the composition of the implementation method, timing, and frequency of the project appropriate? Are the methods for utilization the local resources such as related partner organizations appropriately suggested? 	30
	Rationality of budget planning	<ul style="list-style-type: none"> Are the structure of the project and labor costs and the level of investment appropriate (reasonable)? Are the budget items described in detail? (If co-payment is mandatory) Is the co-payment rate appropriate and reasonable? 	10
	Necessity of the project	<ul style="list-style-type: none"> Are the problems clearly recognized on an empirical basis, such as a preliminary investigation for the participant's needs and the analysis of the problems? Are the organization's efforts and project planning to solve the problem different from similar projects? Is it necessary for the applying organization to carry out the concerned project? 	10
	Reasonability of the objectives and evaluation	<ul style="list-style-type: none"> Are the objectives in line with the project topic? Are the objectives realizable? Is the timing of measuring and the assessment of the objectives specific and reasonable? 	15
	Appropriateness of the goal after the project ends	<ul style="list-style-type: none"> Are the expected effects and utilization plans of the project described in detail? (For projects of which the accomplishments are shared) Are the strategies for continuing and maintaining the project after it ends appropriate? 	5
	Consistency and systematic structure	<ul style="list-style-type: none"> Is the project plan consistent and systematic? Are the project details specific and realizable? 	10
	Total score		

'Sharing and Dream' Project Case Analysis

A. Analysis of the Outstanding Institutions of the Sharing and Dream Project

1. Criteria and procedures for the evaluation of outstanding institutions

1) Criteria for the evaluation

The evaluation of the outstanding institutions is conducted every year for the institutions implementing the Sharing and Dream project. The evaluated items are basically same for the institutions carrying out either the Sharing initiatives or the Dream initiatives; innovativeness, rate of objectives achieved, impact on the local community, and the transparency in budget execution. However, different points are allotted depending on the initiative type in the three

items except for the rate of objectives achieved to which 30 points are assigned. The 'innovativeness (30 points)' occupies a higher percentage in the Dream initiatives (leading welfare modeling project) and the 'impact on the local community (30 points)' and 'the transparency in budget execution (20 points)' are higher in the Sharing initiatives (welfare priority support). The evaluated items are described in detail in [Table 4-2-1] below.

[Table 4-2-1] Criteria for the evaluation of outstanding institution

Item	Detailed description	Leading (Dream)	Current welfare issues (Sharing)
Innovativeness	<ul style="list-style-type: none"> Influential and innovative project outcome sufficient to even develop new targets or areas in the non-profit sector Differentiation of problem-solving methods 	30	20
Rate of objectives achieved	<ul style="list-style-type: none"> Rate of achievement against objectives Quality of the achieved objectives Sustainability of the achieved objectives 	30	30
Impact on the local community	<ul style="list-style-type: none"> Contribution to the local community and its residents Level of association among relevant organizations and institutions in the local community Efforts to promote the projects in the local community Efforts to mobilize external resources (human/physical resources) 	25	30
Transparency in budget execution	<ul style="list-style-type: none"> Was the budget executed transparently in accordance with the budget execution criteria? (Execution rate compared to the plan, appropriateness of any changes to the budget, etc.) 	15	20
Final score		100	100

2) Procedure for the selection of the outstanding institutions

Since the evaluation of the outstanding institutions is carried out for the institutions completing their projects, short-term projects in 2017 and 2018 are evaluated. Each year's the outstanding institutions were finalized through two rounds of evaluation. In the first round, 10 candidates are selected by document screening. Two judges assigned to each evaluated institution calculate

the average score and selects 10 institutions based on the scores from among those with scores above the average. Then, the final 5 institutions are selected through evaluation interviews. Three judges assigned to each evaluated institution calculate the average score and selects 5 final institutions based on the scores from among the 10 institutions selected in the previous stage. The following [Table 4-2-2] lists the outstanding institutions selected in 2017 and 2018.

3) Outstanding institutions

[Table 4-2-2] List of selected outstanding institutions

Year	Name of institution	Project name and details	Area	Field
2017	Momjit gwa Sori (Movements and Sound)	"All-in-one Dream Sketch" to design the dream of youth with developmental disorders to design the dream of becoming culture and art experts	Leading (Dream)	Cultural welfare
	Youngin City Giheung Welfare Center for the Disabled	Project to establish an efficient public-private partnership case management system through comprehensive health examination surveys of the people who potentially subject to case management in the local community - For the establishment of an effective case management data assessment system for the local communities	Current welfare issues (Sharing)	Social welfare
	Educators Without Borders	Project to improve the earnings capacity of Burkina Faso women farmers through supporting poultry activities and providing technical education	Leading (Dream)	Global welfare
	Chungeum Rehabilitation Center	"Hi (Hearing impaired) Learn!!" project to build a portal site for lifelong education learning of the hearing impaired by providing support to input subtitles for learning videos	Leading (Dream)	Social welfare
	Seodaemun Welfare Center for the Disabled	'Life Start!' project to establish an active supporting system focused on PCP for people with developmental disorders with challenge spirit	Current welfare issues (Sharing)	Social welfare
2018	Bucheon City Labor Welfare Center	SOS project to relieve the job stress, improve the organizational culture and enhance social perception of the emotional workers	Leading (Dream)	Social welfare
	Deungeun Maeum (round heart)	Project to establish the basis for providing services for alcoholics through a private and public resource consortium	Current welfare issues (Sharing)	Social welfare
	Seoul City Jung-gu Welfare Center for the Disabled	'Jangta,' program to establish an IT-coupled percussion ensemble consisting of the people with developmental disorders	Leading (Dream)	Cultural welfare
	Mapo-gu Support Center for Infants	Hope Bridge – To achieve health growth in accordance with the age-specific developmental stages for the delayed infants by establishing a sustainable early intervention system in the local community	Leading (Dream)	Social welfare
	Korea Organization for Victim Assistance, Jeonnam Branch	Mental and emotional support program for the bereavement of the families of crime victims	Current welfare issues (Sharing)	Social welfare

2. Evaluation results of the outstanding institutions

1) Reason for selection

[Table 4-2-10] Reason for selection of outstanding institution for Dream initiatives

Institution name	Reason for selection
Momjit gwa Sori (2017 Dream)	<ul style="list-style-type: none"> • Clear target selection criteria and fair enrollment process • Innovative and highly influential in terms of improving the self-esteem of people with developmental disorders, providing the opportunities and establishing the infrastructure for participating in social activities, integration between the non-disabled and disabled people through culture and arts, and improving the culture and arts projects
Educators Without Borders (2017 Dream)	<ul style="list-style-type: none"> • Excellent project details • Requires continuous and additional support • Favorable to implement as a project combining educational and livelihood support
Chungeum Rehabilitation Center (2017 Dream)	<ul style="list-style-type: none"> • Leading and innovative project contributable to provide learning opportunities for and improve the capabilities of the hearing impaired • Expected to be influential as it can be expanded nationwide • Proper level of progress • Outstanding association with the local community • Appropriate handling of delays in the project • Sought measures to continue to run the portal site such as connecting with lifelong education projects in the future
Bucheon City Labor Welfare Center (2018 Dream)	<ul style="list-style-type: none"> • Excellent innovativeness and transcendence under the topic of emotional labor worker stress management • Yielded positive outcome through outstanding execution of the budget and project • Adjustment of the budget execution to achieve the objectives • Highly sustainable after the project ends since efforts were made to enact ordinances • Systematically approached the social and local issues
Seoul City Jung-Gu Welfare Center for the Disabled (2018 Dream)	<ul style="list-style-type: none"> • Excelling in developing and attempting new areas connecting IT devices and the people with developmental disorders • Enhanced effectiveness and efficiency by planning appropriate programs based on the characteristics of the recipients • Impressive suggestion of alternatives for continuing after the project ends (provide opportunities to grow into professional musicians, possible to be influential) • Appropriate execution according to the business plan and adequate achievement of the objectives and budget execution
Mapo-gu Support Center for Infants (2018 Dream)	<ul style="list-style-type: none"> • Exemplary (pilot) and innovative project • Good participation rate • Improved the possibility of institutionalizing the entire community as the enactment of ordinances are under way after the project ended • Excellent problem awareness and approach

[Table 4-2-10] and [Table 4-2-11] below are the reasons for selecting as the outstanding institutions for the Dream initiatives and the Sharing initiatives, respectively.

Projects with innovative topic in line with the purpose of the Dream initiatives have been selected as the outstanding institutions. They were mostly innovative

and the progress and budget execution rates were high. It means that the stability was highly evaluated as well as the innovativeness although they were 'Dream' initiatives. The expansion and sustainability of the projects after completion seem to be important factors in the evaluation criteria.

[Table 4-2-11] Reason for selection of outstanding institution for Sharing initiatives

Name of institution	Reasons for selection
Youngin City Giheung Welfare Center for the Disabled (2017 Sharing)	<ul style="list-style-type: none"> • Systematic and innovative approach • Contributed to enabling integrated and systematic welfare service support and case management in the future • Strengthened the public-private partnerships and cooperation systems (participation of local schools and community centers) • Significant as a pilot project
Seodaemun Welfare Center for the Disabled (2017 Sharing)	<ul style="list-style-type: none"> • Significant for establishing the system • Achieved more than 100% of the objectives compared to the plan • Appropriate budget execution rate
Deunggeun Maeum (2018 Sharing)	<ul style="list-style-type: none"> • Specialized business for alcoholics • Innovative in the region • New attempts and sincere efforts • Institution with expertise in the program • Attracted more attention of the city hall
Korea Organization for Victim Assistance, Jeonnam Branch (2018 Sharing)	<ul style="list-style-type: none"> • Exemplary and innovative business • High possible to spread to other regions • Resolved blind spots and prepared an early response system

The outstanding institutions were selected for their innovativeness even though the Sharing initiatives prioritizes welfare support. Institutions seem to be evaluated as outstanding in case their targets, approaches and project details were innovative in addition to dealing with current welfare issues. Projects related to system building were also evaluated highly. This means that the projects that have expanded not only to provide services but also to build infrastructure through community resource links have been selected as excellent performers.

Overall, it can be seen that the "innovativeness" emphasized by the Sharing and Dream projects also reflected in the selection of the outstanding institutions. While the stability, sustainability, and system construction were important evaluation factors, the innovativeness of the project itself was the main screening criteria regardless of whether the project falls under the Dream initiative or the Sharing initiative.

B. Exemplary cases of the Sharing and Dream Initiatives

1. Bucheon City Labor Welfare Center (2018, Dream, Short term)

1) Introduction

In the modern society, the service industry is an important prerequisite for companies that are directly related to sales through customer satisfaction. The service industry workers communicate with customers and provide emotions in the form of labor, many of which are known to be forced into excessive emotional labor, most of which are economically and socially vulnerable. In the case of Bucheon, the proportion of small businesses is higher than in other regions, and the proportion of those who provide emotional labor in those companies is also high.

In response, the project was carried out for 310 emotional emotional labors in the service industry such as sales, call centers, nursing homes, restaurants, and others in Bucheon City to relieve their job stress and to improve the organizational culture and the social perception of the Bucheon citizens.

2) Details

Project details	Activities (Implementation methods)
Personalized support	<ul style="list-style-type: none"> ▶ Initial counseling: Provide programs depending on the severity of the symptoms after a 1:1 initial counseling ▶ Counseling/psychological treatment (individual): 1:1 personal consultation with a counselor (depression, stress test, etc.) ▶ Counseling/psychological treatment (group): Group counseling by job type, age, symptom, etc. ▶ Prevention and healing programs: Art therapy, stretching, dance therapy, yoga, meditation, etc.
Improvement of the company's organizational culture	<ul style="list-style-type: none"> ▶ Developed and distributed manuals: Set up the measures and the systems to deal with emotional labor worker <ul style="list-style-type: none"> • Developed a standard manual and two manuals for nursing homes, and distributed them to companies ▶ Identified the on-site labor situations and supported counseling: Individual and group counseling after assessing the organization ▶ Provided consulting for improving the organizational culture: Organizational analysis, employee stress analysis, improvement measures, etc. ▶ Provided support to healing clubs: For the activities of the groups with 5 or more members who are emotional labor worker
Improvement of the social perception	<ul style="list-style-type: none"> ▶ Informing the current situation of emotional labor and creating a society where Bucheon citizens (consumers) understand and sympathize with the emotional workers <ul style="list-style-type: none"> • Activities to inform the actual status and problems encountered by emotional labor worker in their daily lives (via the institution's website, SNS, etc.) • Created and distributed stickers and posters about the name 'emotional labor worker' and protection of their rights
Achievement sharing sessions	<ul style="list-style-type: none"> ▶ To find future project plans in performance sharing sessions <ul style="list-style-type: none"> • Attended by the participants, interested parties, persons concerned, etc. • Sharing, evaluating and seeking alternative measures for the activities of personalized counseling, improving the organizational culture of companies and enhancing the social perception

3) Impact

- Raised the awareness of social problems regarding emotional labor
 - Stress survey of the emotional workers in Bucheon: A total of 174 people participated (key participants: workers from call centers, nursing care facilities and social welfare institutions)
 - Conducted surveys and campaigns of emotional labor organizations in Bucheon: Total 600 visits (key participants: service and sales workers)
- Provided the basis for change with activities such as executing joint projects to take an institutional approach and to resolve the issues
 - Emotional labor guide: Suggests measures to manage emotional labor, Caregivers - A guide for understanding through examples
 - Network: Formed a network of seven institutions including social welfare institutions, labor welfare institutions and nursing care institutions and proceeded with the projects
 - Consulting for emotional labor institutions: Improve organizational culture by providing consulting to emotional labor institutions
 - Emotional workers healing clubs: To relieve the emotional stress by operating and providing support to healing clubs composed of emotional workers
- Provided a proper understanding of the emotional labor problems (which results from the problems and the system of the society, neither a problem or a responsibility of the individual) through personalized support and helped them to learn appropriate response measures
 - Provided a total of 160 specialized psychological counseling for emotional workers

- Starting point for establishing a regular supporting system to support workers vulnerable to emotional labor in Bucheon
 - Improved awareness and perception of emotional labor through the achievement sharing sessions
 - Emotional labor support project to be continued by the Bucheon City Labor Welfare Center → Set up a regular supporting system based on the Sharing and Dream project

4) Innovativeness

The Bucheon City Labor Welfare Center, which carried out the project, recognized the seriousness of the emotional labor problem at the labor site in 2015 while investigating the working conditions, welfare needs, and the corporate conditions of Bucheon workers, but failed to plan and operate due to various circumstances

The project can be evaluated as innovative in terms of content that has designed and provided a systematic program that considers not only at the individual level but also at the organizational and social interventions.

- Individuals: Restore healthy labor activities through individual counseling and healing programs
- Organization: Establish a protection system for emotional workers and improve the organizational culture
- Society: Create a social culture of mutual respect for emotional labor

It is seen as meaningful as a pilot project aimed at mediating the creation of appropriate social consensus among emotional workers, consumers, and corporate organizations.

2. Yongsan City Welfare Center for the Elderly (2018, Dream, Short term)

1) Introduction

Female baby boomers complain of extreme stress immediately after or near retirement due to problems such as financial problems, marital conflict, parental support, and child education, and are known to account for a high percentage of the depressed patients in Korea. As depression is a disease that may

even lead to suicides, social intervention is essential for those complaining of depression. Therefore, this project aims to reduce the depressive tendencies of women aged 50 to 60 with mild or severe depressive symptoms with cosmetic treatment techniques.

2) Details

Project details	Activities (Implementation methods)
Orientation: Win every battle by knowing your enemy and yourself	<ul style="list-style-type: none"> ▶ Content: Orientation and depression related lectures ▶ Details: Introduction of the person in charge and the safe makeup program, self-introduction of the participants, setting the program rules, setting the goals you want to achieve through the program, writing the service use agreement and preliminary scale sheet: Win every battle by knowing your enemy and yourself! Taking the depression related lectures
My Own Healing Note	<ul style="list-style-type: none"> ▶ Content: Sharing experiences of overcoming depression ▶ Details: Make a nickname to build rapport, think about personally experienced depression and overcoming methods, cut out images reflecting such thoughts from magazines, and talk with each other while looking at the pieces of work
Hair by me	<ul style="list-style-type: none"> ▶ Content: Hairstyling lecture and practice ▶ Details: Lecture on hair styling theory, self-hair styling practice
Pibu chok chok, Maeum tok tok (Talk Talk) (moist your skin, Open your heart)	<ul style="list-style-type: none"> ▶ Content: Skin care lecture and practice ▶ Details: Cleansing for basic care, basic makeup, self-facial massage, hand massage method
Foot 美 Up! (make your foot look good)	<ul style="list-style-type: none"> ▶ Content: Foot care lecture and practice ▶ Details: Lecture on foot care and foot massage theories, learn about the massage effects of the different parts of the foot and practice the method
Nail & Nail (tomorrow in Korean) Doctor	<ul style="list-style-type: none"> ▶ Content: Nail art lecture and practice ▶ Details: Lector on nail art theory, nail art practice such as sanding, using gloss blocks, basic care (cuticle, base coat), coloring, using dot swabs
Color & Coaching Story	<ul style="list-style-type: none"> ▶ Content: Personal color lecture and practice ▶ Details: Lecture on personal color theory, Find your personal color
Yeonjigoinji (traditional wedding makeup) in My Heart	<ul style="list-style-type: none"> ▶ Content: Makeup lecture and practice ▶ Details: Lecture on make-up theory, "Basic make-up-foundation-eyebrow-eyeshadow" makeup practice
Making Up My Heart!	<ul style="list-style-type: none"> ▶ Content: Group counseling on the subject of each session, such as my family, work and role, hardships, etc. ▶ Details: My family, work and role, relationships, beliefs and values, separation and death
Healing Camp for My Heart	<ul style="list-style-type: none"> ▶ Content: Camp to promote friendship of the participants ▶ Details: Five senses experience in the forest, group activities by team, special lectures on positive life
Welcome New Life	<ul style="list-style-type: none"> ▶ Content: Program completion ceremony and styling show ▶ Details: Program completion ceremony, participants wear a dress after styling themselves and run a styling show similar to beauty contests

3) Impact

■ Presented a new life to the participants

- Participating in the relief makeup program gave participants an opportunity to make external changes and the group counseling served as a chance to look back on themselves and change internally
- Participants in the program reported to have experienced reduced depression, improved self-esteem, and positive changes in personal relationships.

■ Energized the welfare center for the elderly with the appearance of the baby boomers

- Allowing the baby boomers to join the welfare center made a new breakthrough in the aging of the center's users, which has been pointed out as a problem in the welfare centers for elderly in Seoul.
- Some of the program participants also use other programs of the center in addition to the relief makeup program.

■ Applied a pleasant medium of 'beauty' to a heavy topic of depression

- Combining the negative image of "depression" with the positive image of "beauty" was effective for reducing the bad feeling and improving accessibility for the program participants.
- The relief beauty program seems to have increased the interest in the welfare center as well as in "beauty treatment" within the local community as there were inquiries from people wanting to participate even after the program ended.

4) Innovativeness

■ Combination of beauty treatment and group counseling

- In the past, when a beauty treatment program was conducted at the senior welfare center, a makeup-oriented program was conducted, but this project covers not only make up, but also nail art, skin massage, and foot care. Because of its characteristics, it can be evaluated to be innovative in terms of the method of incorporating group counseling for them.

■ Program for the baby boomers

- It also was evaluated as a project that has made a breakthrough on the aging issue of the elderly welfare center by targeting the baby boomers generation, not the elderly, who are known as the main users of the welfare center.

■ Encourage program participants to continue their activities

- In order to continue to provide valuable experiences and learning opportunities to participants in the first and second stages of the project, it can be seen as an innovative method for follow-up management in that it organized "supporters" to support activities.

3. Mapo-gu Support Center for Infants (2018, Dream, Short term)

1) Introduction

Based on the results of the Hope Bridge project in 2015, which allows early detection and intervention of infants and toddlers to reach a normal level of development, the project began with the intention that infant and toddlers' intervention should be made in the form of family-centered early intervention.

Through this project, an early intervention system was established for infants with developmental delays in the community, and an in-depth diagnosis test and customized treatment, counseling and education were conducted for infants with high risk groups with developmental delays.

2) Details

Project details	Activities (Implementation methods)
Building an early intervention system	<ul style="list-style-type: none"> ▶ Held a project presentation session and composed a project implementation team <ul style="list-style-type: none"> • Brought together the experts from the local childcare institutions and counseling psychotherapy institutions, etc. and organized a network to enact ordinances to establish a sustainable system for the local communities in Mapo-gu → Mapo-gu council members and activists recommended by the Department of Mapo-gu Infant and Toddler Welfare ▶ The developmental status investigated and the progress of customized service followed up by the working-level group (once a month) ▶ Preparation and conducted project briefing /evaluation sessions
A Survey on infant/toddler development	<ul style="list-style-type: none"> ▶ Held project presentation and enrolled childcare centers to participate through the Association of the Public, Private and Home Childcare Centers ▶ Enrolled families to participate in the infant and toddler development survey in Mapo-gu, conducted the survey and received the survey results ▶ Documented the Mapo-gu infant and toddler development survey report
Customized treatment, counseling, and educational support	<ul style="list-style-type: none"> ▶ In-depth diagnostic test ▶ Supported treatment for developmental delayed infants and toddlers ▶ Provided education and counseling to primary caregivers <ul style="list-style-type: none"> • Individual education and counseling to help the parents understand their children's development • Individual counseling for the caregivers

3) Impact

- Promoted the enactment of the Ordinance on the establishment of the infant development support system
 - Since 2015, the institution has been aware of the developmental delay in infants and toddlers and has been working to resolve it. In line with such efforts, the project contributed largely to improve the awareness of the developmental delayed infants and toddlers in the local community. These efforts led to the implementation of the enactment of the Ordinance on the establishment of the infant development support system in Mapo-gu, first of its kind in the country.
- Established a foundation for early intervention and development support system in the local communities
 - The initial purpose of the project was to achieve healthy growth of infants and toddlers with developmental delays according to their age-specific development stages but found that a support system for all the infants and toddlers in Mapo-gu was possible as while conducting the development survey, coaching the caregivers who participated in the survey to increase the accessibility as a general service.

4) Innovativeness

- Provided customized intervention with the cooperation of the specialized fields in the local community
 - Subject to all participating infant families: A systematic approach was taken to provide better accessibility of accurate information that can be continuously self-checked afterwards and to the use of necessary services.
 - Subject to developmental delay infants care : Professional customized treatment services for delayed development processes in infants can reach normal development levels faster and more effectively, as well as clear awareness of the child's developmental delay and necessary parenting skills.
- Emphasis on "early intervention" in infancy
 - Early intervention in infancy, emphasized in this project, increases the cost effectiveness as it is directly connected to reducing future social costs, and is significant in intervening at the appropriate timing of infancy. Above all, the customized family-centered structure included the main caregivers in the microsystem, which has the greatest influence on infants and toddlers from an ecological perspective, reinforced the primary safety net ensuring the healthy growth of infants and toddlers in the district.

4. Mental Health Korea (2019, Dream, Short term)

1) Introduction

The project aims to solve social problems through a consumer-led socially innovative movement by shifting the perspective of those who use mental health services to consumers, rather than patients. In detail, 100 adolescents of suicide survivors (those

suffering mental difficulties due to suicide of the family members or friends) were trained as 'peer specialists' to establish a system in which they can intervene early as peer supporters in the community.

2) Details

Project details	Activities (Implementation methods)
Development of the Active Peer Specialist training program	<ul style="list-style-type: none"> ▶ Laid the foundation for training Peer Specialists ▶ Utilized the experience in the pilot program (youth leadership program for suicide survivors)
Youth Peer Specialist Training	<ul style="list-style-type: none"> ▶ Select 50 people in the first half and 50 people in the second half ▶ Stage 1: Psychological support for youth (total of 10 sessions per person) ▶ Stage 2: Peer Specialist training (10 sessions for 10 weeks, 4 hours per session) ▶ Prepare/send the individual development survey results
Increase Peer Specialist Early Intervention Influence	<ul style="list-style-type: none"> ▶ Created contents for Youtube, SNS <ul style="list-style-type: none"> • Peer Specialists talking about their own mental health issues • Psychiatry/psychological counseling service reviews • Regarding the rights as mental health service consumers • Peer Specialists' experience in the treatment process ▶ Promoted the contents for distribution on Youtube and SNS <ul style="list-style-type: none"> • Facebook, Youtube ads • Peer Specialist themselves produced a documentary and broadcasted it via the New York Times and the BBC on the World Suicide Prevention Day and the World Mental Health Day.

3) Impact

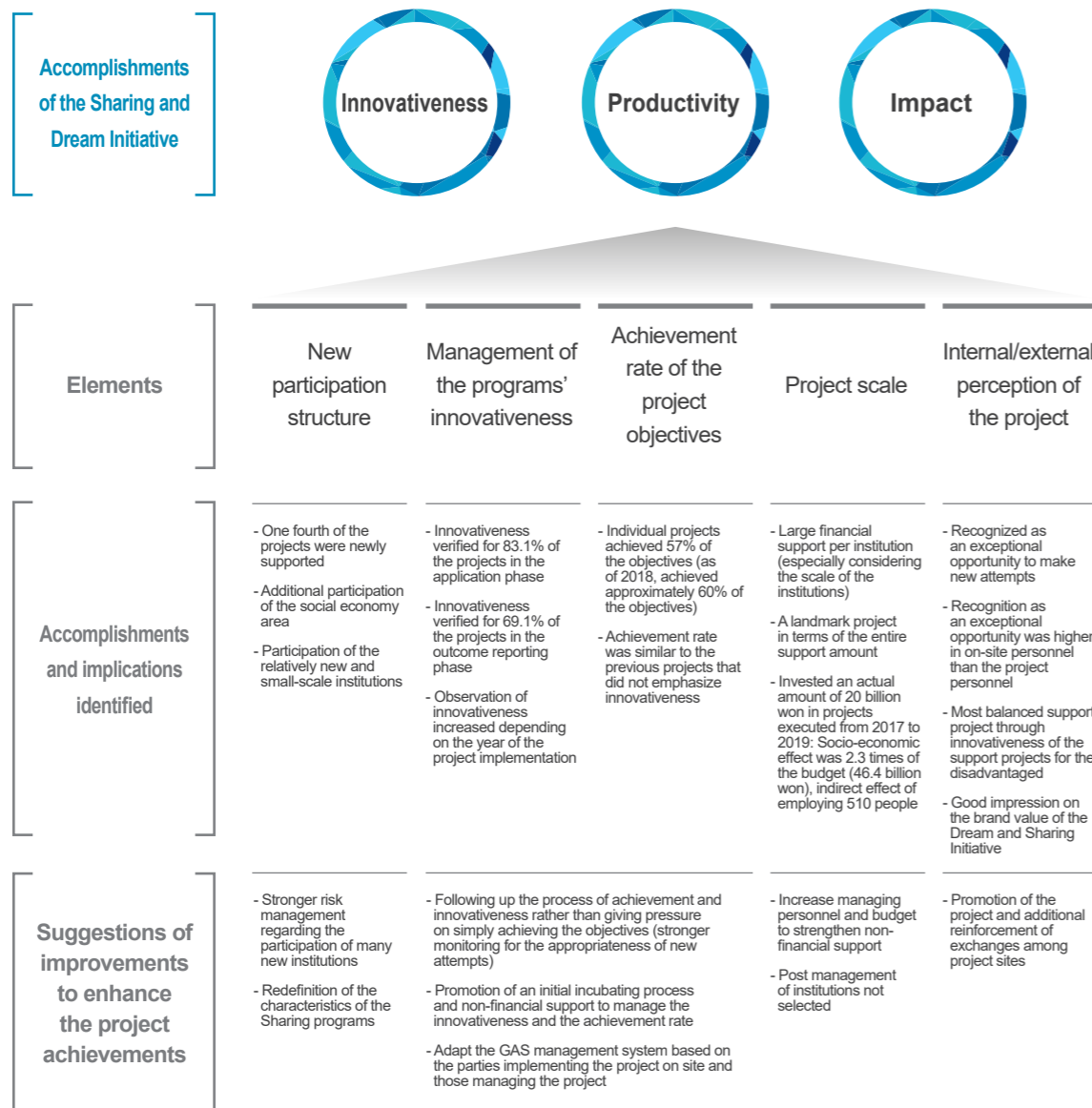
- **Reduction of depression and anxiety of the project participants**
 - Provides individual psychological support for 100 suicide survivors selected as Peer Specialists to reduce their depression and anxiety.
- **Secondary recipients appeared with the help of the trained Peer Specialists**
 - Participants selected as Peer Specialists can use the app launched by Mental Health Korea to start early intervention (early detection, providing connection to treatments, participation in the Peer Support group) activities.
- **Improved social prejudice and perception of mental illness in the community**
 - Possible to find out how much Peer Specialists contribute to resolving and improving social prejudice and perception of mental disorders by comparing the prejudice and perception of the families and friends around them.

4) Innovativeness

- **Innovative in the subjects of mental health intervention**
 - The innovativeness in the subject of intervention is outstanding in that Peer Specialists, who has experienced similar difficulties rather than expert-centered intervene through a digital platform. It begins with a shift in the idea that even those who have suffered mental health difficulties can become "a person who can help" rather than "a person who only receives help."
- **Emphasizing 'early prevention (early discovery, early intervention)' through Peer Support**
 - Based on the deep empathy and understanding from people who have experienced pain, and the overseas cases of forming a social support network with them, the focus is on early prevention of Peer Specialists. In Korea, this project is expected to serve as a foothold for a leap forward to an "advanced model" for mental health problems from the current 'treatment model.'

Conclusion

The following figure is an overview of the analyses and recommendations for the performance of the Sharing and Dream project based on the performance analysis framework of this study.



The Sharing and Dream project were found to encourage new attempts and extensively include new entities in the projects. The implementing institutions were highly aware of the innovativeness and excellence of the Sharing and Dreaming Initiatives. The Sharing and Dream project showed a similar degree of achievement to the other CCK project, and the maintenance of innovativeness was also relatively high. Compared with other projects, the Initiative was well balanced and had high social influence. The large-scale investment of resources in the Sharing and Dream project had a significant impact although it is launched very recently.

In particular, the Sharing and Dream project was recognized to be different from other projects in terms of the size of the supporting amount, type of the performing institutions, and the diversity of the projects and the recipients. While the existing projects provided limited financial support for a short-term, the Sharing and Dream project is attracting attention of the non-profit sector for the long-term support and the financial support of up to 500 million won (454K USD). In addition, it is also evaluated as innovative for not restricting the type of institution and actively embraces new project methods and targets, unlike the other projects that focused on social welfare corporations and institutions. Such difference makes the brand value of the Sharing and Dream project higher.

Furthermore, the Sharing and Dream Project is serving as an entry point for non-profit organizations to receive systematic support for the first time. Three out of ten non-profit organizations received CCK support for the first time through the Sharing and Dream Project. It made a positive contribution to the non-profit ecosystem for providing opportunities to new small-scale non-profit institutions to receive substantial financial and non-financial support from CCK. The Sharing and Dream Project is expected to have a positive impact on the expansion of the non-profit sector by serving as a pathway for new non-profit institutions and their growth.

Meanwhile, some tasks were identified in several aspects. Major tasks include reinforcing non-financial support to strengthen the competency of the implementing institution, reinforcing the evaluation of the performance and innovativeness, spreading and promoting the achievements and strengthening the network of the performing institutions, reinforcing project management personnel, and promoting understanding among project-related entities.

The Sharing and Dream Project is a new project that entered just into the third year of implementation, but the attention has been growing. This means that it is a very influential and meaningful attempt. The process so far has also shown not a few accomplishments. The project is expected to be the cornerstone for the relevant ecosystem while maintaining its key keyword of innovativeness.

Appendix.

More Stories about Sharing and Dream

01

Health Management Innovation System for the Elderly using Wearables-Smart health monitoring, 'Golden Circle (advanced type)'



A case management system customized for the elderly to improve the abilities to self-manage their health by enabling the self-monitoring of the health information data accumulated automatically through the wearable health bracelets and smart apps.

02

Virtual Reality therapy for disconnected youths on drug addiction prevention



Program possible to reduce youth drug problems and social costs by providing individual counseling and group programs through virtual reality treatment program for high-risk youths using drugs and by providing psychotherapy applying the both aspiration and aversion therapies.

03

'Supporting housing expense in advance' project that provides housing expenses for a certain period of time to the homeless who want to become economically self-reliant (as a magazine salesperson).



It is a self-reliance supporting program for the settlement of the underprivileged (in housing) in welfare blind spots by supporting housing expenses (for a certain period for temporary housing costs & rental fee for rental houses) based on the potential of the homeless (as a magazine salesperson).

04

Project for building and supporting the platform for manufacturing customized aiding devices for the disabled, using 3D printers and new materials



A project that is supported by the help of the local aiding device centers regardless of the living area or costs for the disabled who needs customized aiding devices by developing a platform to share information regarding devices manufactured using 3D printers and new materials.

05

Providing education to use the waste plastic reprocessing system for the resource recirculation in the local communities: Precious Plastic Seoul



The 'Precious Plastic Seoul' center, where waste plastic is crushed and melted in a machine and made into new products, is operated to conduct reward programs for waste plastic donors and environmental education for children and youth, disclosing the entire process through online platforms and to expand waste plastic utilization sites throughout the country.



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