

2023



IMPACT GROUND

Impact Report



Publisher’s note

In society, there exist both large and small problems. Some problems are widely recognized by everyone, and prompt solutions are readily available, leading to visible changes. However, there are also issues with complex interrelations where solutions aren’t readily apparent, or they are so immense that it’s unclear where to begin addressing them. Problems, of those who are difficult to raise voice socially, can deeply affect lives, sometimes escalating into larger issues. The more complex the problem, the harder it becomes to find solutions due to various barriers.

There are individuals who undertake not easily approachable tasks that are intricate, with results not immediately evident, enduring mental anguish rather than financial gains. There are those who passionately grapple with tangled social issues, tirelessly gathering people and resources, engaging with the world day and night. They embrace the immense societal problems and the pains of minorities, intertwining them with their own lives and realities. Astonishingly, it’s not just one or two individuals but a group of people who join hands and work together. Brian Impact calls them innovative organizations and supports them. The Foundation’s Impact Ground project dreams of completely resolving various social issues within the reach of these organizations. Therefore, we bet heavily on innovative organizations that dream of resolving social issues slowly but surely by solutions discovered through time and circumstances. We wanted to properly examine the significant and minor achievements generated by these solutions and share them with our society. The measurement of impact in the Impact Ground project began with this mindset.

There are limitations to our language and words. We understand how many aspects of the innovations and changes brought about by the challenges of innovative organizations cannot be contained within this vessel called language. However, through efforts to document, organize, and visualize, we hope that the challenges and accomplishments of innovative organizations become more widely known. We publish this report with the expectation of evolving impact measurement to capture and reveal the achievements of innovative organizations more delicately. Thus, we hope for the emergence of numerous supporters willingly betting on the dreams of these organizations, and for the resolution of the problems faced by these organizations to be expedited.

Chairperson of the Board
Jeong-ho Kim



The home of innovative organizations, Impact Ground

Impact Ground was started to create a foundation in which innovators and organizations, working to create a better world, can take root in a healthy manner. We support a sustainable social impact ecosystem by supporting innovative organizations that fundamentally solve social problems.

Impact Ground’s audacious charity attempt, Big Bet Philanthropy

Impact Ground aims for ‘Big Bet Philanthropy(adacious charity)’. We agree with the concept of Big Bet Philanthropy, “the solution must work at a scale large enough to solve the social problem.”

In particular, Impact Ground provides trust-based donation support for the growth and sustainability of organizations that seek to solve social problems. Rather than limiting the use of donations to specific businesses or projects, we support their flexible use for items that can fundamentally work out solve social problems.

Defining the concept of “Big Bet Philanthropy”

Philanthropic commitments of \$10 million or more to an organization or a defined Initiative to solve a specific social problem.(philanthropic commitments of \$10 million or more to an organization or a defined Initiative)

Size of Donation	The amount low enough to secure major donations but high enough to promote significant change in small initiatives or in the field with a small organization size to solve social problems.
Subject of Donation	Individual or Foundation
Intensive support for multiple years	Multiple years: in general, over a period of 3 to 10 years

Note) Foster, William et al., (2016), “Making Big Bets for Social Change”, Stanford Social Innovation Review, Winter.

BIG BET PHILANTHROPY

Organizations Participating in Impact Ground

Organizations participating in Impact Ground meet two major requirements. First, an organization with successful experience using innovative frameworks to create social value or support the underprivileged. Second, a reliable organization that can operate large-scale support soundly based on a healthy organizational system and leadership. We select non-profit organizations that can be modeled and spread through Big Bet investment as partners of Impact Ground, and they are called innovative organizations.

Pic1 Factors for Selecting Impact Ground's Innovation Organizations

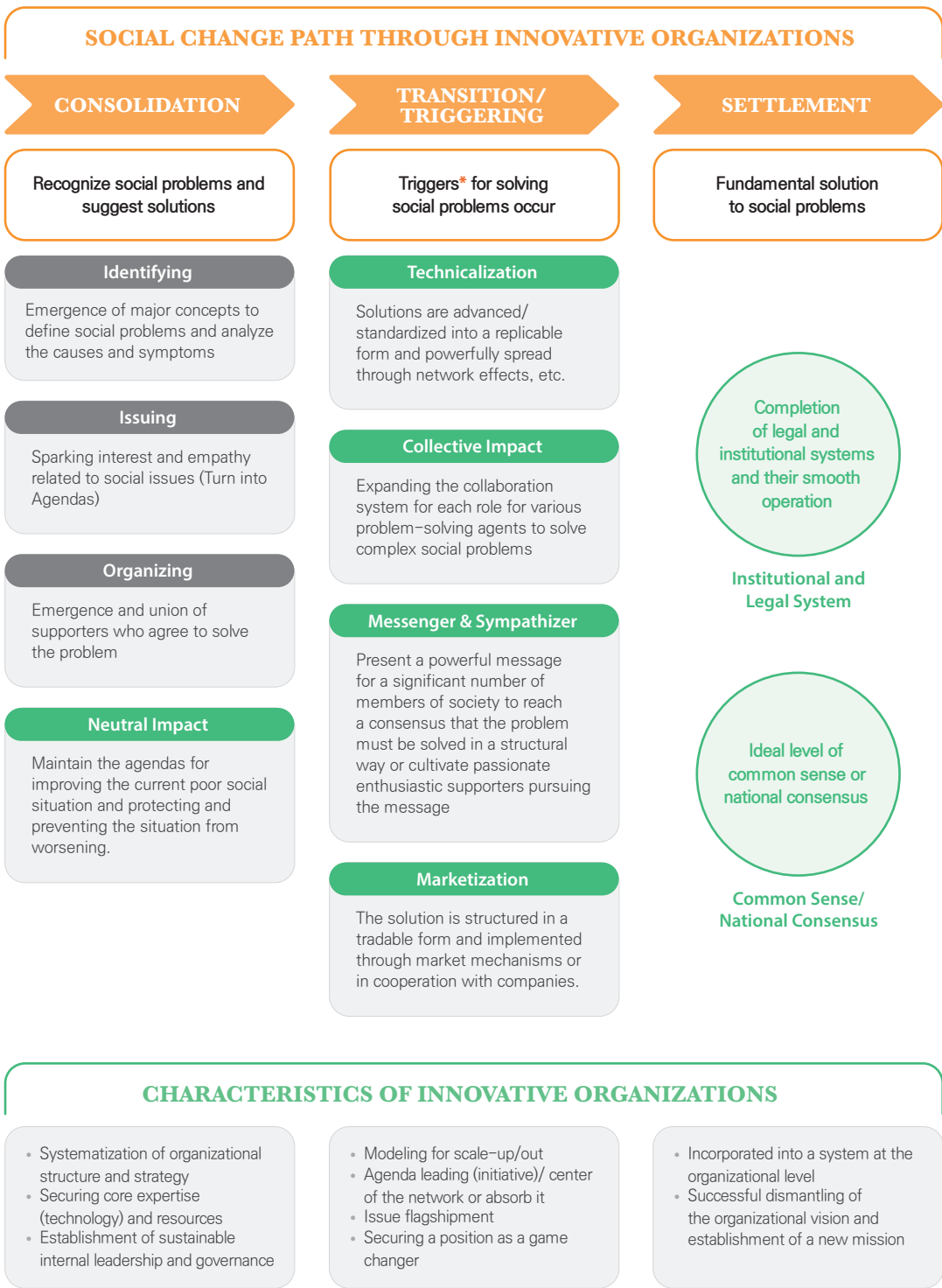


Social Change Path of Impact Ground

Impact Ground's ultimate goal is to fundamentally solve social problems. We broadly divide the process of fundamentally solving social problems (social change path) through innovative organizations creating a better world into three stages. The first stage is a consolidation of the agenda, in which social problems are recognized and specific solutions are presented throughout the organization. The second stage is a transition to the phase in which a very effective method to solve social problems is created, and the solution spreads fast. The third stage is the fundamental settlement of the problem, in which the laws and systems emerge, or a national consensus is reached, passing through the second stage to prevent the social problem from occurring further.

Among these, Impact Ground focuses on organizations in the Transition stage, approaching social problems by finding very effective and original solutions. We are willing to provide sufficient resources and opportunities for organizations that will solve social problems with their unique, proven solutions with momentum and extendability, beyond just establishing and maintaining an organization, to make their full attempt to change.

Pic 2 Social Change Path and Catalysts for Solving Social Problems of Impact Ground



* Trigger Solutions or change mechanisms with momentum and expendability powerful enough to resolve social problems overwhelmingly.

Stage 1 Consolidation of Agenda: Recognizing Social Problems and Suggesting Solutions.

In this stage, certain issues among various social phenomena are recognized and defined as social structural problems, and the reality of the problems is made visible. Then, the agents who solve these problems gain their presence in an organized form and present the direction and main strategies for problem solving.

- **Identifying Problem**

Major concepts to define the social problems and analyze the causes and symptoms appear.

- **Issuing & Realization**

As the social problem starts to gain interest and support, the issue becomes a social agenda.

- **Organizing**

An organizational system is created to solve the relevant social problem. An organization solving specific problems is established, or existing individuals and organizations with the same mission gathers to unite and collaborate.

As previously mentioned, Impact Ground primarily focuses on the innovative organizations in the Transition stage where an organization discovers a method to rapidly spread unique solutions to solve social problems. However, for an organization to achieve practical results in solving social problems, it must go through a tedious and difficult process. In particular, if the social interest in the issue is extremely low and the condition is inadequate, significant changes and results are rarely seen. Nevertheless, it is also very important to take the best defensive measures to prevent the situation from getting worse and not give up on solving the problem to bring social change. Therefore, we define the organizational actions that carry out social movements to keep the situation from worsening and prepare the last bastion to prevent social problem from being eaten up by public indifference, even though it did not reach the Transition stage, as Neutral Impact, and they are worth to gain receiving our attention as our innovative organizations.

- **Neutral Impact**

Even if the methods cannot immediately apply to improve social problems, it must prevent the situation of social problems from worsening. One of the important functions of a non-profit organization is to prevent negative impact from additionally occurring in a situation in which it is tough to create positive impact. Neutral Impact become clearly evident in cases where

there is only one organization working on a social problem, even though the damages from the problem is apparent, and the existence and continuation of the organization is absolutely essential.

In the Consolidation stage, innovative organizations form organizations to solve the problem and specify their missions and visions. They also secure the core capabilities to solve problems, namely expertise, technology, and necessary resources. Then, they put a lot of effort into establishing sustainable leadership and governance. Through these steps, innovative organizations increase the effectiveness of solutions to a proven level, establish a foundation for stable operation, and grow into a sustainable scale. In this stage, social problems are resolved proportionally and gradually along with the pace of growth of the organization's size.

Stage 2 Transition in Problem-Solving: Emergence of Social Problem Solving Trigger

This is a stage significantly different from the previous one, the gradual changing process, as solutions with excellent replicability and fast resolution rate, enough to overwhelm the social problems, appear. Impact Ground defines the solution or measure of social change with such momentum and extendability as a trigger for solving social problems. Just as even a very heavy object can be easily lifted with a strong and long lever, catalysts trigger that can increase their influence exponentially serve as a lever for solving social problems. Catalysts Triggers that solve social problems appear in several forms:

- **Technicalization of Solutions**

Solution, a method to solve social problems, is not only verified as effective, but also become standardized and advanced in a form that is easily applied and replicated in other organizations and regions. This is also called modeling. Also, it includes an offline solution to be as or more effective online through technological implementation and network effects to spread without any physical limitations.

- **Establishing the Structure of Collective Impact**

In the process of solving social problems, a cooperative structure is acquired with organizations in various sectors. It does not mean simply earning agreement, support, or sponsorship for the need to solve social problems. It is to build cooperation between agents, such as governments, businesses, and innovation organizations, to decide their specific roles and scope of responsibility and collaborate to ensure that these functions are connected well to each other in order to solve the same problem.

- **Securing Iconic and Influential Messengers or Passionate Supporters**
It refers to having a strong and popular message or messenger that causes a significant number of members of society to recognize the problem and reach a consensus that it the problem shall be solved in a structured way. Then, people who actively respond to these messages and voluntarily publicize and practice the cause of solving social problems, that is, passionate supporters, appear at an exponential rate. Innovative organizations establish and maintain strong community relationships with them, helping them fundamentally solve social problems and achieve organizational goals.
- **Utilization of Market Principles or Entering Partnership with the Market**
Stimulating the pursuit of individual interests or utilizing market principles can attain better results in solving social problems rather than just appealing to social justice or altruism. It is to devise a measure to operate on market principles rather than relying on the traditional way – philanthropy, donations, and sponsorships while producing social benefits.

In the Transition stage, solutions for social problems are spread and replicated at a speed and scale incomparable to an organization’s growth. Innovative organizations take a leading role in gathering society’s interest and resources on the relevant agenda rather than increasing the size of the organization itself. To achieve this, the innovative organizations actively share their solutions with other organizations, governments, and markets to benchmark them.

Stage 3 Settlement : Fundamental Solution to Social Problems

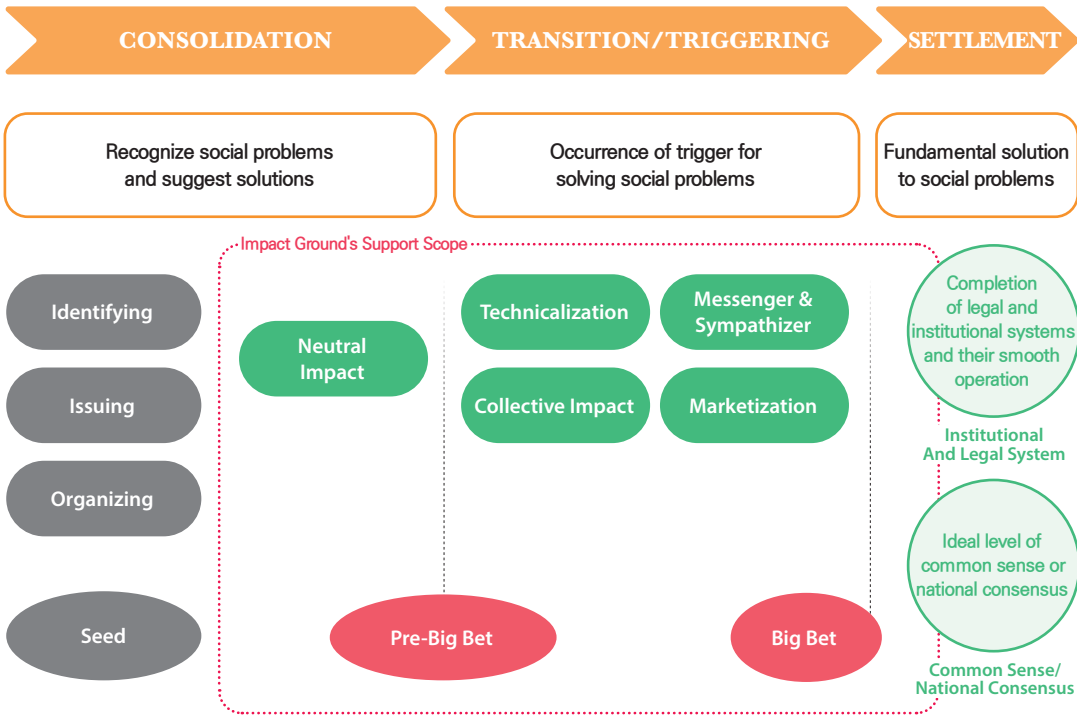
In this stage, social problems are fundamentally resolved. It refers to a situation in which an institutional system is established to prevent such social problems from further occurring, and a national consensus has been reached to the extent that such problems will no longer be tolerated within the society.

- **Completion of Legal and Institutional Systems and Their Smooth Operation**
In this state, the laws and systems that can fundamentally block the root cause of problems have been enacted to prevent further social problems from occurring, and checks, surveillance, and regulations based on them are functioning well. Even if the problem occasionally occurs again, the parties involved can receive sufficient relief and protection based on laws and systems.

- **Ideal Level of Common Sense or National Consensus**
The state in which the relevant social problem ‘does not occur’ has become common sense. It means that hate, discrimination, and stigmatization against certain members of society are no longer permitted as a matter of common sense and that members of society do not tolerate problematic situations from occurring.

Innovative organizations that have completed their missions in such ways are incorporated into the organization that implements institutionalized solutions or establish new missions against other social challenges.

Pic3 Social Change Path and Scope of Support of Impact Ground



Social Change Cases that Impact Ground Focuses On

Impact Ground defines an innovative organization as an organization that has proven solutions to social problems, has solid organizational capabilities, and has created trigger for solving a social problem or is about to bring up such triggers. An organization that works at the forefront of social problems to prevent them from intensifying can also be defined as an innovative

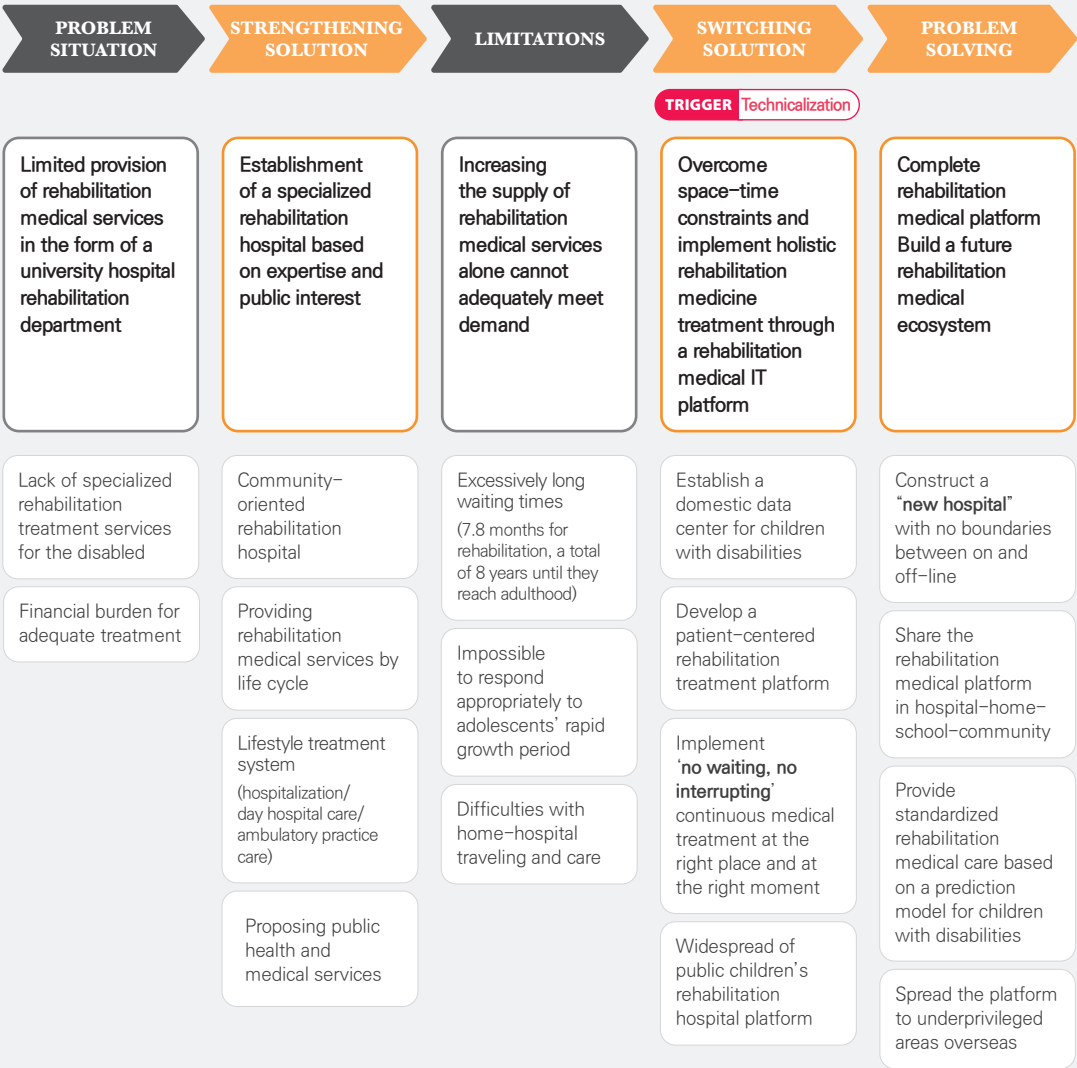
Technicalization of Solutions
Seoul Rehabilitation Hospital

Pediatric rehabilitation has been shunned by private hospitals due to its low profitability and difficulty, and even regional rehabilitation hospitals, which are public medical institutions, focus more on adults. As a result, the number of medical institutions where disabled children can receive rehabilitation treatment takes up only 0.5% of the total, while the actual demand for rehabilitation treatment is much larger than the number of disabled children due to children on the borderline who have not yet registered as disabled or have not been diagnosed with disability also require rehabilitation treatment. In turn, children and teenagers with disabilities must endure very long waiting times to receive hospital treatment. According to our own research, it takes 7.8 months on average to receive rehabilitation treatment, and the total time spent waiting for treatment until they reach adulthood is no less than 8 years. In particular, this causes a vicious cycle in which the effectiveness of rehabilitation is halved due to the lack of appropriate medical intervention during adolescence when physical conditions change rapidly.



organization. Impact Ground seeks to provide sufficient support to ensure that the trigger for solving social problems operates effectively and to strengthen innovative organizations that create Neutral Impact. Among the innovative organizations participating in Impact Ground, cases in which trigger that significantly impact society and fundamentally solve social problems are discovered and implemented will be introduced.

Pic4 Social Change Path of Seoul Rehabilitation Hospital



There are physical and financial limits to increasing the supply of medical staff and related services, such as doctors, nurses, and rehabilitation therapists, infinitely to meet the high demand for disability rehabilitation treatment. In order to overcome such limitations, Seoul Rehabilitation Hospital is preparing **a groundbreaking transformation of the rehabilitation medical system based on IT technology** so that rehabilitation treatment can be carried out on a regular basis in all places where patients are beyond the physical space of the hospital.

The development of a rehabilitation medical platform based on IT technology has three goals. First, establish a data-centered medical infrastructure. Second, implement holistic medical services that are patient-centered rather than medical institution-centered. Third, pursue openness that can be used by all children and adolescents with disabilities. The rehabilitation medical platform developed with these orientations aims to innovate the rehabilitation medical service system so that ‘anyone’ can receive necessary rehabilitation medical service ‘whenever’ and ‘wherever’ they need, overcoming the temporal, spatial, and cost limitations through IT technology.

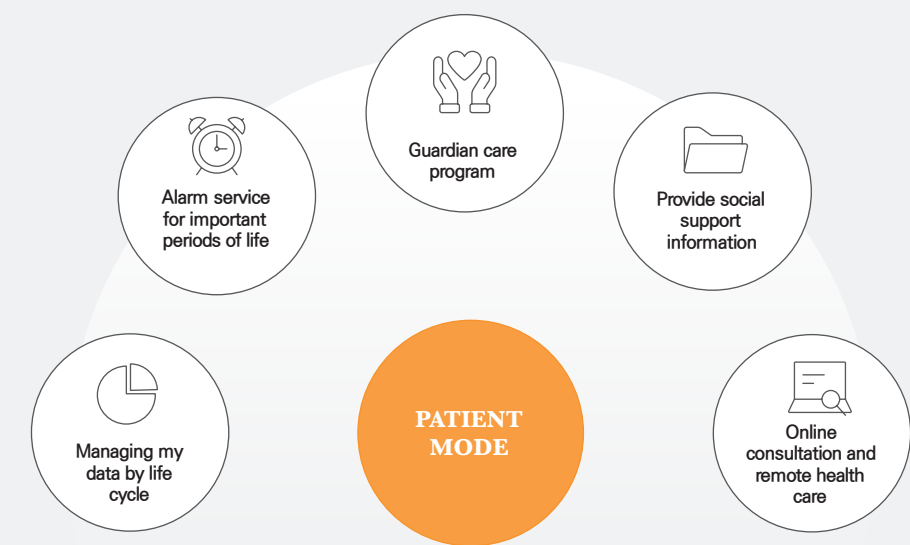
Provide Optimized Rehabilitation Medical Service through the Digitization of Medical Information

- Digitize the health information and medical records of disabled children accumulated over the past 24 years to establish unique life cycle data of Korea’s disabled children and adolescents.
- Based on this, patient-centered data research is conducted with the aim of finding the most significant factors in predicting the health of children with disabilities through measurement, integration, and analysis of patient health information.
- Predict risk factors according to the life cycle of disabled children and provide optimized rehabilitation medical care tailored to the child’s situation.
- Create a foundation for data-driven medical care and install AI technology on it to build predictive medicine, personalized medicine, preventive medicine, and participatory medicine systems for children with disabilities.

Develop a Patient-Centered Rehabilitation Treatment Platform

- In medical institution-centered rehabilitation medical services, patients can only receive professional instruction and information during a treatment, and due to scarcity of medical service, disabled patients need to spend an extensive time waiting for the next treatment.
- Disabled children and their families often receive necessary advice and information from non-experts, such as acquaintances or patient associations, rather than from experts, due to the lack of access to professional rehabilitation information.
- Through online platform services, patients, families, and related organizations build a continuous connection system with experts. Also, by providing consultation, short-term rehabilitation, or intensive rehabilitation to patients in person at the hospital during critical times, it is possible to achieve existing rehabilitation systems to undergo transition from disconnection and lingering waits to a constant and continuous management of health care service.

Pic.5 Main Function of Rehabilitation Medical Platform (ver.1.0_PATIENT MODE)



Open a platform for use by all rehabilitation hospitals and disabled children and adolescents across the country

- After developing the rehabilitation medical platform Patient Mode, Seoul Rehabilitation Hospital plans to use it internally then after modification and adjustment, it will be shared to 13 public children’s rehabilitation hospitals for disabled children and adolescents in various regions across the country.
- The goal is to make the rehabilitation medical platform a universal service that can be used not only by patients at Seoul Rehabilitation Hospital but also by all disabled children and adolescents across the country.

Seoul Rehabilitation Hospital hopes that it can be a comprehensive rehabilitation platform in which all interested parties surrounding disabled children can be connected beyond the relationship between the hospital and disabled children. The ultimate end of the evolution of the rehabilitation medical platform is to implement a ‘society where the whole village cooperates to raise a child’ through a single platform, in which everything – home, hospital, school, and community – is organically connected and everyone – disabled people, their families, rehabilitation experts, special teachers, and practitioners from the community – communicate with each other. The rehabilitation medical platform is an important driving force in achieving medical innovation toward the paradigm of future medical care by changing the existing rehabilitation medical treatment, which treats patients only in a hospital environment, isolated from the field of life, into rehabilitation connected to patients’ real lives.

Building a Collective Impact System
Wonjin Institute of Occupational and
Environmental Health (WIOEH)

Limitation to solve fundamental problems still exists due to structural conflict of keeping checks and balance between interested parties as currently the interested parties are simply divided into two, problem causing and solving parties. In particular, when trying to solve a complex and difficult problem, the final impact of the solution may be dispersed as each organization presents a disconnected and individual solution. Therefore, it is difficult to achieve the ultimate mission (purpose) with single-acting individual impacts, and a collective impact approach must be taken where various interested parties can come together and collect their respective impacts to reach the final goal. Collective impact refers to the way multiple interested parties set common problems and create synergy together to solve them.

The Wonjin Institute of Occupational and Environmental Health (WIOEH) takes a collective impact approach to solve Korea’s chemical safety problems. It recognizes that safety issues cannot be resolved by a state alone in modern society and seeks to establish risk governance against risks caused by chemical substances. In particular, it pursues a practical alternative for the process of “diagnosing problems based on data > deriving meta-problems and preparing alternatives through stakeholder participation > policy implementation and improvement through evaluation” to be smoothly carried out in an iterative manner so that the chemical safety governance does not end up in a formality.

To this end, WIOEH decided to create an IT convergence governance tool in which all interested parties in the field of <Safety Control of Consumer Chemical Products> can participate together. The government has also attempted to build an IT tool for chemical control, but the main function of the method developed by the state is to monitor companies. Thus, it has not been used effectively due to a mismatch between the needs of the field and development design.

To create a collective impact for chemical safety control, it must be designed in a way that two elements work for all participants. First, the roles and functions of each interested party within governance will be specified, and second, there will be clear benefits that each interested party can obtain through governance. WIOEH aims to establish IT convergence governance as follows.

Pic.6 Social Change Path of Wonjin Institute of Occupational and Environmental Health (WIOEH)



Chemical Research Institutes, including WIOEH

- Role and function: Chemical research institutes both domestic and international, including WIOEH, provide information related to chemical substances, which becomes the basis of the IT system.
- Benefits from governance participation: Data on chemical substances used and generated in Korea's chemical industry can be automatically collected and analyzed. Experience in investigating all ingredients and determining hazardous substances will be accumulated and can be used as basic data for the next research.

Chemical-using Manufacturing Companies

- Role and function: Request a full ingredient survey and disclose information to verify the chemical substances included in the manufacturing process and product. Ingredient investigation results are returned as feedback and reflected in the production process.
- Benefits from governance participation: Not only large corporations but also small and medium-sized enterprises and micro-enterprises can evaluate the chemical safety of products without the burden of cost and manpower. If the product's safety is proven excellent, the evaluation details can be used to promote the product to consumers and the government.

Central and Local Governments

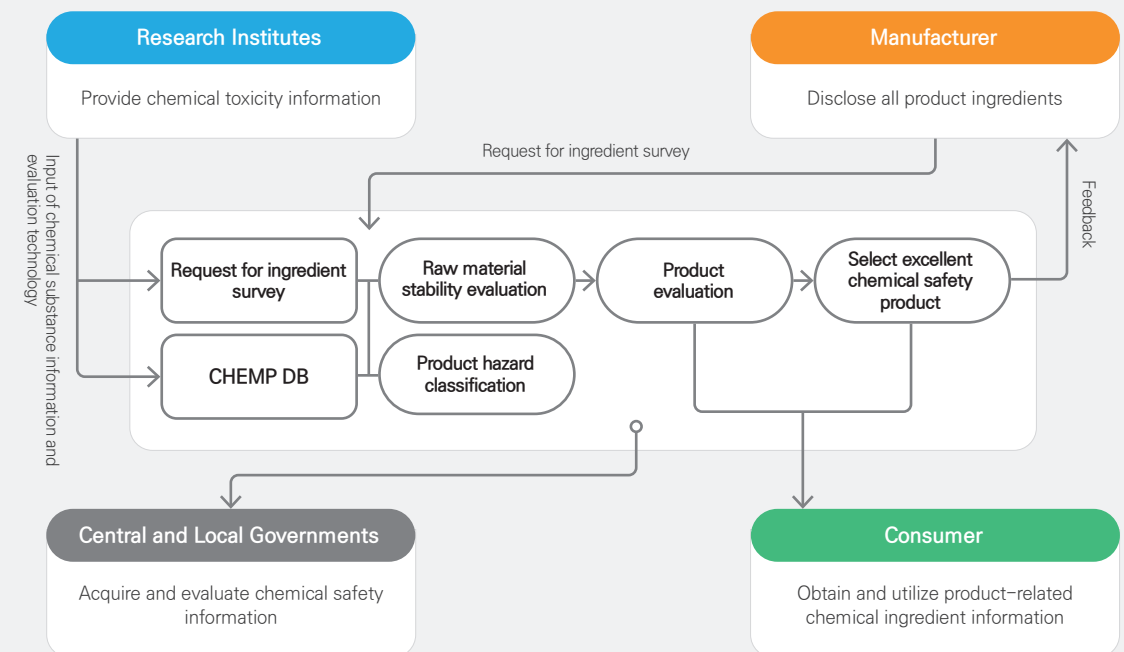
- Role and function: Actively use test results through the chemical management IT platform. Participate in the development process to ensure consistency of chemical control items under government policy and survey items within the platform.
- Benefits from governance participation: Local chemical risk information can be easily obtained by government officials. Reduce costs for chemical control and supervision by securing a minimum budget and manpower and operating an efficient management system.

Consumers and Citizens

- Role and function: Pursue responsible purchase and consumption of chemical-safe goods by actively utilizing publicly available chemical products and company information. Actively respond to hazardous products as consumers.

- Benefits from participating in governance: Obtain objective and independent information related to products and companies that are excellent in terms of chemical safety.

Pic.7 Public interest IT tools and governance structure for consumer chemical product safety control

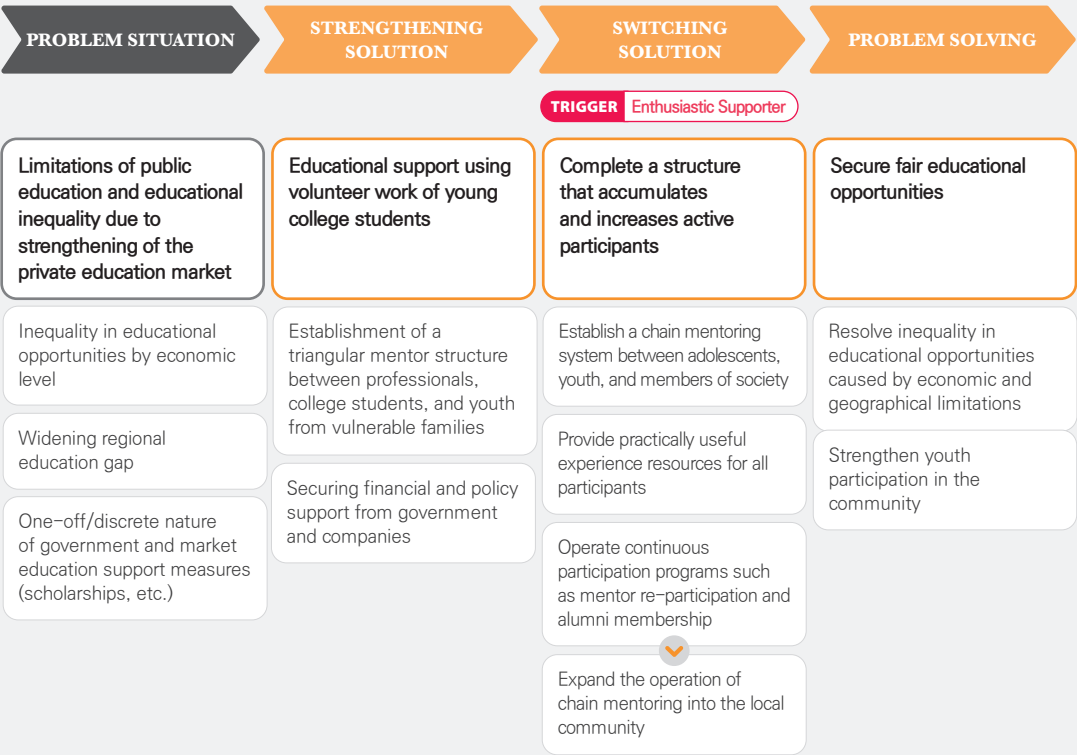


Starting with the realization of IT convergence governance in the safety control of consumer chemical products, it plans to establish governance based on similar principles in the field of industrial health and chemical accident area preparation systems in the future. Through this, it aims to realize democratic governance to protect the safety and health of the public in the industrial sector and local communities.

Iconic and Influential Messenger
or Enthusiastic Supporters Messenger & Sympathizer
JUMP

One of the strategies for an innovative organization to rapidly spread the solution for social problems is to secure strong incentives that enable many people to agree with and engage in its mission. It is to have a strong and popular message or messenger that causes a significant number of members of society to recognize the problem and reach a consensus that it must be addressed in a structured way. Also, there is a way for people who actively respond to these messages and voluntarily publicize and practice the cause of solving social problems, that is, enthusiastic supporters, to appear at an exponential rate. Innovative organizations establish and maintain strong community relationships with enthusiastic supporters, helping them fundamentally solve social problems and achieve organizational goals. JUMP actively utilizes these principles and transforms young college students who participate as volunteers, youth who benefit from its educational services, and social mentors who provide mentoring services to them into enthusiastic supporters to resolve the problem of educational inequality.

Pic.8 Social Change Path of JUMP



JUMP implemented triangular mentoring structure of connection among ‘youth – student volunteers – adult mentor’, which is beyond the frame of beneficiaries and provider of educational services. The strength of the triangular structure is as follows. If the volunteer activity is limited to helping young people through their own efforts, volunteer participants may feel rewarded at first, but the motivation behind it can be exhausted quickly. In order to solve this problem, JUMP introduced an adult mentoring service for youth and college student volunteers. Mentoring is conducted on a wide range of topics, from employment counseling on jobs and duties to advice and counseling as a senior in life who has already gone through their 20s. Through this kind of mentoring, young volunteers can receive practical help in their careers and lives.

Characteristics of JUMP’s Triangular Mentoring

- Intergenerational cooperation: Consists of children and adolescents (10s) – youth and college students (20s – 30s) – adult participants (40s)
- Structure to generate voluntary participation motivation: Not only does each participant invest time and effort, but they also receive practical advice and support from mentors and colleagues, creating motivation to continue the activity.
- Virtuous cycle of re-participation: After a steady participation process, student graduates (alumni) re-participate as college student volunteers (scholarship volunteers), and college volunteers re-participate as adult mentors.

JUMP provides educational volunteering, which is designed to enable participants to participate continuously by connecting adolescents with youths and college students, as well as youths and college students with adult mentors. Mentoring is structured to suit the needs of youth and college students and is comprised of one-on-one, small group, and group mentoring, depending on the matching method and size. JUMP youth and college students receive one-on-one mentoring with 1–2 mentors during the participation and can experience 10–16 small group mentoring sessions and 2–3 group mentoring sessions per year. Adult mentors become members with the authority to participate in JUMP’s board of directors. They can meet fellow mentors and alumni in various fields through annual events to confirm the virtuous cycle of sharing and learning and gain driving force and support for activities. They can meet

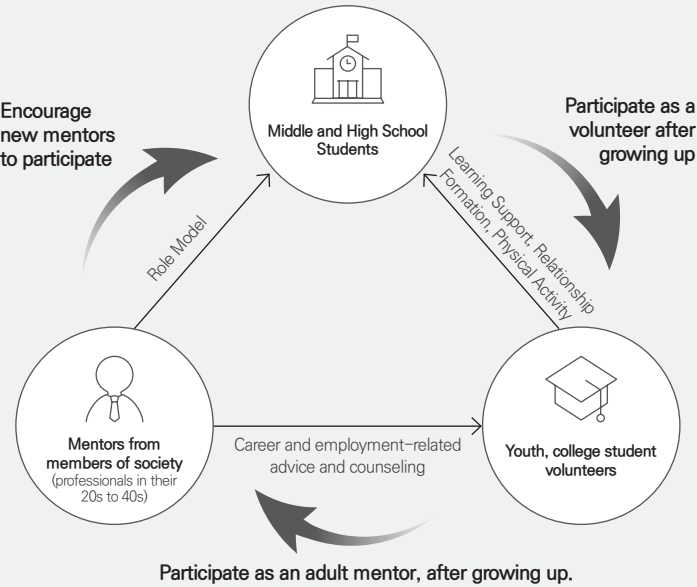
fellow mentors with diverse perspectives, help each other to grow, and experience positive interactions such as sharing ideas, opportunities, and personal networks.

It becomes the driving force behind actively encouraging other youths to participate as volunteers and other colleagues as adult mentors.

JUMP’s Chain Mentoring Strengthening Program that Creates Enthusiastic Supporters

- Alumni community: Provide customized support for youth and college students (lectures for language skills and certification, interest-free loans for emergency living expenses for youth), sharing information on various supports/benefits, providing opportunities to participate in cultural and arts events
- Youth and college students – Adult mentors: One-on-one mentoring/ small group mentoring/group mentoring
- Operate mentoring platform Jump[ro].pro: A ‘membership space’ for broad exchange between adult mentors and youth and college student mentees

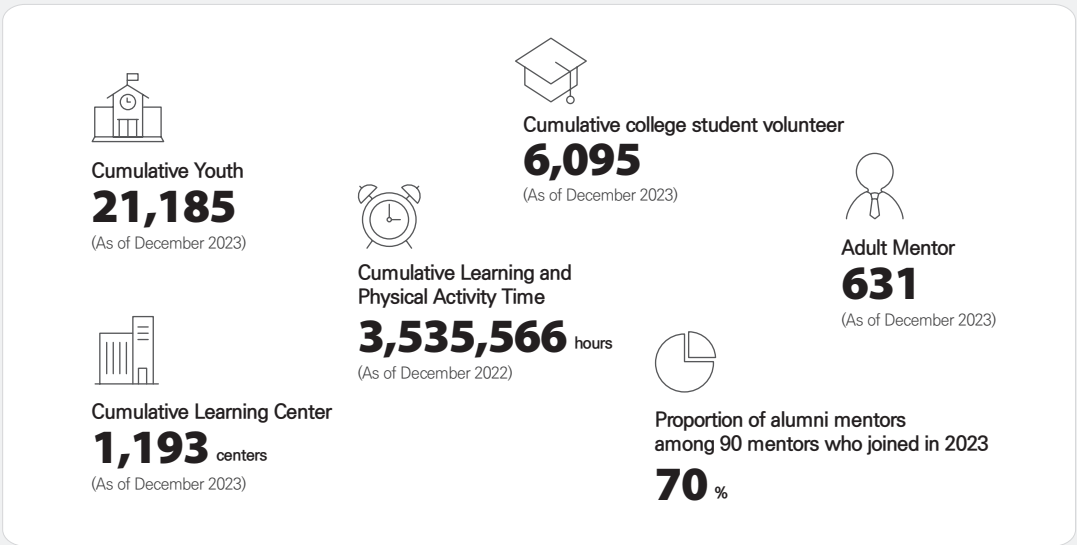
Pic.9 Chain Mentoring of JUMP and Its Chain-growth Model



- Provide continuous community activities: Share activity experiences at new volunteer orientation and mentoring events, participate in small group activities such as book club contests, and attempt employment and entrepreneurship through career mentoring.
- Network between adult mentors: Obtain JUMP member status, share experiences among social mentors, discover mentors from executives and employees of companies participating in the program

Through the participation of these enthusiastic supporters, JUMP is creating a huge ripple effect with only a small staff of about 30 people. Over time, it is expected to create a multiplier effect through enthusiastic supporters who attract more citizen participation.

Pic.10 JUMP’s Enthusiastic Supporters and Educational Achievements



JUMP is developing an expansion strategy that can simultaneously solve the problem of educational inequality and the decline of the youth population in areas outside the metropolitan area. It started a project to bridge the educational gap between regions and revitalize them by sending youth to regions without young people. They are laying the foundation for staying in the region by accumulating work experience at companies in various fields connected to the region, learning about the local community by carrying out various community activities required by the teenagers or the community, and becoming agents of change.

Neutral Impact
LGBTIQ Youth Support Center DDing Dong

Many teenagers are intensely concerned about and exploring the most authentic version of themselves, including sexual identity, but in Korean society, sexual minority youth are like ‘non-existent beings’. In an education that teaches discrimination and hatred rather than embracing sexual minorities, they are experiencing cognitive and emotional isolation as if they are alone and social isolation, with a fear that their family, friends, and loved ones will leave once they find out their sexual identity.

There are virtually no protective policies for sexual minority youth. Among youth support organizations (Youth Counseling and Welfare Center, Out-of-school Youth Support Center Kkum Dream, Youth Shelter, Youth Independence Support Center, etc.), not even one organization has conducted education related to sexual minorities for youth in the past five years, and not a single related study has been conducted for 10 years. Of the number of counseling sessions conducted at 238 youth counseling and welfare centers across the country over the past five years, the average number of counseling sessions conducted related to sexual minorities a year accounted for only 0.05%, which was approximately six times lower than the number of counseling sessions conducted by DDing Dong in a year.

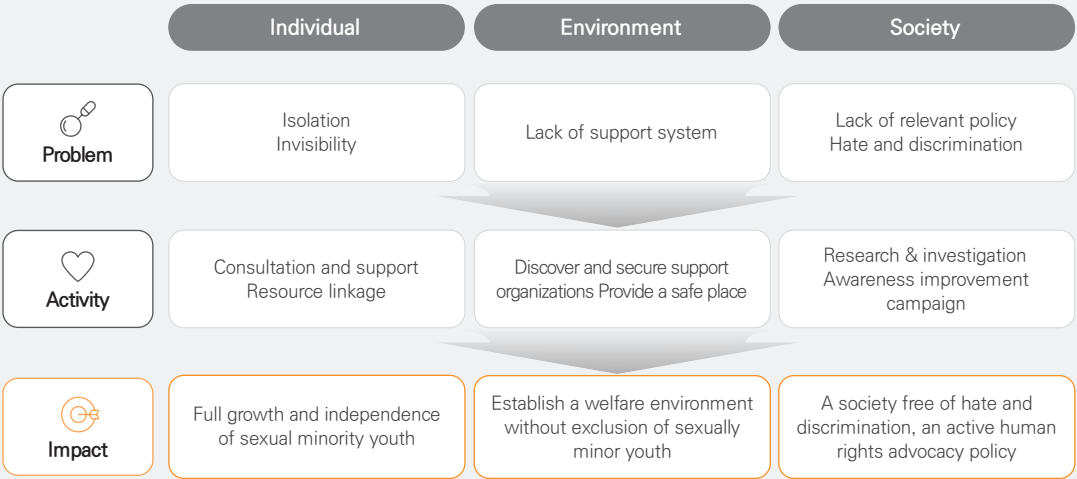
A total of 137 youth shelters are in operation in Korea. Still, the domestic violence and breakaway from family situations experienced by sexual minority youth are not well known to society, and there are no clear guidelines, so youth shelter workers seldom have the opportunity to strengthen their capacity to support sexual minorities. Some shelters even reject youth due to their sexual identity even though they have left home due to the same reason. In addition, as the spaces are operated under a gender binary system according to government guidelines, there is no space for transgender youth to be protected in comfort and prepare for independence in a stable environment.

The consequences of sexual minority youth who cannot endure hatred and discrimination are school transfers, absences, dropping out of school, and abandoning further education. Although assumptions can be made based only on the experiences of sexual minority youth who have left home, it appears that there are not many cases where youth support systems are connected after leaving school.

LGBTQ Youth Support Center DDing Dong is currently the only NGO in Korea that provides counseling and support sexual minority youths. Without any resources, policies, and budgets, DDing Dong closely approach and meet sexual minority youth to solve the problem. After being selected for the public interest group incubating support project of ‘Beautiful Fund’ in 2014, it has become a successful example of incubation with over 1,000 sponsors. Since its establishment, it has made consistent efforts to increase sustainability through fundraising, donor communication, and strengthening internal capabilities. As a result, a stable counseling and support system have been established through 100% private sponsorship and support.

DDing Dong is consisted of operational committee with members from various field profession such as psychology counselor, human rights activists, youth organization workers etc., 7 full-time activists and other volunteers to meet and counsel sexual minority youths. Also, established legal support framework to immediately respond to support youths under harm by employing full-time lawyer. Annual counseling cases are near 500 cases, and various education, network and research are held in regions other than Seoul for sexual minority youth and education organization workers. Also, in order to promote importance of rights of sexual minority youth, Dding Dong actively engages in over 50 cases of education, consultation and discussion.

Pic.11 Impact Frame of LGBTQ Youth Support Center DDing Dong



Impact Frame
and Its
Measurement of
Impact Ground

Impact Ground seeks to create social understanding and support for impact by measuring the actual changes made in the process of innovative organizations solving social problems.

Impact Ground’s Purpose of Measuring Impact

- **Clearly present the mission and activities of an innovative organization that solves social problems**
Evidence-based communication through impact measurement can reveal the strengths and differentiation of innovative organizations. Measurement can provide an opportunity for the organization to reflect its strategies internally and an element of differentiation externally.
- **Become a language to communicate with interested parties and a guide to solve the problem**
Impact measurement is the process of identifying people affected by the activities of an innovative organization and determining the level at which they perceive and feel them. Through this, Impact Ground identifies who the organization’s specific interested parties are, what problems are being solved, and what issues are yet to be solved. In other words, impact measurements examines if we are heading in the right direction.
- **Presenting empirical evidence for Big Bet**
Impact measurement allows us to gauge the speed and magnitude of change in society. Through impact measurement, we can check whether innovative organizations scale up and scale out well before and after participating in Impact Ground. If we can verify the speed and scalability of solving social problems, we can use this as a basis for drawing bolder philanthropy from every level of society.

Impact Ground’s Impact Indicator Development Principles




- An indicator that is consistent with the organization’s mission and vision to create social value and support the underprivileged
- An indicator that the experience of success using innovative frameworks and can strengthen interested parties’ expectations and trust in impact
- An indicator that connects the quantitative and qualitative growth of non-profit organizations and the expansion of their impact that can be modeled and spread through Big Bet investment

Impact Ground’s Impact Frame

In accordance with the principles of Impact Ground indicator development, an impact frame consisting of the following three elements are presented.

First, an impact that improves the quality of life and the ecosystem health by generating benefits for beneficiaries, such as protection, relief, and recovery for people suffering from social problems and the natural environment in accordance with the organization’s mission. Second, an impact that improves social structure and culture by changing the perceptions, actions, practices, and policies of social elements surrounding the social problem, that is, citizens, businesses, and government. Third, an impact of building civic assets by accumulating human/intellectual capital, economic capital, and social capital that can solve social problems.

Pic.12 Impact Ground’s Impact Frame

POINT OF CHANGE		CONTENTS OF CHANGE (IMPACT)	
Beneficiary benefits	People	• Degree of resolution and improvement of problematic situations for individuals, families, and communities	 Improve the quality of life/ ecosystem health
	Environment	• Improve or cure damage to nature and local ecosystem and ecosystem recovery	
Changes in social agents	Citizen	• Improve attitudes and awareness on social issues, strengthening support for and willingness to participate in social change	 Enhance the social structure and culture
	Enterprise	• Change self-awareness and decision-making regarding social problems caused by companies and activate CSR/ESG activities	
	Policy (Government)	• Form and strengthen laws, systems, and policies to solve social problems	
Accumulation of change capital	Human/ Intellectual Capital	• Increase in activists, volunteers, relevant researchers and organizations • Accumulate and utilize research, know-how, and knowledge archives to solve social problems	 Build civic assets
	Economic Capital	• Form and increase money and assets to solve social problems (funds, space, etc.)	
	Social Capital	• Establish cooperative governance with other organizations/areas • Increase levels of recognition, support, reciprocity, and cooperation within and across individuals and organizations	

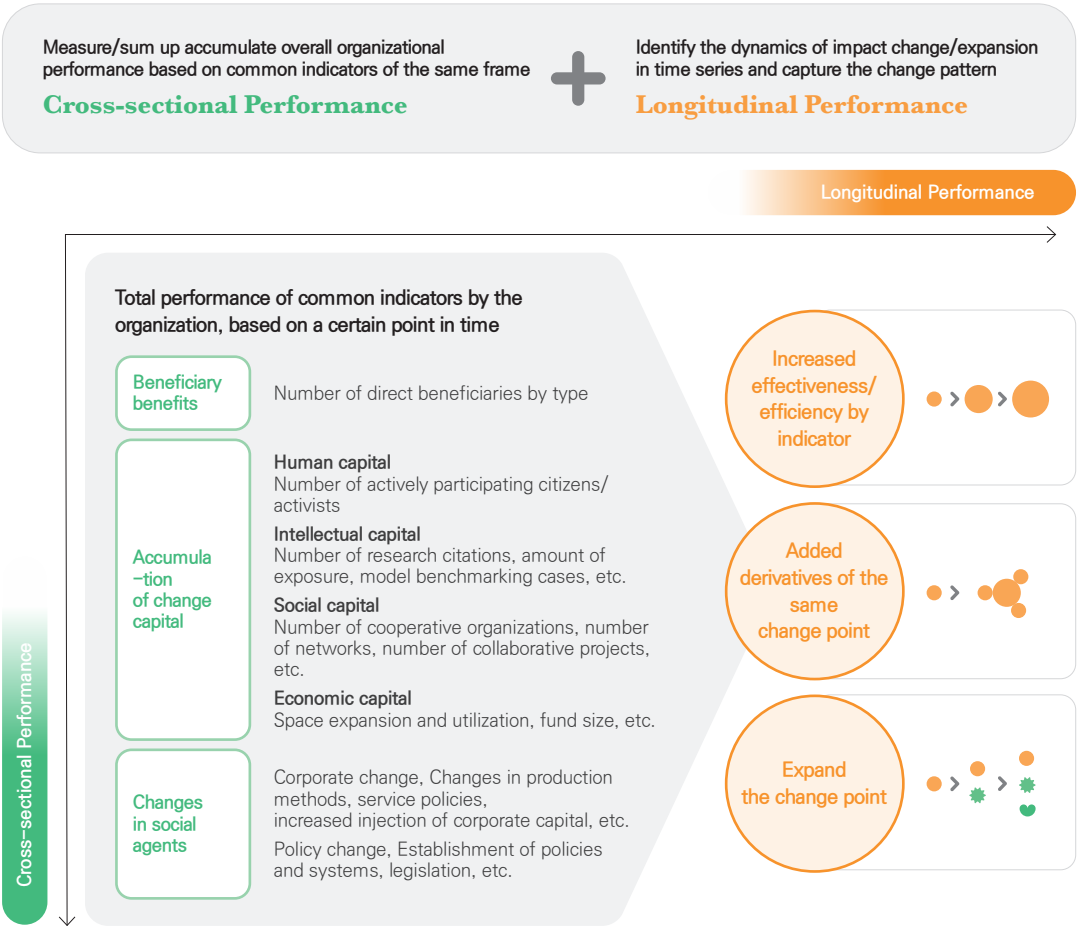
Impact Ground’s Impact Management Direction

All innovative organizations participating in Impact Ground should measure and manage their impact in two directions. First, in terms of cross-sectional performance, a common type of indicator is established and

measured according to the impact frame described above. It is conducted for cross-sectional performance at a specific point in time after participating in the Impact Ground project, and the performance of all participating organizations is summed up for each indicator item.

Second, in terms of longitudinal performance, the evolution and spread of the impact of innovative organizations based on the social change path is measured. How much the effectiveness and efficiency have increased for each indicator (e.g., the growth rate in the number of direct beneficiaries), whether additional derivative performance occurred as the innovation organization's activities continued (e.g., the employment rate has increased due to the ripple effect of improving the physical health of the patient), or whether the changing point is expanding through the innovation organization (e.g., active improvement in citizens' awareness of sexual minorities results in enacting government policies prohibiting sexual discrimination) are identified.

Pic.13 Impact Ground's Impact Management Direction




Changes in the Non-profit Ecosystem through Impact Ground

Impact Ground, the Pipeline to the Next Level for Non-Profit Organizations

Currently, most non-profit organization supported projects are focused on non-profit startups preparing to launch or in the early stages of establishment, and non-profit organizations that have passed the growth stage must maintain their organization by participating in government projects in the form of services or increasing sponsors. In Due to this situation, it is difficult for organizations to focus on solutions to achieve their missions, and they are in an environment where they must invest significant resources and energy into various activities to maintain the organization.


Under these circumstances, the Impact Ground project is arousing great interest and influencing the overall non-profit sector in Korea. We paved the paths for organizations to take on bold challenges and experiments to solve social problems without stagnating due to the burden of maintaining the size of the organization or its operation.

The Reason Impact Ground is Gaining Attention in the Non-profit Ecosystem




Huge budget support of unprecedented scale

While the existing support scale provided by other foundations remains at a maximum of 200 million won per organization, Impact Ground provides support on a large scale of 200 million to 5 billion won.




Expandability and Autonomy of Support Scope

Existing support projects limit the scope of use depending on the purpose of support, such as organization establishment, initial activity costs, labor costs, and specific business activity costs. However, based on the trust and respect for autonomy in the organization, Impact Ground does not place restrictions on the use of support funds and allows the organization to perform optimally for the scalability of its activities.



Presenting a new pipeline at the growth stage of the supported organization

Impact Ground focuses on organizations with organizational systems and operating strategies and plays a role in promoting non-profit startups and non-profit organizations to achieve greater growth and innovation without stagnation.



The degree to which social problems are resolved is recognized as a key impact

Impact Ground project avoids performance measurement to determine support or standardized performance management to superficially check the validity of support. Rather, it evaluates impacts to identify whether the organizational mission is effectively and efficiently achieved and reflects the result onto the activity strategy, and to reveal how well fundamental problems are being solved.



Big Bet's Challenge for Social Transformation

Impact Ground not only pursues the role of a base where non-profit organizations working to create a better world can take root but also aims to realize the new imagination and audacious attempt of innovators and non-profit organizations to fundamentally resolve social problems through Big Bet. Impact Ground's challenges for Big Bet are as follows.

- Consistent communication about future business direction with key business interested parties.

Active communications among participating organization and partner organizations are required to increase Impact Ground's influence on ecosystem. Through this process, Impact Ground's desired direction and plans are managed to be properly transmitted to the outside of the organization.

- Need for expanding Impact Ground's network for Big Bet

It is difficult to implement Big Bet solely by Brian Impact Foundation. Impact Ground will encourage the foundation's managers and practitioners to actively participate in various networks across society to find and collaborate with bolder philanthropists who sympathize with Big Bet's purpose and fundamental solutions to social problems.

- Strengthening the capabilities of innovative organizations through Impact Ground's overwhelming influence

Impact Ground support innovative organizations to increase capability and to approach more efficiently. We root for innovative organization to gain more resources and ultimately vision fundamental solution to social problems.