



# Welfare's role in enhancing social capital

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# Reflecting & revisiting our welfare policies & directions now – because

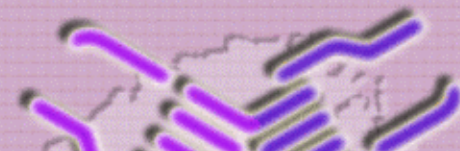


A lot has changed around us, e.g.

- ❖ Welfare philosophies, policies and practices - worldwide - have gone through significant revisions over the last few decades – our academic colleagues will discuss these further
- ❖ The international and local contexts that influence social needs and responses have changed dramatically (e.g. global movements in trade & people, population aging, knowledge economy, rapid changes in knowledge & skills requirements)



# 50 years of welfare development



## Sustainability & Developmental Outcome 1990s – 2000>

[promoted by the UN, World Bank]; **Balanced & Sustainable** (social, economic & environmental); Future focused – on creating **opportunities** ; **New public/private partnerships**; New consensus on **shared social responsibilities** to support families & communities

## Equity (1980s >)

Rebalancing **Rights & Contributions**  
Revisiting **fairness** within generations,  
**Obligations & Responsibilities** of one generation for the others  
Increased **Users Participation**

## Social Relief (1940-50s)

[post war(s)]; **Fabianism - Humanitarian Aid agencies**

Welfarism (1960-70 >),  
**Professionalised, systematic welfare Services; rights-based Social Assistance**





Increased focus on building social capital –  
focus on innovative solutions and “welfare  
that works”



Just like in the health area - our public  
and personal health may be better  
protected by:

- ❖ Strengthening our own natural immune system, improving our environment and strengthening our social support systems;
- ❖ Rather than - focusing unduly on the individual medicines and cure



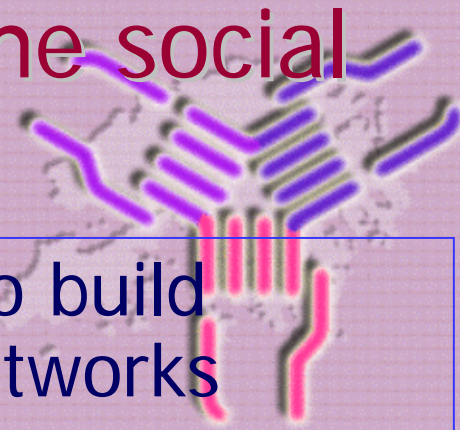
Overseas examples of individual and community capacity building approaches: e.g.



- ❖ **Early Start & 2<sup>nd</sup> Chance learning for children and their mothers from at risk families in the US, to**
  - Enhance their health and development &
  - Provide 2<sup>nd</sup> chance learning to reduce depression for these children's mothers; &
  
- ❖ **Stand Tall Programme in a NZ town with > 50% local unemployment, to**
  - Reduce juvenile delinquency; &
  - Enhance community safety



# Local experiences in applying the social investment approaches -



- ❖ contributions of the retired & elderly to build street-level neighbourhood support networks
- ❖ self-help and mutual help co-operatives by middle-aged unemployed women & under-employed decorators
- ❖ capacity and network building amongst ethnic minorities and locals
- ❖ supportive communities through local tri-partite partnerships



# OECD countries – concerns



- ❖ Need for re-designs of the safety nets
- ❖ Mechanisms to prevent & minimize risks of dependencies
- ❖ Turning passive welfare services into active springboards to lift people out of adversity
- ❖ Breaking cycles of inter-generational dependencies
- ❖ Removing disincentives for self-enhancement
- ❖ Refocusing from vulnerabilities to empowerment
- ❖ Shifting investment to developmental strategies to address radically changing social needs





# OECD countries- strategic questions



- ❖ Addressing Sustainability
- ❖ Evaluating Developmental Outcomes
- ❖ Building individual & community capacities & resilience to cope with changes
- ❖ Rebuilding springboards to independence
- ❖ Re-balancing responsibilities





# Different start points & change directions

New Partnerships

“New Labor”/ 3rd way

“New Liberal”/ New Right

Taxpayer  
Funded

Users  
funded

Present  
State

State/Agency models

UK

NZ

US

Australia

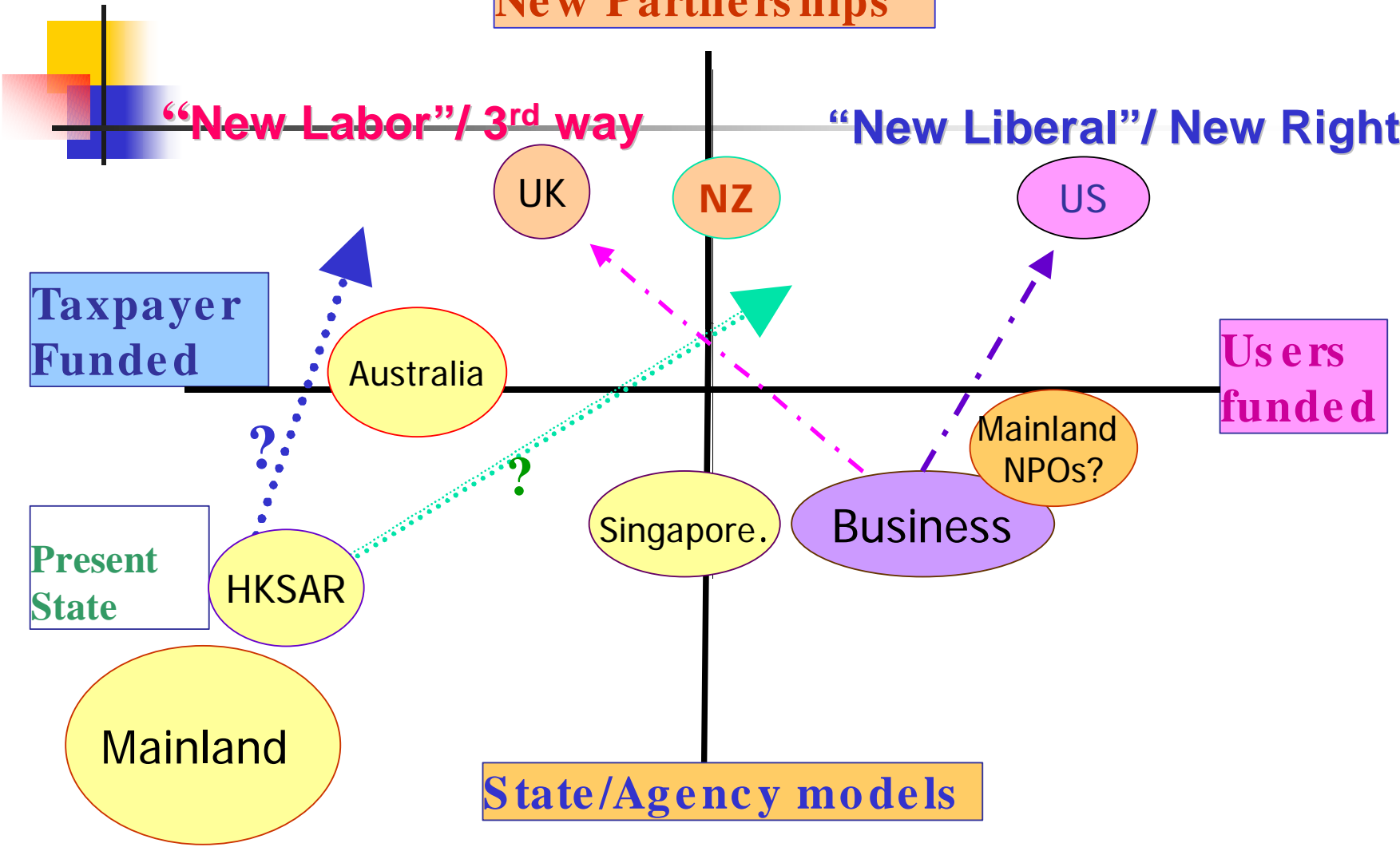
HKSAR

Mainland

Singapore.

Business

Mainland  
NPOs?





# HK's unique local conditions



- ❖ Government commitments to a caring & healthy society
- ❖ Sound infra-structures
- ❖ Deferred economic & social reforms - deficits
- ❖ Capacity to cope with escalating pace and increasing complexity of social and economic changes – sorely tested
- ❖ Inflated growth during 90s – need consolidation
- ❖ Questions about sustainability
- ❖ Changing cultural values towards individual, family, community & government responsibilities at times of need





# Refocusing our welfare policies and strategic directions :



- ❖ **Doing more of the same is not the answer – questions about sustainability and effectiveness**
- ❖ **New solutions needed for new social and economic realities**
- ❖ **Shift from expanding provision to focused development**
- ❖ **Better investment of existing resources**

[ Note: Annual investment in social welfare has increased by over 300% from \$10 billions to \$33 billions in the past 10 years]





# The Policy Address directions – policy initiatives to enhance social capital



1. “Engage relevant parties in developing our strategies to enhance social capital”, &
2. “ Examine, in consultation with SWAC and the CIIF Committee, ways to develop this tri-partite partnership [between government, the business community and the third sector (not-for-profit sectors)], & to consolidate & promote the successful experience of the CIIF.... to inculcate this concept in the community to help it take root.”



# Strategic refocusing



- ❖ Social investment : shifting away from one-way welfare provision to judicious investment of resources to build individual & community capacities for mutual help with social inclusion and active economic participation outcomes
- ❖ Tri-partite partnerships: realigning social responsibilities & roles





# Building on earlier strategies:

- ❖ **LSG** – changing how we fund services
- ❖ **Service integration and one-stop-shop approach to delivery** – changing how we deliver
- ❖ **Capacity building** – changing beliefs & strategies to build strength and resilience, even in adversity, for self-help & mutual help
- ❖ **Social entrepreneurship** – making rehabilitation services more enterprising & building more public/private partnerships







## Making links ...

- ❖ Between - the issues ...▶
- the strategies ...▶
- possible implications ...▶
- the results and targets - that we need to work through together.



# Social issues

# Strategic responses

# Action Implications

# Policy goals, objectives & targets

Unemployment

People in adversities

Suicide

Family Break-up

Violence, abuse, crime, conflicts

Social Investment

Tripartite Partnerships

- **Shift resources** – to active welfare & build capacity
- **Redesign programmes** - developmental outcomes
- **Demonstrate social returns** - social capital

- Shared responsibilities
- Mobilized resources
- Re-aligned business policies & practices
- Increased social & economic opportunities

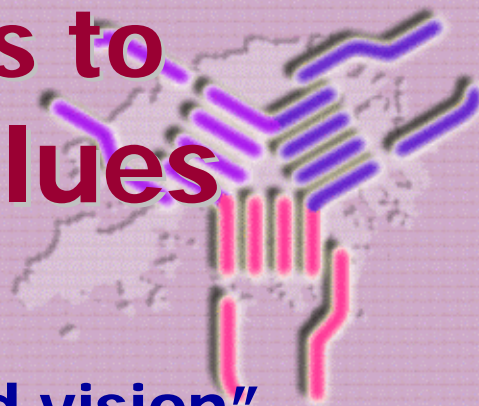
**Sustainable social capital** – fair within generations, equitable between generations & affordable across generations.

Individual capacity  
• Increased resilience

Community capacity  
• stronger mutual help networks  
• Increased opportunities  
• Greater social & economic inclusion



# Finding common languages to reflect shared visions & values



Welfare & social work is value-based

We must start with searching for “shared vision”

Revisit our welfare philosophies

Refocus on “why” we do what we do & for “what results”

Increase evidence based practice – be results-orientated

Address public skepticism about welfare spending

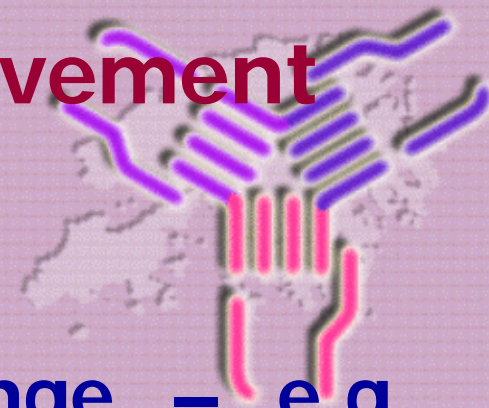
Demonstrate effectiveness of & social returns from current expenditures & programmes

Realign responsibilities – Government cannot effectively intervene in every aspect of individuals lives





# Need sector stakeholders involvement to help the sea-change



- Help lead key areas of change – e.g. clarifying philosophies, developing evaluative framework to assessment policy impact, and programme effectiveness
- Keep a strategic overview
- Learning together - become a versatile & learning sector, master change & uncertainties (fact of life)





# Need the sector to help realize our vision – a caring & healthy society

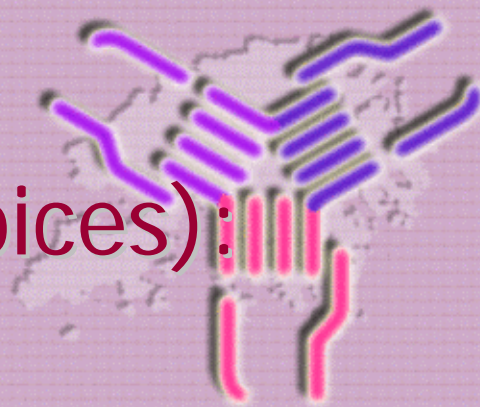


- Build capacities, apply collective talents, strengthen commitments, invest resources, extend partnerships, focus on results





# Affirming our shared values & principles (to guide critical choices):



- Self reliance
- Collaboration
- Mutual Help
- Shared responsibilities
- Equal opportunities for self-enhancement
- Partnerships
- Equity
- Sustainability



# Starting a dialogue so that we can move ahead together, with

- Shared vision
- Shared values
- Shared understanding





# Let's hear each other's views -



On

- The local situation
- Analysis of our shared experience
- Values & Philosophies
- Directions and way forward ....





Thank you !

