

Impact Ground Performance Report



A ground for Innovative Organizations that create Valuable Social Change

IMPACT GROUND

Brian Impact Foundation is a public-interest foundation that operates on the belief that "technology can help people create a better world." By leveraging AI and other scientific and technological innovations, it runs a variety of support programs to identify pathways to solving social problems.

Impact Ground supports innovative organizations that address social issues at their roots, thereby helping to build a sustainable social impact ecosystem.

Our aim is to create a solid foundation where innovators and organizations working for a better world can take root and grow in a healthy way.

2024 IMPACT GROUND

This impact report presents the impact and future vision of the social innovation organizations supported by Brian Impact Foundation's Impact Ground initiative.

Publisher	Brian Impact Foundation
Publication Date	December 2025
Email	contact@brianimpact.org
Website	www.brianimpact.org
Planning and Production	Korea Social Value Evaluation Co., Ltd.

Contents

Opening Message

1 Bold Initiatives and Major Change, Impact Ground 06

- 1. Purpose and Principles of the Impact Ground Project
- 2. Criteria and Process for Selecting Impact Ground Innovation Organizations
- 3. Introduction to Impact Ground Innovation Organizations
- 4. Support Programs to Strengthen Impact for Innovation Organizations

2 Impact Ground’s Social Change Pathway and the Impact Trigger (IMPACT TRIGGER) 14

- 1. Process of Addressing Social Issues: Social Change Pathway
- 2. Innovative Mechanisms for Solving Social Problems: Impact Trigger
 - 1) Technologizing Solutions
 - CASE 1 Seoul Rehabilitation Hospital
 - CASE 2 Wonjin Institute of Occupational and Environmental Health
 - CASE 3 Our Sea of East Asia Network (OSEAN)
 - 2) Collaboration and Knowledge Sharing through Platforms
 - CASE 4 The Blue Tree Foundation
 - CASE 5 Sepuma-Second Chance for the Youth
 - 3) Discovering and Engaging Participatory Supporters
 - CASE 6 JUMP
 - 4) Leveraging Expert Knowledge and Experience
 - CASE 7 GongGam Human Rights Law Foundation
 - 5) Using Market Mechanisms or Partnering with the Market
 - CASE 8 OPEN CLOSET
 - CASE 9 PEACH MARKET

3 Major Achievements of Impact Ground Innovation Organizations in 2023-2024 62

- 1. Impact Ground’s Impact Framework and Measurement Indicators
- 2. Major Achievements of Innovation Organizations Participating in Impact Ground

Closing Message

List of Tables

Table 1.

Criteria for Selecting Impact Ground Innovation Organizations

09

Table 2.

Summary of Impact Ground Innovation Organizations

10

Table 3.

Five Types of Impact Triggers

16

Table 4.

Common Indicator Framework of the Impact Frame

63

List of Figures

Figure 1.

Process for Selecting Impact Ground Innovation Organizations

09

Figure 2.

Three Stages of the Social Change Pathway

15

Figure 3.

Introduction to Seoul Rehabilitation Hospital's RISE Platform

21

Figure 4.

Operational Structure of Wonjin Institute of Occupational and Environmental Health's Public IT Solution for Chemical Safety

25

Figure 5.

Screens of OCEAN's Sky Knights and Sea Rangers

29

Figure 6.

Blue Tree Foundation's Good Digital Friends Program

35

Figure 7.

Screen of Sepuma's RTS (case management system)

39

Figure 8.

Activity Photos of the Nonprofit JUMP

45

Figure 9.

Outcome Cases of GongGam Human Rights Law Foundation

51

Figure 10.

Screen of OPEN CLOSET'S Online Clothing Sharing System

57

Figure 11.

Introduction Screen for PEACH MARKET'S PEACH BOOKSHELF

61

Opening Message

There are still many challenges our society needs to resolve. Impact Ground does not view these challenges in isolation but understands them within their interconnected context. Education and employment, the environment and local communities, healthcare and human rights are issues that cannot be separated from one another. Stable jobs require a foundation of education, vibrant communities depend on people leading healthy lives, and protecting the environment is ultimately a way of safeguarding future generations.

Issues such as education, the environment, healthcare, human rights and employment are none of them light, and they are not problems that can be solved in a short time. Brian Impact Foundation began with the question, “How can we create fundamental change?” and launched a new journey called Impact Ground. Impact Ground lays these complex issues out on a broad map and selects the most critical points today for intensive support. This approach is based on a philosophy of the “Big Bet.” This does not simply mean providing large sums of money, it is a decisive commitment grounded in a strong will to say “This particular problem must be solved,” combined with a strategy of focus and prioritization. Impact Ground has provided funding of up to 5 billion KRW so that organizations with innovative solutions can leap to a new level. This funding is not restricted to a single project, it is designed so that organizations can flexibly use it in the areas they themselves deem most necessary. This enables not only short-term results but also continuous and stable growth.

Another key feature of Impact Ground is its transparency and performance-oriented operation. Participating organizations disclose their business plans, performance reports and outputs so that society as a whole can follow both the process and the achievements. Through this, the impact goes beyond simple financial support, allowing knowledge and experience to spread across the broader social innovation ecosystem. In fact, between 2023 and 2024, the supported organizations connected with more than 1,900 other organizations and provided direct or indirect assistance to around one million individuals. Furthermore, these achievements contributed to institutional change, influencing the enactment and revision of more than 80 policies and laws. Impact Ground is a space that embodies the message that “big change begins with big decisions.” Small acts of support are valuable, but at times what is needed is a bold decision to confront a single issue head-on and see it through to the end. Impact Ground is turning that resolve into reality. Through this challenge, our society will move faster and farther, and create deeper change.

Part 1

Bold Initiatives and Major Change, Impact Ground

2025
IMPACT GROUND
PERFORMANCE
REPORT

2024 Impact Ground Performance Report

07

1 Purpose and Principles of the Impact Ground Project

Impact Ground supports innovative organizations that address social problems at their root, fostering a sustainable social impact ecosystem. It seeks to build a solid foundation where innovators and organizations working for a better world can take root and grow in a healthy way.

1) We pursue Big Bet Philanthropy.

Big Bet Philanthropy refers to a philanthropic strategy that boldly invests large-scale resources to solve social problems. It does not simply mean that the size of the donation is large, it is an approach that carries a clear goal of “This particular problem must be solved,” along with a firm decision to focus and prioritize. Impact Ground puts the philosophy of Big Bet Philanthropy into practice so that solutions proportionate to the scale and complexity of social problems can truly operate.

2) We invest in the vision and strategy of innovation organizations.

Impact Ground places greater value on the vision and strategy of innovative organizations that seek to fundamentally solve social problems than on the performance of individual project plans. It selects organizations for support based on a comprehensive assessment of whether their unique perspectives and frameworks are effective in addressing social problems and whether they have the credibility and capacity to carry them out.

3) We provide long-term, focused support.

Impact Ground does not stop at short-term outcomes but aims for change at the level of institutions, policies and social systems. Ultimately, its goal is to ensure that certain issues no longer remain as social problems. To this end, in consultation with innovation organizations, it provides long-term support for up to five years, underpinning stable and structural social change.

4) We provide support based on flexibility and trust.

In the process of solving social problems, an organization's strategies and plans may change as its environment changes. Impact Ground does not restrict the use of funds to specific projects or budget lines, so that organizations can respond flexibly to such changes. This is a trust-based approach to support that enables organizations to experiment and expand in innovative ways.

5) We share risks in pursuit of major change.

Impact Ground does not limit its support to safe and fully proven initiatives. Even when there is a possibility of failure, it is willing to provide support if there is potential to fundamentally solve a social problem. This reflects our commitment to take risks together with innovation organizations and to strive for greater change.

6) We respect organizational diversity and minimize administrative burden.

In line with the philosophy of Big Bet Philanthropy, Impact Ground respects each organization's unique ways of working and its specific needs. It offers varying levels of financial support and ensures that the funds can be used flexibly not only for program costs but also for personnel and operating expenses. It also allows flexibility in the format of business plans and performance reports, reducing unnecessary administrative burdens so that organizations can focus on the core work of solving social problems.



2 Criteria and Process for Selecting Impact Ground Innovation Organizations

To generate social value and bring about tangible social change, Impact Ground gives priority to nonprofit organizations that have already achieved meaningful results through innovative approaches. It evaluates not just project track records, but the organization's overall problem-solving capacity and potential for scaling. To do so, it selects innovation organizations by focusing on the following four key questions.

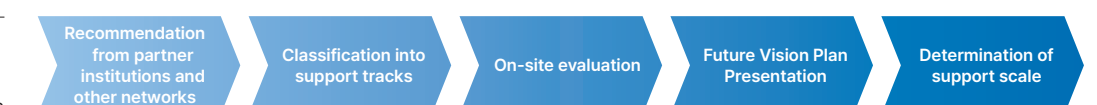
Table 1.
Criteria for Selecting
Impact Ground Innovation
Organizations

<p>Q1. Does the organization have a unique framework for solving the problem? Impact Ground examines whether the organization has developed its own original model (solution) to address a specific social problem. It looks for organizations that do not merely follow existing methods, but instead attempt structural solutions through new approaches.</p>
<p>Q2. Has the effectiveness of that model been verified? What matters is whether the innovative approach has actually produced results. Impact Ground assesses whether the organization has moved beyond the experimental stage and has experience generating concrete, measurable change in the field. This serves as a key indicator of the organization's execution capacity and credibility.</p>
<p>Q3. Does the organization have the strategy and capacity to scale or spread its solution? Efforts to solve social problems gain greater significance when they spread beyond a single region or group. Therefore, Impact Ground focuses on whether the organization has concrete strategies and real potential to either scale up its innovative model (expand its application) or scale it out (extend it to other regions and target groups).</p>
<p>Q4. Does the organization have healthy structures and leadership? It examines whether the organization has followed a stable growth trajectory and whether its leader demonstrates a clear vision and responsible leadership. Because solving social problems is a long-term journey, a healthy organizational culture and trustworthy leadership are essential conditions.</p>

Impact Ground selects innovation organizations through a process that is both rigorous and systematic. First, it identifies candidate organizations through recommendations from trusted networks, such as partner institutions. It then classifies them into appropriate support tracks according to their characteristics and strategies, and conducts on-site evaluations to closely examine their actual activities and organizational capacity.

Organizations that pass the on-site evaluation present their vision and strategy at the "Future Vision Plan Presentation (Presentation Day)," where the review panel comprehensively assesses their growth potential and social impact. Finally, based on these assessments, the level of financial support is determined, and the selected organizations embark on a full-fledged journey together with Impact Ground.

Figure 1.
Process for Selecting
Impact Ground Innovation
Organizations



3

Introduction to Impact Ground Innovation Organizations

Table 2.
Summary of Impact
Ground Innovation
Organizations

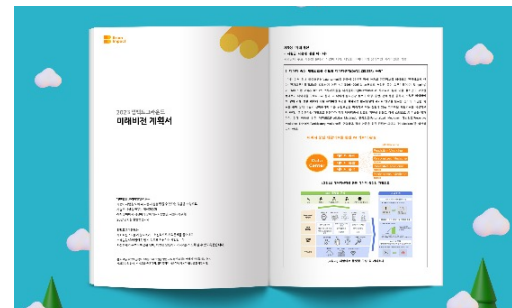
Organization Name	Selection Year (Cohort)	Funding Amount	Organization Overview	Program Area
Wonjin Institute of Occupational and Environmental Health	2021 (Cohort 1)	KRW 3 billion	A private independent research institute that conducts research to protect workers' health rights, to reduce industrial hazardous substances, and operates an IT solution that discloses chemical safety information.	Biomonitoring, development of public IT systems for chemical safety, analysis of environmental issues in Asia
Sepuma – Second Chance for the Youth	2021 (Cohort 1)	KRW 1 billion	An organization that supports the recovery of court-referred youth who have been marginalized from home, school, and society.	Care, education, and self-reliance programs for at-risk youth (career exploration, job preparation, continued education, etc.)
Stand Firm For Children SEUM	2021 (Cohort 1)	KRW 3 billion	An organization that protects the rights of children and families of incarcerated individuals and builds social support systems for them.	Support for children and families of incarcerated individuals, human-rights advocacy and awareness improvement
Women's Environmental Network Korea	2021 (Cohort 1)	KRW 1 billion	An organization that seeks ecological alternatives from a feminist perspective and pursues a sustainable green society.	Menstrual-health awareness campaigns, climate-change response activities
Human Right Foundation SARAM	2021 (Cohort 1)	KRW 1 billion	An organization that supports human rights work and activists and creates an environment where such work can be sustained.	Support for human-rights activists and organizations, policy research, human-rights sensitivity education
The Blue Tree Foundation	2021 (Cohort 1)	KRW 1 billion	An organization that operates a digital citizenship education platform for school violence prevention and victim recovery.	School-violence counseling, healing and prevention education, and policy reform
GongGam Human Rights Law Foundation	2022 (Cohort 2)	KRW 1 billion	A public-interest law organization that works alongside minorities and the socially vulnerable to create change through legal expertise.	Legal support for human-rights violations, law and policy reform, and support for public-interest lawyers
Green Korea United	2022 (Cohort 2)	KRW 1 billion	An environmental organization engaged in ecosystem conservation, wildlife protection, and climate-change response.	Biodiversity conservation, climate-crisis response, resource circulation
Our Sea of East Asia Network OSEAN	2022 (Cohort 2)	KRW 300 million	A private research institute established to conduct research, education, campaigns, policy development, and international cooperation for marine environmental protection.	Citizen-science research, marine-waste reduction campaigns, educational and policy collaboration
DongHang	2022 (Cohort 2)	KRW 200 million	A social cooperative that provides social and economic support to ensure the sustainable activities of public-interest activists.	Mutual aid, emergency support, burnout-prevention and recovery programs
DDing Dong Youth Support Center for LGBTQ Youth	2022 (Cohort 2)	KRW 300 million	An organization that provides comprehensive support for the physical and emotional stability of LGBTQ+ youth in crisis.	Counseling, crisis support, resource connection, and human-rights advocacy for LGBTQ+ youth
Future Class Network	2022 (Cohort 2)	KRW 300 million	An organization that conducts educational experiments, research, teacher training, and school consulting to innovate public education and build student-driven learning ecosystems.	Dissemination of next-generation teaching models, development of a decentralized educational ecosystem
BtoB	2022 (Cohort 2)	KRW 200 million	An organization that operates a resource-connection platform to help parents in crisis raise their infants safely and healthily.	Support for parenting and self-reliance in families experiencing crisis pregnancy

Organization Name	Selection Year (Cohort)	Funding Amount	Organization Overview	Program Area
The Big Issue Korea	2022 (Cohort 2)	KRW 500 million	A public-interest foundation and social enterprise supporting housing-vulnerable individuals (including people experiencing homelessness) in achieving independence and community reintegration.	Housing welfare, self-reliance support (The Big Issue magazine), public awareness improvement
Seoul Rehabilitation Hospital	2022 (Cohort 2)	KRW 5 billion	A public hospital providing specialized rehabilitation medical services for people with disabilities across all ages.	Specialized rehabilitation medicine, development of public rehabilitation models
Advocates for Public Interest Law	2022 (Cohort 2)	KRW 800 million	A public-interest law organization that provides legal assistance, advocates for institutional reform, and promotes awareness to protect the rights of vulnerable migrants and foreigners.	Legal assistance, legislative advocacy, awareness improvement
OPEN CLOSET	2022 (Cohort 2)	KRW 200 million	An organization that operates a suit-sharing platform to provide clothing and encouragement to people in need of formal attire, promoting a culture of sharing and contributing to environmental impact.	Suit rental and donation, employment-support programs
JUMP	2022 (Cohort 2)	KRW 1 billion	An organization that provides field-based solutions grounded in triangular mentoring to expand fair educational opportunities and build a community of altruistic future talents.	Chain mentoring, scholarship support, social-participation programs
JirisanEum	2022 (Cohort 2)	KRW 500 million	A social cooperative that supports social-change initiatives, conducts ongoing place-based experiments, and operates community spaces.	Small-change support center in Jirisan, community-space operation, support for local engagement
PEACH MARKET	2022 (Cohort 2)	KRW 1 billion	An organization that develops easy-to-understand content, provides education, and operates a specialized library for "slow learners, based on the mission of improving functional literacy and promoting information equity."	Development of easy-read content, literacy education, learning programs
HANDSPEAK	2022 (Cohort 2)	KRW 300 million	An organization that aims to address the cultural marginalization of Deaf communities by discovering and training Deaf artists and producing sign-language cultural and artistic content.	Production of sign-language cultural content, training of Deaf artists, operation of a cultural academy

4 Support Programs to Strengthen Impact for Innovation Organizations

1) Future Vision Workshop

This workshop supports participating organizations in exploring the social issues they address from a long-term perspective and in making their envisioned pathways of change more concrete. Through the workshop, each organization can establish future strategies to maximize its social impact and secure a sustainable direction for growth.



2) Program Sharing Sessions

These are gatherings where diverse organizations participating in Impact Ground come together to share their experiences, achievements, and lessons learned. Through these sessions, exchange and collaboration between organizations are promoted, and new ideas and partnership opportunities can be discovered.



3) Impact Measurement Support

Impact Ground supports innovation organizations in systematically measuring the outcomes and social value of their programs. By providing impact-measurement tools and methodologies, it helps organizations clearly communicate their results to stakeholders and further strengthen their future strategies.



4) Legislative Research Support and Legal Consultation Support

Through support for law and policy reform activities, organizational operations, legal education, and consultation, Impact Ground helps innovation organizations minimize legal risks and focus on solving social problems.

It also conducts legislative research to identify the legal and policy changes needed to address various social issues and proposes practical, actionable improvements.

5) Branding Support

Impact Ground provides branding consulting so that innovation organizations can clearly communicate their purpose and identity to diverse stakeholders and build empathy and trust. Through this, innovation organizations can more effectively attract the resources and participation needed to address social problems.

6) Video Production Support

Impact Ground provides funding for video production so that organizations can effectively communicate the complex, long-term social issues and solutions they work on, and vividly convey the voices of people in the field and the tangible changes being made.

7) Donation-Matching Support

For nonprofit organizations, "donors" are not only sources of financial resources but also "partners" who empathize with and participate in the organization's mission, and "catalysts" for growth who provide a stable foundation for advancing long-term, strategic solutions to social problems. Impact Ground operates a donation-matching program to encourage giving and strengthen both resources and social trust, supporting the expansion and long-term sustainability of the impact created by innovation organizations.

Part 2

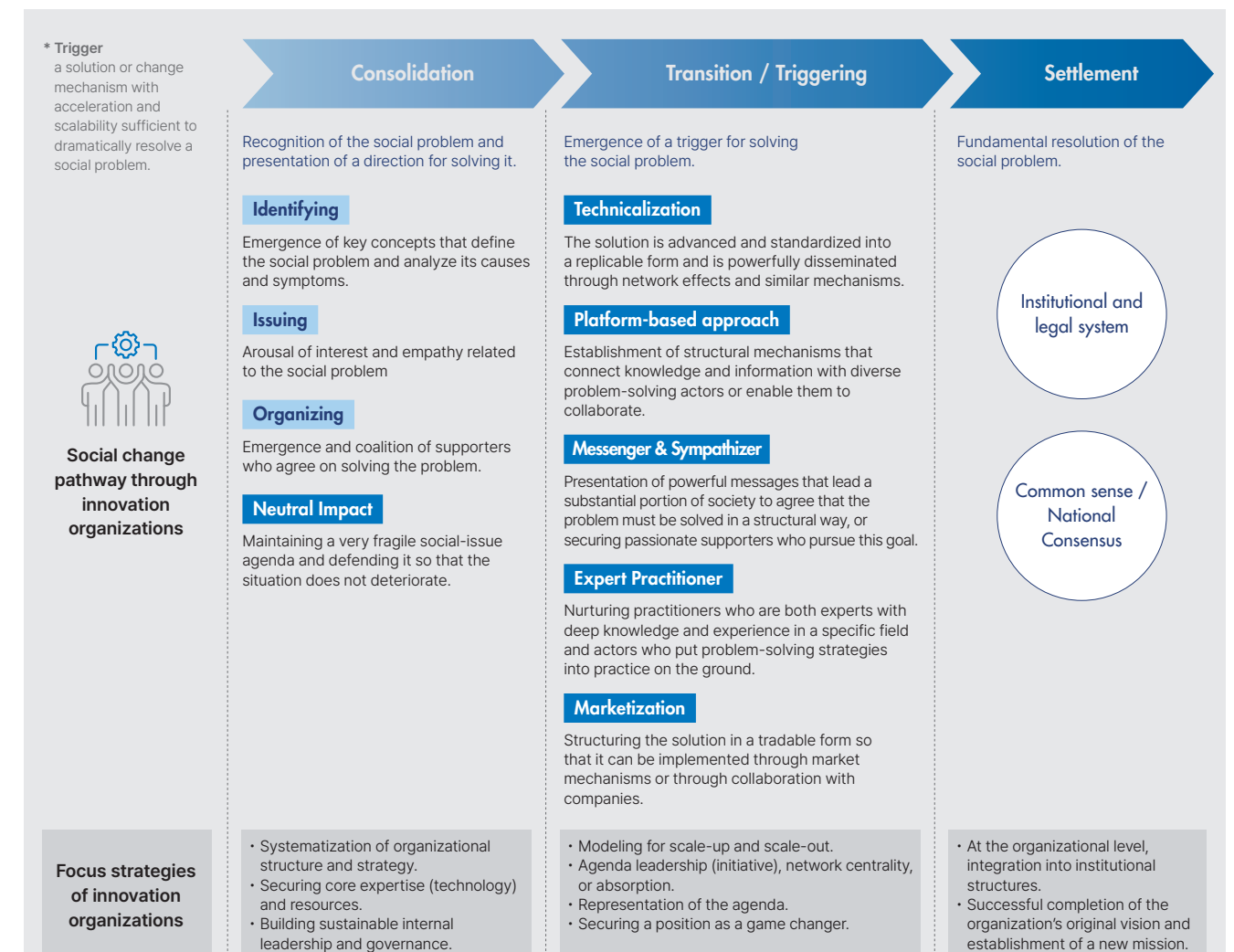
Impact Ground's Social Change Pathway and the Impact Trigger

1 Process of Addressing Social Problems: Social Change Pathway

Impact Ground regards fundamentally solving social problems as its most important goal. It explains the process by which innovative organizations work to solve problems in three broad stages in order to create a better world.

The first stage is the agenda consolidation stage. In this stage, the social problem is first recognized, and organizations present concrete directions for solving it. The second stage is the transition stage, during which methods for effectively solving the social problem are developed and the solutions spread rapidly. The third stage is the fundamental settlement stage. In this stage, laws and systems are established, citizens reach a consensus not to allow the problem to recur, and the social problem is fully resolved.

Figure 2.
Three Stages of the
Social Change Pathway



2 Innovative Mechanisms for Solving Social Problems: Impact Trigger

The impact triggers observed by Impact Ground can be grouped into five major innovative strategies, and their practical effectiveness can be seen through their core characteristics and real-world applications within innovation organizations.

Table 3.
Five Types of Impact Triggers

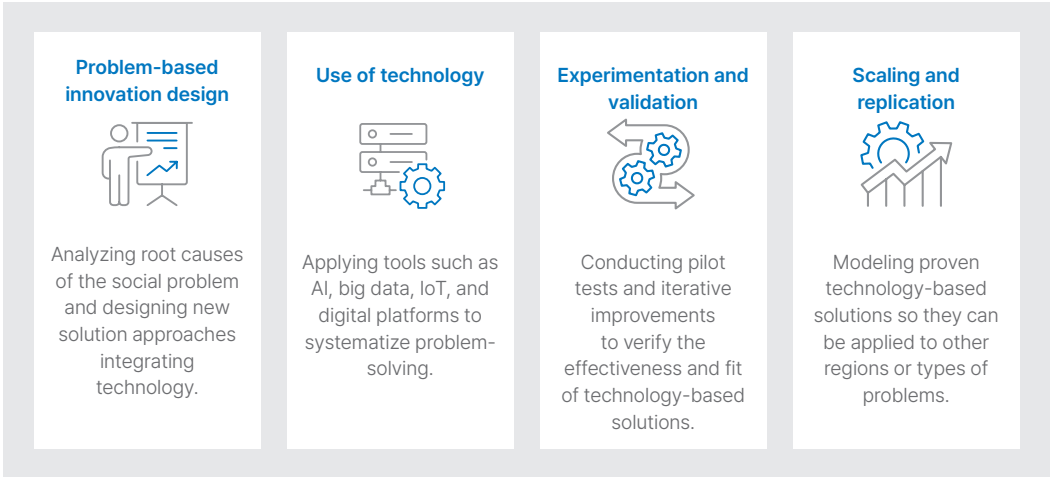
Impact Trigger	Concept Definition	Key Components	Trigger Roles in Solving Social Problems
Technologizing Solutions	Introducing or newly developing and applying technologies such as IT, AI, data, or engineering approaches to solve a specific social problem.	Innovation driven by modeling and technical structuring that enables automation, analysis, and prediction.	A catalyst that enables rapid replication and diffusion of solutions across regions and organizations.
Collaboration and Knowledge Sharing through Platforms	Creating structural mechanisms that connect various stakeholders (users, organizations, companies, government, etc.) and encourage interaction.	Bringing problem-solving actors together to build networks and ecosystems, creating structures for scalable diffusion (openness, multi-stakeholder collaboration, network effects).	Organizes resources and participation to structurally expand and accelerate problem-solving.
Engaging Participatory Supporters	Identifying and cultivating communities of citizens and experts who strongly empathize with and participate in solving the social problem.	Empathy, message amplification, voluntary participation, and action.	An amplifier of social energy that spreads solutions and sparks cultural transitions through empathy and participation.
Leveraging Expert Knowledge and Experience	Individuals with expertise and experience take action beyond offering advice, directly leading problem-solving efforts.	Social return of expertise, practical intervention, connection between knowledge and fieldwork, contribution to institutionalization.	A catalyst that combines expertise and practice, driving structuralization and institutionalization in the transition stage.
Using Market Mechanisms / Partnering with the Market	Applying market demand and value-creation principles to expand and sustain problem-solving.	Encouraging participation, designing revenue structures, meeting user needs.	Enhances sustainability and scalability by aligning social good with individual needs.

1) Technologizing Solutions

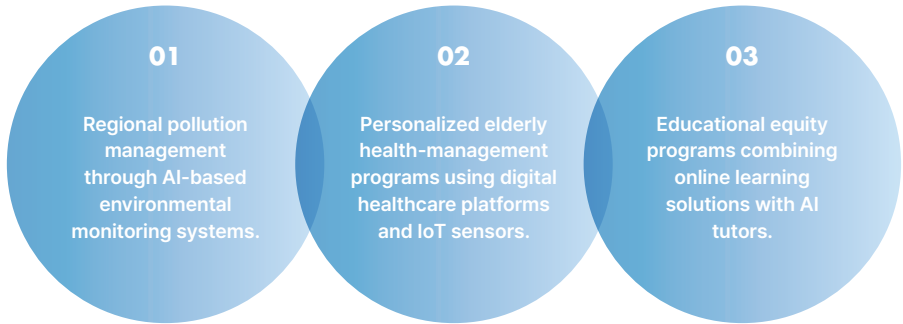
Technologizing solutions refers to designing and implementing innovative processes and methods that go beyond traditional approaches to solving social problems. By integrating technologies such as IT, AI and data analytics, organizations can solve problems systematically and efficiently, while ensuring both feasibility and scalability. Within Impact Ground, participating organizations use technology-based solutions to effectively manage the scale and complexity of problems and to build sustainable and replicable models that maximize social impact.

Technologizing solutions goes beyond the mere use of tools, it is an innovative approach that reorganizes and improves the problem-solving process itself. It enhances efficiency and accuracy through the use of technology and data analytics, ensuring feasibility through repeated testing and improvement. It also provides models with scalability and replicability, enabling consistent problem-solving effectiveness in diverse environments and contexts.

Key Elements



Application Examples



CASE 1. Seoul Rehabilitation Hospital

Advancing Toward AI- and Data-Based Personalized Precision Rehabilitation



Seoul Rehabilitation Hospital is a specialized rehabilitation hospital that pursues holistic rehabilitation that extends beyond physical recovery to include patients and their families. Through person-centered, family-centered, and community-return-centered rehabilitation, the hospital has introduced a new paradigm in rehabilitation in Korea and operates a leading community-based rehabilitation model. To achieve this, the hospital closely collaborates with local institutions and participates in disability health, medical, and welfare networks to expand the social reach of rehabilitation medicine.

Seoul Rehabilitation Hospital established Korea's first lifecycle-based rehabilitation medical system and remains the only institution in the country to provide specialized rehabilitation services for adolescents. Specialists, including physicians, nurses, physical therapists, occupational therapists, clinical psychologists, speech therapists, and social workers, deliver professional rehabilitation services across the patient's entire lifespan through a team-based approach. In 2006, the hospital pioneered adolescent rehabilitation treatment in Korea, establishing customized rehabilitation rooms and dedicated treatment teams to propose an integrated rehabilitation model for youth with disabilities. The hospital also operates innovative models to complement the limitations of outpatient and inpatient rehabilitation and to reduce the burden on caregivers. In 2002, it developed Korea's first pediatric day ward to secure sufficient treatment time, and in 2013, expanded this to an adolescent day ward, creating an efficient rehabilitation environment that integrates inpatient and outpatient care.

TRIGGER Technologizing Solutions

Before Participating in Impact Ground



Solution

Establishment of a specialized rehabilitation hospital grounded in expertise and public value.

Community-based rehabilitation hospital.

Lifecycle-based rehabilitation medical services.

Care system tailored to living patterns (inpatient/day ward/outpatient).

Advancement of public-interest rehabilitation initiatives and leadership in policy.

- Rehabilitation focused on holistic patient well-being.
- Clear emphasis on rehabilitation aimed at community reintegration.
- First in Korea to introduce sensory stimulation therapy, robotic gait training, and other advanced rehabilitation modalities.
- National leadership and increasing influence in healthcare policy.

After Participation (Short to Mid-Term)



Trigger Technologizing Solutions

Increased efficiency of rehabilitation medical systems through IT-based innovation.

Development of RISE, a patient-centered rehabilitation treatment platform.

Digitization of medical information and integration of AI technologies.

- Launch of the Rehab-Link App that continuously connects patients and the hospital.
- A rehabilitation medical platform with no waiting times.
- Rehabilitation conducted within the patient's everyday environment (home, school).
- 13 children with disabilities currently participating in the testbed.
- My Rehabilitation Data platform (connecting patient data with advanced medical-technology research institutions).
- Data collection, complication prediction, and contributions to rehabilitation research.

After Participation (Mid to Long-Term)



Impact Acceleration

Normalization and widespread adoption of holistic rehabilitation.

Expansion of rehabilitation beyond patients and hospitals into community-based settings.

Construction of a new Seoul Rehabilitation Hospital integrating communityware and humanware.

Expansion of the RISE platform to rehabilitation hospitals nationwide.

Global diffusion to underserved rehabilitation regions.

- Establishing linkages and role models across patients, families, medical staff, communities, and the nation.
- Reduction of hospital wait times by more than 30%.
- Dissemination of Seoul Rehabilitation Hospital's RISE platform and service model.

Problem

Fragmented rehabilitation care, limited-service capacity, and insufficient preventive approaches.

IG Support

Goal

Delivering the highest-quality digital rehabilitation healthcare services.

Existing Outcome

Leading the field in holistic rehabilitation care

Short-Term Outcome

Implementation of a digital rehabilitation medical system that provides continuous patient care

Mid- to Long-Term Outcome

Development of technology- and data-driven disease prediction and response systems

Long-Term Outcome

Establishment of an open platform where all rehabilitation hospitals, people with disabilities, and local communities can participate together in rehabilitation

Trigger Factor



Through Impact Ground, Seoul Rehabilitation Hospital is preparing an AI- and data-based personalized precision rehabilitation system so that rehabilitation care can take place continuously in all of the patient's everyday spaces, beyond the physical boundaries of the hospital.

Conventional rehabilitation medicine has been characterized by fragmented care, long waiting times, and standardized, symptom-centered treatment. In particular, pediatric rehabilitation is an area that private hospitals tend to avoid, and even public hospitals are mainly adult-focused, resulting in very limited access to treatment for pediatric patients. By participating in Impact Ground, Seoul Rehabilitation Hospital aims to strengthen the timeliness and continuity of care and to shift from symptom-centered treatment to personalized precision rehabilitation for each patient.

To make this a reality, Seoul Rehabilitation Hospital plans to develop and operate the Rehab-Link App, which incorporates digital technology. Through this app, patients and medical staff jointly set rehabilitation goals, while patients and their families record daily therapeutic activities and health status and share them with the hospital, creating a continuous connection system.

In addition, the hospital seeks to build unique lifecycle data for children and adolescents with disabilities in Korea, based on 24 years of accumulated health information and medical records. By adding AI technology, it will be able to automate the measurement, integration, and analysis of patient health information, predict risk factors for children with disabilities, and provide optimized rehabilitation medical information.

Figure 3.

Introduction to Seoul Rehabilitation Hospital's RISE Platform



Ongoing development of the RISE(Rehab Impact Services For Everyone) platform

* What is the digital rehabilitation platform RISE?

It is a data-driven digital rehabilitation platform that continuously provides personalized rehabilitation services to children and adolescents with disabilities, helping them avoid gaps in care and supporting them in leading healthier lives within their communities.



Development of the RISE-RM(Rehab Medicine) platform and chatbot

- Development of "the Rehab Planner" and "My Rehabilitation Data" platforms and introduction of "the Naiju" chatbot
- Completion of platform development through collaboration between frontline-based citizen developers and IT experts



Preparation for the introduction of RISE-CR(Clinical Research)

- Conducting research on the use of digital technologies and digital rehabilitation treatment models



Digital transformation of Seoul Rehabilitation Hospital

- Building a software-centered infrastructure to digitize existing data and newly generated data



Scaling up citizen development-ship

- Formation of a development team applying Agile methodologies
- Promoting citizen development-ship and training citizen developers



Infrastructure development

- Introduction of radiological examination equipment for scoliosis research
- Upgrading HS on-premise servers and storage

CASE 2. Wonjin Institute of Occupational and Environmental Health

Development of the Chemical Safety Public IT Solution Product Safety Management Support System



Wonjin Institute of Occupational and Environmental Health is a nonprofit research organization established to protect workers' health and improve working environments, with the core goal of providing independent, reliable information and scientific expertise on value-conflict issues arising in workplaces and society. To this end, the institute is equipped with high-quality analytical instruments and professional research staff recognized in Korea and abroad, securing accurate and systematic data and analytical results.

The institute does not stop at technical approaches but addresses the entire process, from diagnosis to solution, from a governance perspective. Through this, it has supported integrated decision-making and action involving diverse stakeholders such as businesses, workers, and government. In particular, Wonjin Institute of Occupational and Environmental Health serves as a public implementer of alternatives in the management of chemical risks, helping society and industry create safer and more sustainable environments. As a result, the institute has established itself not only as a provider of data but as a professional organization that drives concrete policy change and on-the-ground improvements.

TRIGGER Technologizing Solutions

Before Participating in Impact Ground



Solution

A research institute that protects the safety of workers and citizens in industrial and everyday environments.

Provides independent information and scientific expertise on value-conflict issues.

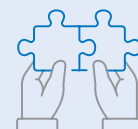
Uses a governance-based approach that extends from problem diagnosis to solution, beyond mere technical fixes.

Possesses independent, high-quality analytical equipment and strong research capacity.

Plays the role of a public implementer of alternatives in chemical risk management.

- Contributed to the enactment of the Special Act on Safety of Children's Products.
- Produced empirical evidence on occupational exposure to carcinogens.
- Developed and disseminated <Toxfree>, a web-based carcinogen management solution for the occupational health field.

After Participation (Short to Mid-Term)



Trigger Technologizing Solutions

Building the Chemical Safety Public IT Solution Product Safety Management Support System to encourage voluntary disclosure of chemical information and participation.

Providing sufficient information on less hazardous raw materials.

Promoting the development of safer products.

Enabling full ingredient disclosure for products.

Providing information on superior products to distributors and consumers.

- Expanding the Product Safety Management Support System.
 - By 2024, a total of 52 companies have participated, with 643 raw materials and 327 products registered, and 135 full ingredient disclosures.
- Establishment of a public-interest chemical safety IT corporation.
- Launch of the Council for Implementing the Safe Household Chemical Products Pledge, with participation from 69 companies, 4 civil society organizations, and 2 government agencies.

After Participation (Mid to Long-Term)



Impact Acceleration

Full disclosure of chemical information for all products and activation of risk governance for chemical safety.

Establishment of risk governance.

Implementation of automated raw-material safety assessments.

Automation of superior-product evaluation based on the database.

Focusing offline efforts on corporate education and training.

- Formation of a market led by products with outstanding chemical safety.
- Building a daily-life ecosystem of chemical safety for citizens and workers.
- International integration and reinterpretation of chemical safety information.
- Activation of data-driven governance for a chemically safe society.

Problem

Lack of information and management systems for hazardous chemicals.

IG Support

Goal

A society free of hazardous chemical products.

Existing Outcome

Diagnosis and public disclosure of chemical exposure conditions in industrial and everyday environments.

Short-Term Outcome

Development and operation of the Product Safety Management Support System.

Long-Term Outcome

Providing scientific evidence and collaborative alternatives for domestic and international regulation and implementation of hazardous chemicals.

Trigger Factor

Through Impact Ground, Wonjin Institute of Occupational and Environmental Health Research Institute has focused on developing an IT solution that integrates fragmented chemical-substance information and automates complex verification processes, enabling companies, government, and consumers to easily disclose and check chemical safety information for products.

The institute has developed an IT solution that integrates and reinterprets chemical safety information from around the world, evaluates the level of chemical safety in Korea, and provides practical tools for addressing problems. This solution enhances accessibility and usability so that government, companies, and citizens can produce, consume, and manage safer products, while building a growing private chemical database that supports government information verification and disclosure and promotes the use of public data.

In particular, manufacturers and importers of household chemical products are required under the Chemical Products Safety Act to report product ingredients and concentrations to the Chemical Product Management System CHEMA (Chemical Product Management system), which is then combined with the institute's toxicity information database to assess raw-material safety and product hazards. Companies that join the voluntary agreement can disclose full product ingredients and undergo raw-material safety assessments without additional costs or paperwork, making it easy for small and one-person businesses without their own analytical infrastructure to participate. In addition, the screening of products with low levels of hazardous substances is automated, providing consumers with information on products that excel in chemical safety.

Case of Selecting Products with Excellent Chemical Reduction

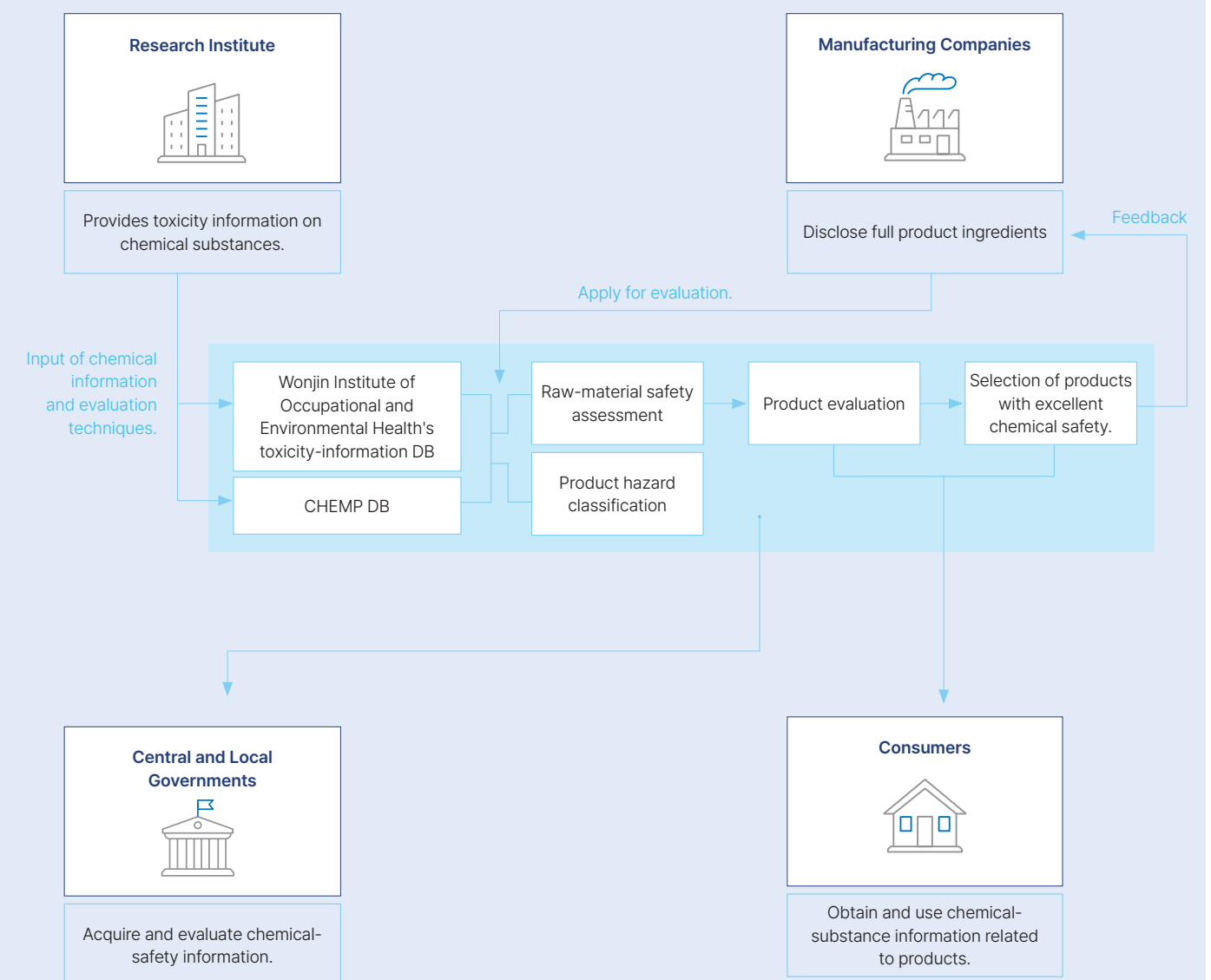
Wany Life is a manufacturer of air fresheners and deodorizers that joined the Council for Implementing the Safe Household Chemical Products Pledge in 2024. By actively using Wonjin Institute of Occupational and Environmental Health's Chemical Safety Public IT Solution (Product Safety Management Support System), Wany Life had registered the raw materials of a total of 203 products as of September 2025. As of December 2024, it had also completed full ingredient disclosure for 54 products. Using the system's screening function for products with excellent chemical reduction, the company developed 25 reduced-chemical products, which were selected as outstanding products.



No. 83 Cell Cleanse Diffuser
White Autumn Garden

Figure 4.

Operational Structure of Wonjin Institute of Occupational and Environmental Health's Chemical Safety Public IT Solution



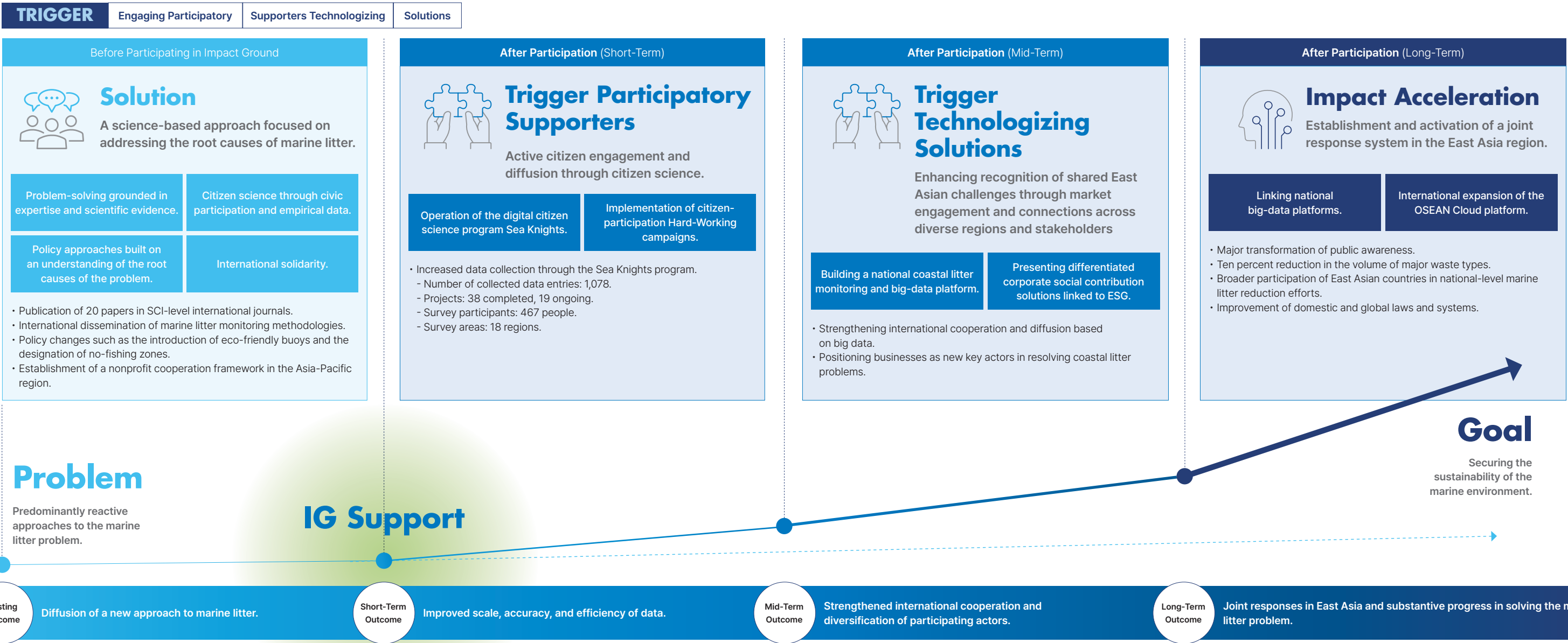
CASE 3. Our Sea of East Asia Network (OSEAN)

Innovation and Expansion of Citizen Science through the 3D Digital Survey Program “Sea Knights” and a Cloud Data Platform



Our Sea of East Asia Network (OSEAN) is a nonprofit organization and independent private research institute that collaborates across regions and national borders to address marine issues in East Asia. The sea is a shared living environment that connects many countries beyond national borders, yet it faces complex threats such as climate crisis, environmental pollution, and resource depletion. Among these issues, OSEAN focuses on the rapidly increasing problem of marine litter, making research and investigation based on scientific expertise and citizen participation its core function. Experts and citizens work together to conduct scientific investigations and analyses of the generation patterns and actual conditions of marine litter, as well as its impacts on marine ecosystems.

The results are shared with society so that anyone can understand the marine litter problem and take part in solving it. When citizens collect data in their daily lives and contribute their observations and views to research, marine problem-solving expands beyond an expert-only domain into a body of public knowledge co-created by citizens and science. These research outcomes also serve as objective evidence for government policies and corporate activities, enabling sustainable marine management and collective responses. As a collaborative knowledge platform jointly shaped by academia, experts, and citizens, OSEAN is working to safeguard the future of the seas in East Asia.



Trigger Factor

OSEAN is a case that applies multiple types of Impact Triggers in combination through Impact Ground. By combining digital analytics with citizen-participation marine surveys to build monitoring programs and databases, OSEAN has greatly enhanced the scope, accuracy, and efficiency of data collection. It has also formed highly engaged citizen groups through a strategy of selection and focus, and is generating collaborative outcomes by linking this program to companies' ESG activities.

Integration of marine litter research and 3D digital analysis technologies

Through its participation in Impact Ground, OSEAN expanded its previously shoreline-focused, offline marine litter monitoring project into the Sea Knights initiative, transforming it into a digital citizen science program that monitors and manages marine litter across three-dimensional spaces, air, underwater, coast, and urban areas, using cutting-edge scientific technology.

- **Sky Knights:** Use drones to photograph litter and facilities along the coast and record the volume and actual conditions of marine litter.
- **Aqua Knights:** Divers photograph litter found underwater, as well as marine life or coral entangled in debris.
- **Terra Knights:** Use smartphones to photograph litter left on the shore, estimate its volume, and report major sources and key types of litter in the surrounding area.
- **Urban Knights:** Monitor litter discarded on city streets and take photos along drainage lines with smartphones, when the photos are uploaded, AI automatically recognizes and identifies what kinds of litter are present.

All data collected through devices such as mobile phones, drones, and underwater cameras are gathered on the online big-data platform Ocean Cloud and made publicly accessible to people in Korea and abroad. On this platform, the litter data are automatically and instantly classified and analyzed by location, image, weight, and type, and then provided in processed form so they can be used for research and policy. By leveraging digital technology, OSEAN can collect large volumes of data with far fewer spatial constraints, while significantly improving data accuracy and processing speed.

Recently, OSEAN has developed an English version of Ocean Cloud, laying the groundwork for expanding Sea Knights activities and data collection at the international level. At the “New Southern Sea Community (EASICO) Workshop,” OSEAN presented its approach to “marine litter citizen science using AI and diverse data sources,” and at international events it has demonstrated and field-tested the Urban Knights app, which features automatic recognition of urban litter.



Cultivating active citizen participation through selection and focus

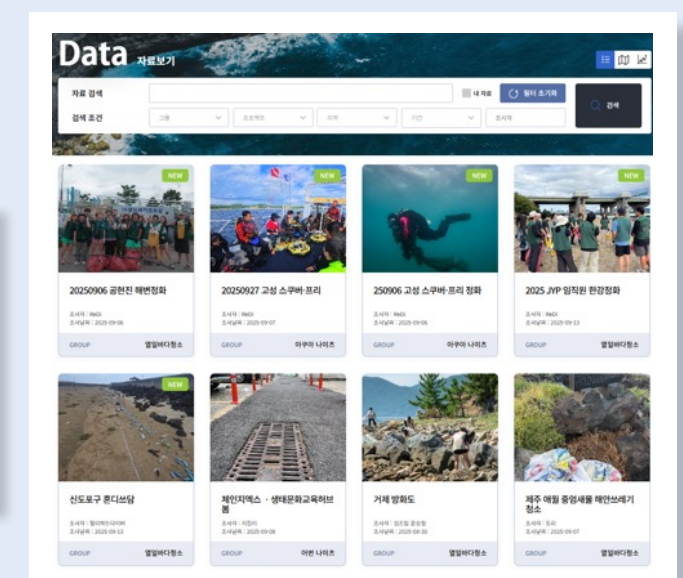
Through Impact Ground, OSEAN has identified ten major types of litter frequently found along coastlines and is concentrating its efforts on solving these specific issues. It has named this effort the “Hard-Working Campaign” and set a concrete goal of reducing the volume of these key litter types to 10 percent of their current level. By narrowing the scope of activity and setting clear targets, OSEAN makes the outcomes of citizen participation quickly visible, which helps sustain engagement and strengthens people's sense of achievement about the changes they are creating.

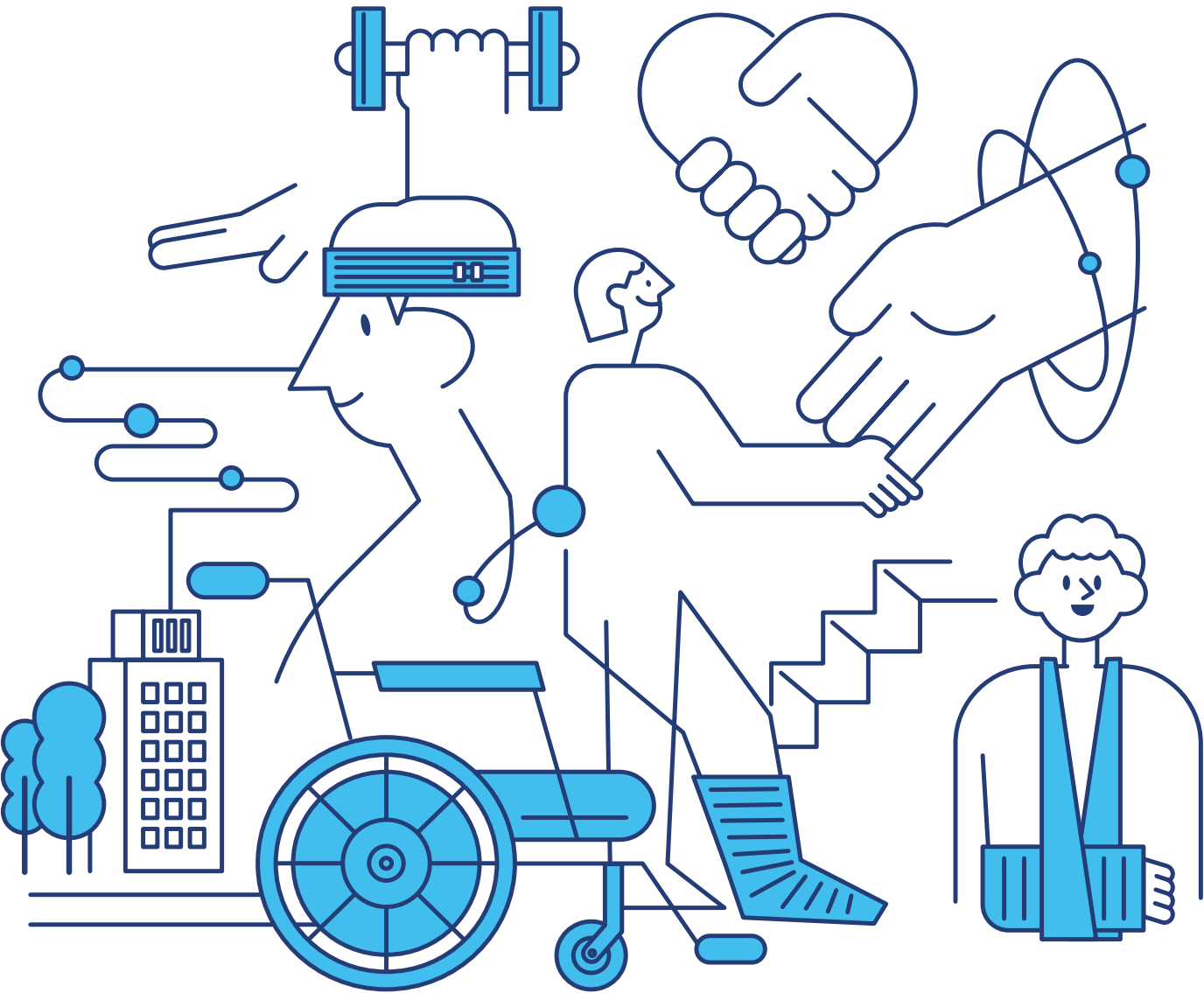
Combining technologizing and market engagement (linked to corporate social contribution initiatives)

The technologizing of these solutions has also become a catalyst for ESG-based activities that encourage corporate participation. Within the Sea Knights app, OSEAN has created a “Hard-Working Ocean Cleanup Group” function that allows companies to participate directly in litter surveys and coastal cleanup activities at the organizational level. Data collected through corporate participation are provided back to the companies in the form of “ecosystem impact index measurement reports,” which they can use as evidence of their ESG performance. This creates a corporate-participation model for social contribution that goes beyond one-off volunteer activities and actively responds to companies' demand for quantitative impact reporting. By expanding ESG collaborations with companies, OSEAN can reduce its reliance on government contracts and secure opportunities to mobilize new resources. Companies such as GS Caltex and KT&G have taken part in the Hard-Working Campaign, and events like the Seoul ESG Together Plus Fair have helped position businesses as key actors in solving the marine litter problem.

Figure 5.

Screens of OSEAN's Sky Knights and Sea Knights apps



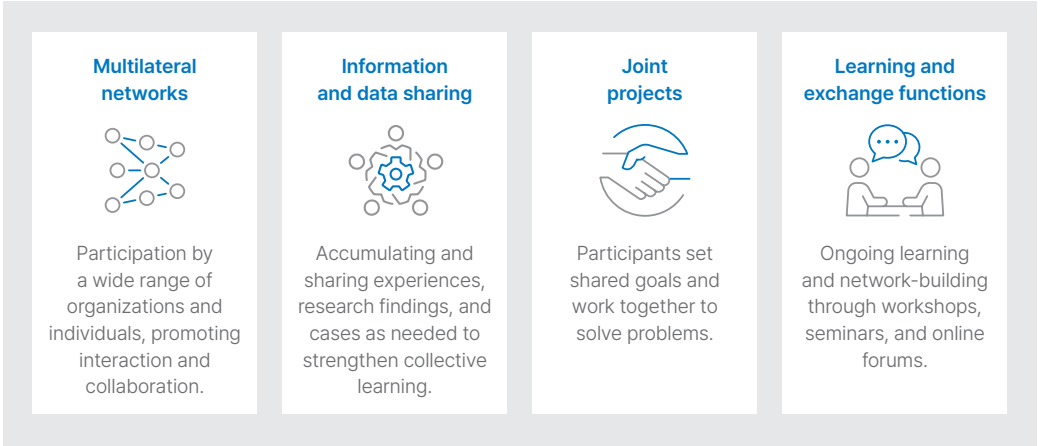


2) Collaboration and Knowledge Sharing through Platforms

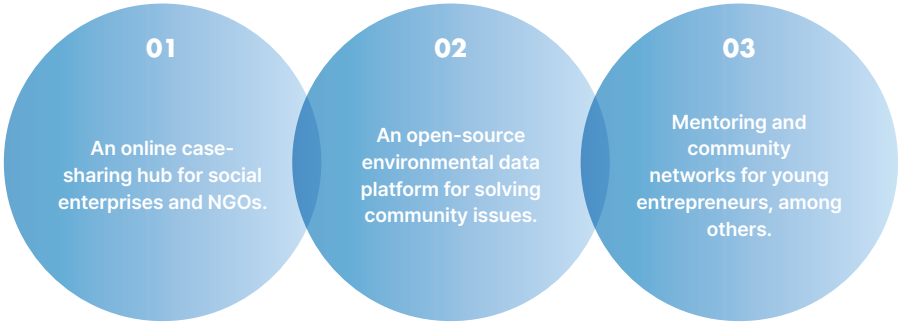
A platform is a space where diverse social innovation organizations and stakeholders come together to accumulate and exchange information and experiences, and to jointly explore strategies for solving problems. In the Impact Ground initiative, platforms enable participating organizations to share their learnings and outcomes, generating synergy and collective wisdom through collaboration.

These platforms go beyond simple information sharing by fostering collaborative interactions between organizations and individuals, thereby enhancing creativity and efficiency in problem-solving. As knowledge and data are accumulated and disseminated, collective learning occurs naturally, and new solution strategies and collaboration opportunities can be continuously identified. Trust and networks among participants are strengthened, and collective impact is maximized throughout the entire process of addressing social problems.

Key Elements



Application Examples

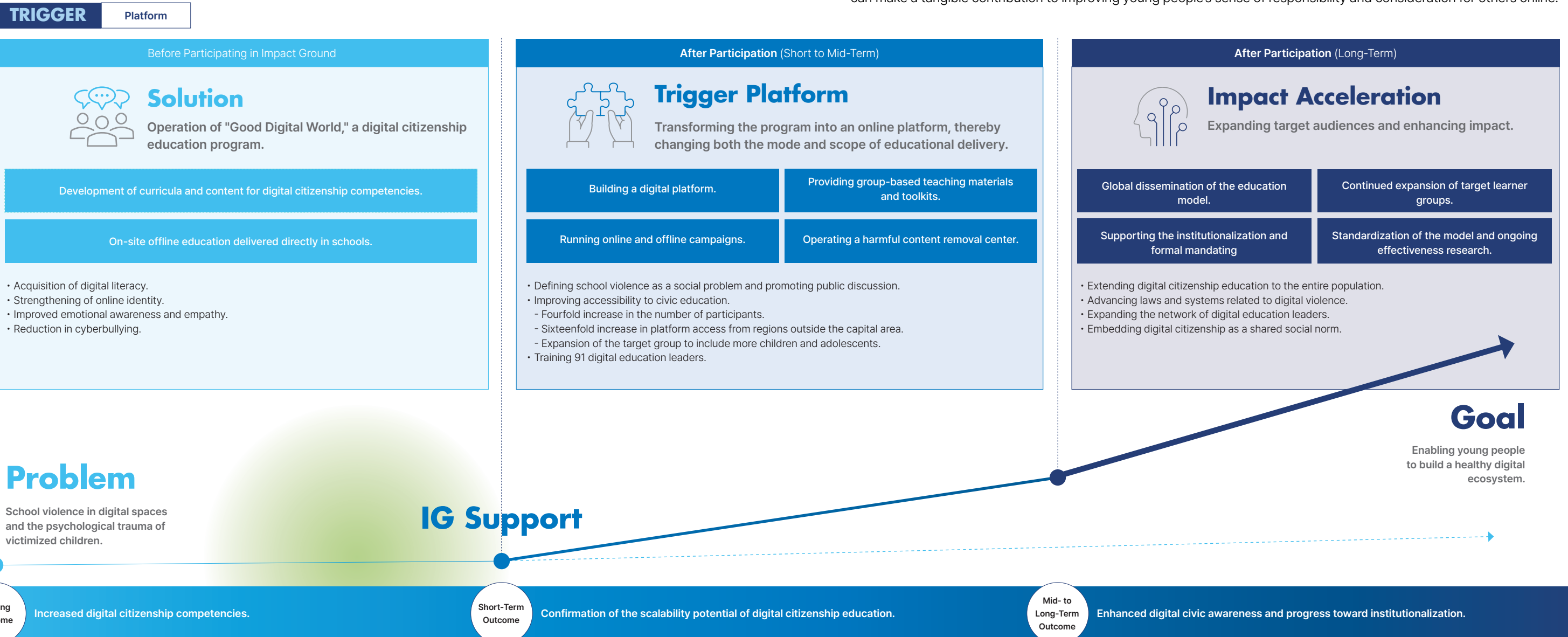


CASE 4. The Blue Tree Foundation

Good Digital Friends: A Digital Citizenship Education Platform Beyond the Classroom



The Blue Tree Foundation has defined school violence not as an “invisible personal deviation or just a form of extreme teasing such as bullying,” but as “a structural problem of society and a shared responsibility.” By making the characteristics of school violence and the realities of victimization visible and a subject of public discussion, it has led society to recognize school violence as a structural issue. This has created a foundation for society as a whole to respond to school violence together. The Blue Tree Foundation also emphasizes the need for digital citizenship education that encourages young people to refrain from hate speech and cyberbullying in digital spaces and to be considerate of others. In 2015, in partnership with Kakao Impact, it launched Good Digital World, Korea's first digital citizenship education program. Whereas existing online etiquette education focused mainly on rules such as avoiding profanity or protecting personal information, this program offers a structured curriculum that helps students learn how to live together as citizens in the digital age. Although school violence prevention education is legally mandated in schools, structural limitations in expertise, time, and budget have often made it difficult to respond effectively to online school violence in practice. Despite these constraints, Good Digital World has provided offline education to more than 110,000 students in 4,713 classes across 726 schools nationwide. Effectiveness studies on the program show significant improvements across all domains of digital citizenship. In particular, students at every grade level showed substantial gains in digital literacy and online identity competence. Through these results, the Blue Tree Foundation confirmed that digital citizenship education can make a tangible contribution to improving young people's sense of responsibility and consideration for others online.



Trigger Factor

Through Impact Ground, the Blue Tree Foundation transformed its previously offline-centered digital citizenship education into an online platform called Good Digital Friends, enabling anyone to benefit from the program regardless of time and place.

Although the effectiveness of Good Digital World had been demonstrated, its offline-centered operation meant that some found it difficult to participate due to time and location constraints. To address this and offer more learning opportunities to children and adolescents, the foundation now operates Good Digital Friends, an online expansion of the original education model. With the support of Impact Ground, the Blue Tree Foundation was able to accelerate its transition to an online platform, greatly enhancing both the accessibility and scalability of its education programs. The shift online has created an environment where participation is possible anytime, anywhere, amplifying the positive impact of the program.

Good Digital Friends advances four core activities. First, building a digital citizenship online platform with the potential for nationwide expansion, Second, providing educational toolkits to improve the quality of group instruction, Third, running online and offline campaigns on digital citizenship and cyberbullying, and fourth, creating a safer digital environment by responding to and removing harmful content. In addition, the foundation develops training and content not only for young people but also for teachers, parents, and counselors, providing multidimensional support for strengthening digital citizenship competencies. Through these efforts, the foundation helps children and adolescents actively respond to the diverse challenges they face in digital spaces and creates an environment in which the adults around them can support that journey. From 2022 to 2024, the online platform was expanded in stages, and by 2024 it had entered a consolidation phase, leading to broader dissemination and more advanced operation of digital citizenship education.

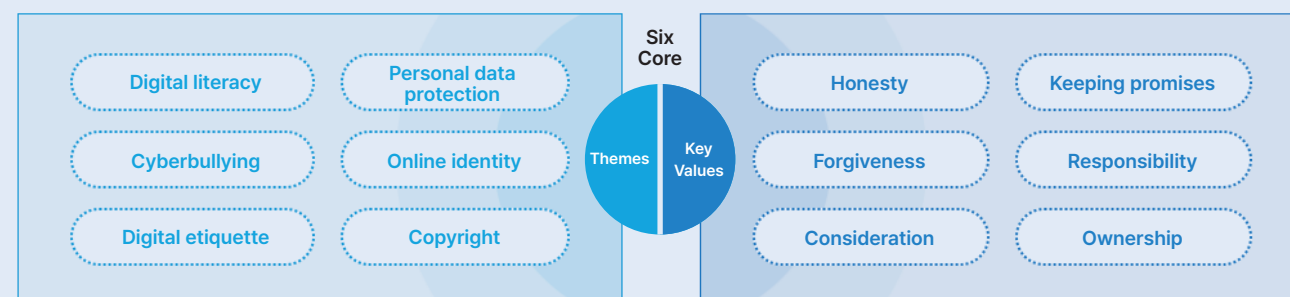


Figure 6.

The Blue Tree Foundation's Good Digital Friends



CASE 5. Sepuma-Second Chance for the Youth

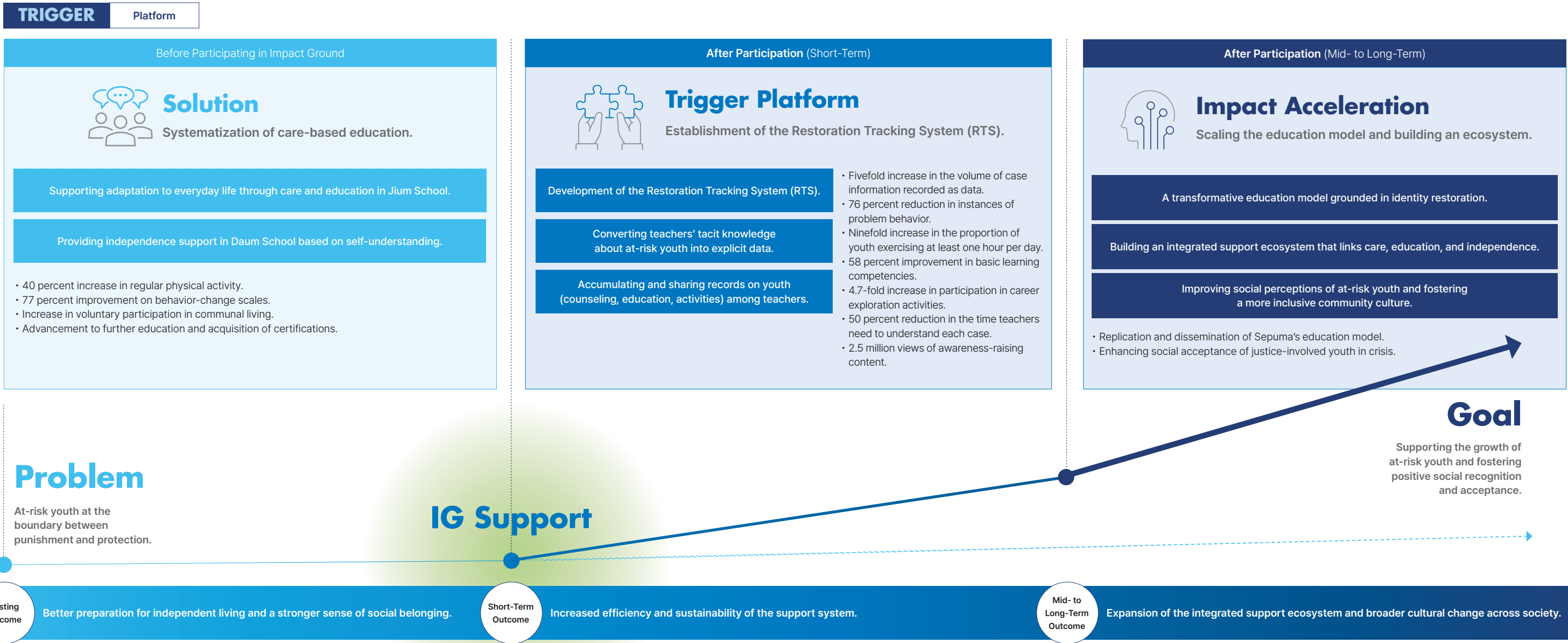
Building a Restoration Tracking System (RTS) for Tracking Restoration



Sepuma(Second Chance for the Youth) is a nonprofit organization that protects, supports, and fosters independence for justice-involved adolescents under protective disposition who have been marginalized by their families, schools, and society. It is a nonprofit that walks alongside these marginalized youth to the end, helping them heal emotional wounds, reclaim their inner value, and put that value into practice in their daily lives.

Sepuma operates programs for psychological and emotional recovery, academic and career support, and empowerment for independent living, so that young people can overcome crises and participate as members of society. In collaboration with local communities, it is building an integrated support system that allows youth to secure a stable foundation for daily life and continue to grow. Under the motto “Transform Identity, Transform Lives,” Sepuma operates Jium School and Daum School.

- **Jium School:** A six-month initial program where students stop destructive past habits and learn healthy routines and critical thinking skills.
- **Daum School:** A two-year alternative education program that students voluntarily join after completing Jium School, with a focus on independent living skills and respect for each young person's learning pace and circumstances. True independence, in this view, is not simply “standing alone,” but living in community in a way that realizes both one's authentic self and a shared “us,” grounded in self-understanding and respect for others.



Trigger Factor

Through Impact Ground, Sepuma-Second Chance for the Youth developed the Restoration Tracking System (RTS), a database platform that continuously records the processes and changes that at-risk youth experience on their path to healing and independence, enabling young people and teachers to connect on a systematic, information-based foundation.



Sepuma created the case management system RTS (Restoration Tracking System) to provide individualized education and recovery support to children and adolescents with diverse backgrounds and life stories. RTS is a platform that systematically converts into data the information and experiences related to at-risk youth that had previously depended on each teacher's memory and notes, allowing continuous recording and analysis of the children's daily lives, learning, and counseling experiences.

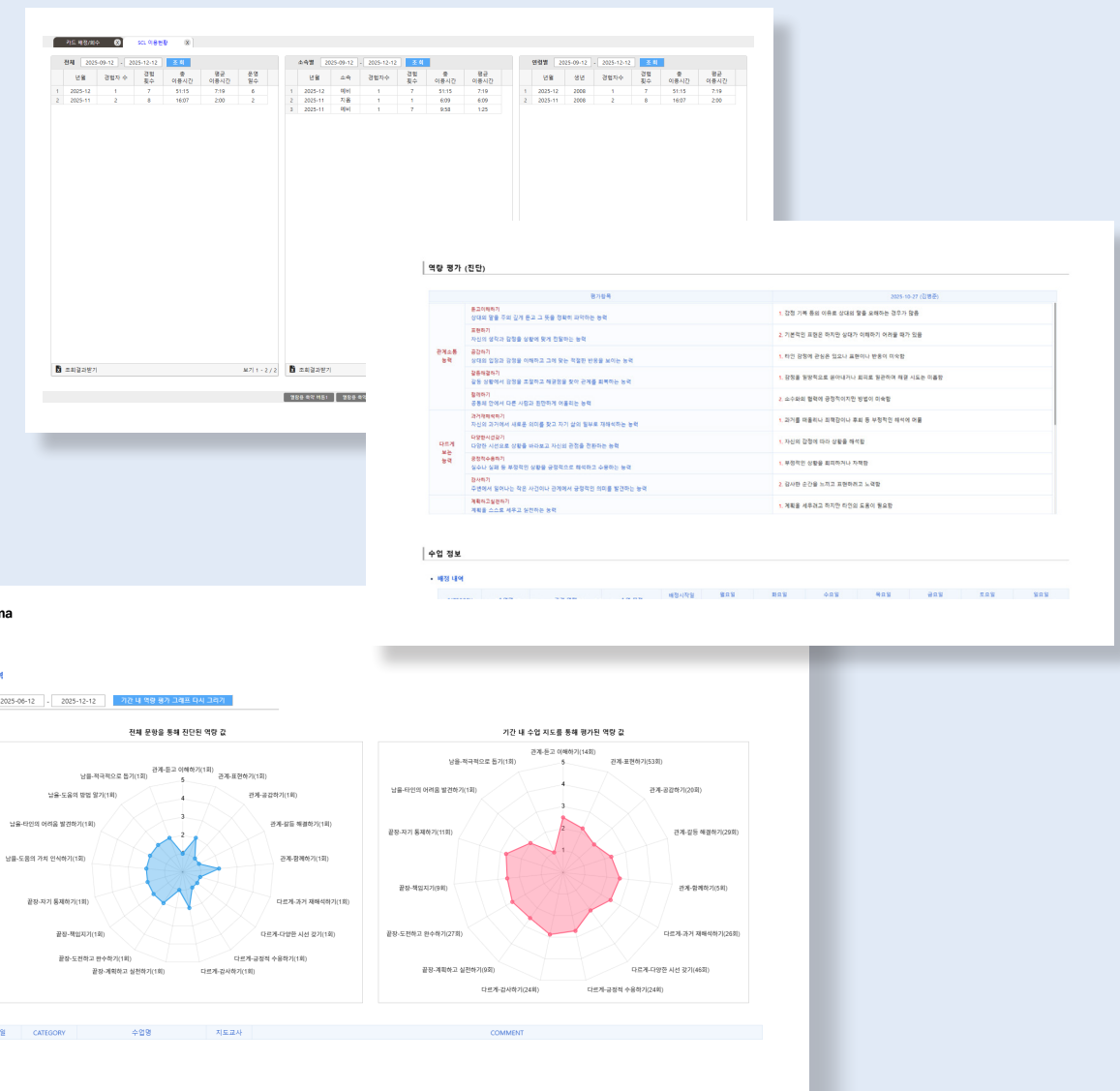
Teachers log into RTS every day to enter all of their interactions with the youth, including lesson content, counseling notes, and observations of daily life, and use this information to design tailored recovery pathways suited to each child's characteristics and situation. RTS stores a wide range of information in structured form, including court rulings, offense types, medical history, psychological assessments, key interests and needs, crisis situations, counseling history, timetables, and classroom behavior.

This enables teachers to move beyond simple observation, gaining a multidimensional understanding of each child's personality, career orientation, temperament, and aptitude, and to analyze the change process in both quantitative and qualitative terms. RTS strengthens the scientific rigor and effectiveness of education and recovery support for at-risk youth, serving as a key tool for delivering optimized support and learning to each individual child.

Since the introduction of RTS, the amount of case management information on youth has increased by about fivefold, and the time it takes a newly assigned teacher to fully grasp a child's change process has been reduced from an average of three months to one and a half months.



Figure 7.
Sepuma's RTS
(Restoration Tracking System) interface





3) Identifying and Engaging Participatory Supporters

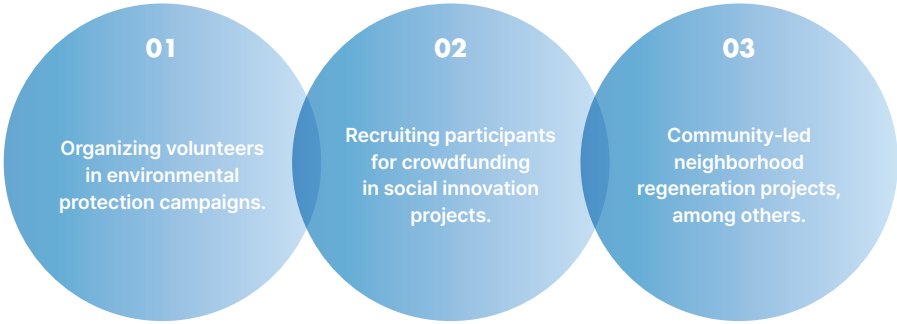
This is the process of identifying and organizing participatory supporters who empathize with a social problem, voluntarily join the effort, and continue to exert influence over time. Participating organizations share the project’s vision and goals effectively and encourage stakeholder participation, thereby securing the spread and sustainability of efforts to solve social problems.

Securing participatory supporters promotes engagement based on emotion and shared values, and these participants act as voluntary ambassadors who expand the project’s social influence. Supporters’ activities become a key driving force for the project’s diffusion, and the stronger the participation community becomes, the more sustainable and profound the impact on social problem-solving. This approach provides a structural foundation that encourages not only short-term involvement but also long-term engagement and behavioral change.

Key Elements



Application Examples



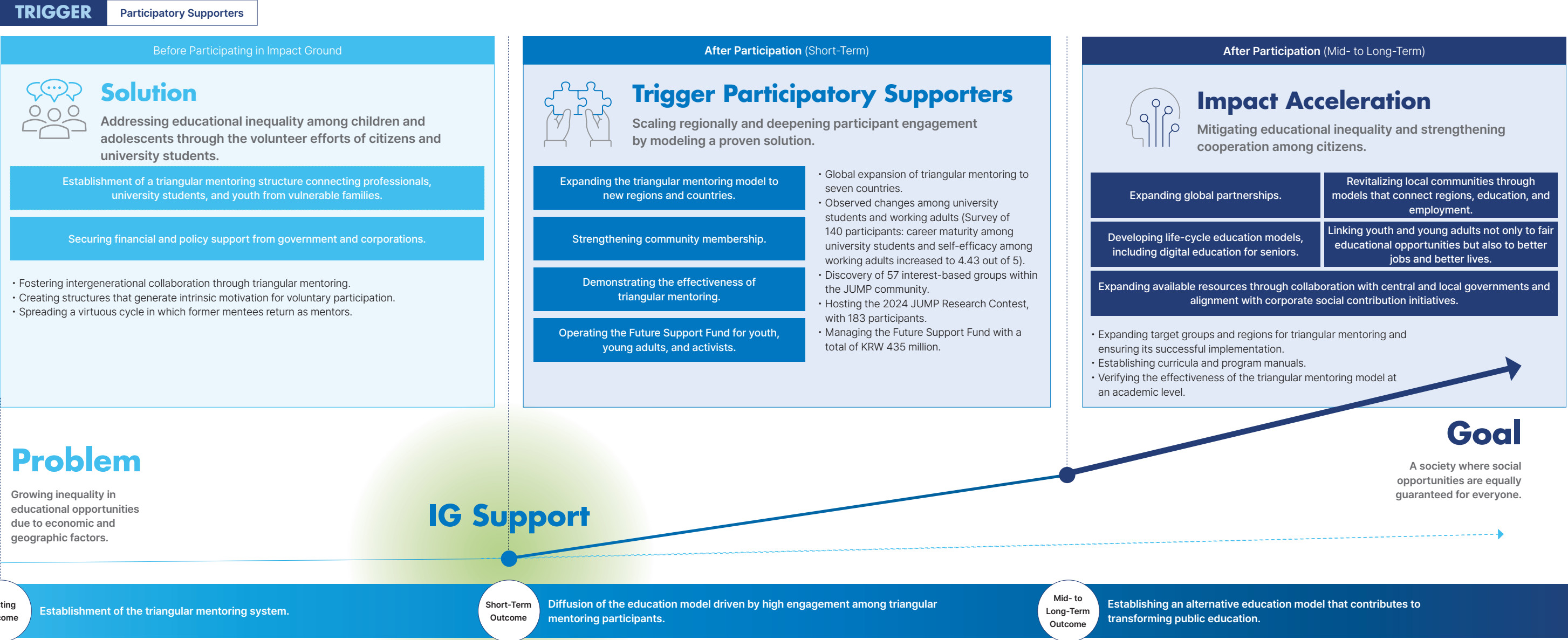
CASE 6. JUMP

Triangular mentoring, the link that grows JUMP’s vision together



JUMP aims to reduce educational inequality caused by economic and geographic factors by expanding educational opportunities for youth from diverse backgrounds and fostering inclusive future leaders who embody the values of sharing and diversity.

To narrow education gaps, JUMP operates primarily through a mentoring program that connects “youth–university students–working adults.” University students serve as mentors, supporting adolescents’ learning and career exploration, while working adults help university students with their own career development and skill building. This creates a virtuous cycle in which participants share and learn at the same time, allowing everyone involved to grow step by step and in a continuous way. Through a field-based, multi-stakeholder collaboration model, JUMP carries out a variety of initiatives that seek to address issues such as education, youth, and opportunity gaps in measurable and sustainable ways. By building partnerships across sectors, including government, corporations, schools, and local communities, JUMP has demonstrated the effectiveness and scalability of its chain mentoring model and established a sustainable growth model.



Trigger Factor

Through Impact Ground, JUMP was able to validate the effectiveness of its long-running “Triangular Mentoring” model and expand it as an educational model for a global audience.



The core driving force behind JUMP’s social impact is the identification and engagement of participatory supporters. University student volunteers remain connected to JUMP as alumni even after completing their activities, and some return as working-adult mentors after entering the workforce. In fact, 98.9% of program completers participated in additional social activities, and more than 60% expressed willingness to return as working-adult mentors in the future.

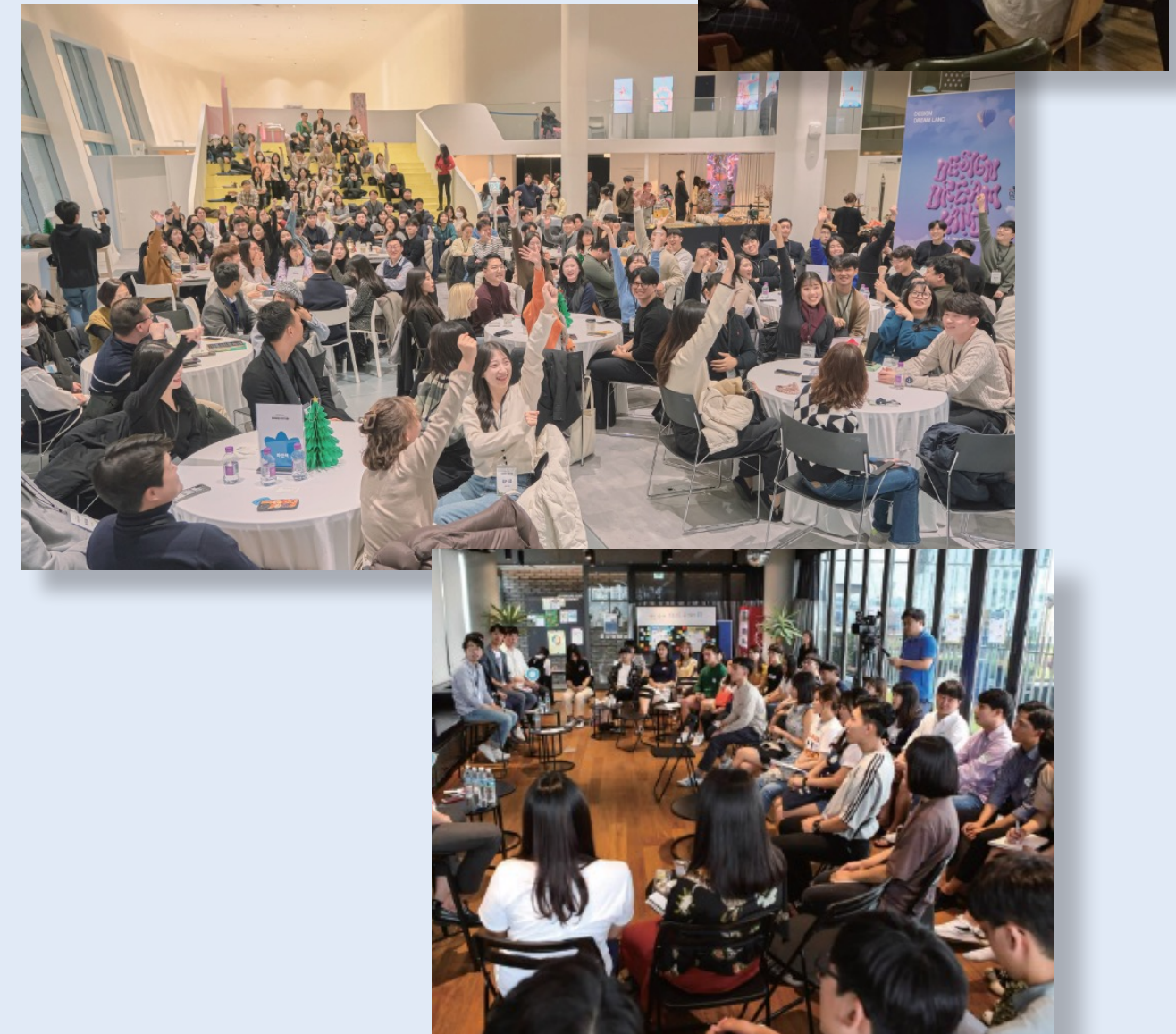
Working-adult mentors also become participatory supporters. Beyond offering advice, they experience increased self-efficacy and a stronger desire for social engagement as they witness the growth of their mentees. Survey results show that more than 90% of mentors reported developing an awareness of the need to address social issues through their involvement with JUMP.

Through Impact Ground, JUMP developed community-membership mechanisms that strengthen the cohesion and engagement of the triangular mentoring system and modeled these mechanisms into scalable, replicable forms. As a result, JUMP is expanding a global network of participatory supporters who share its vision of eliminating educational inequality. The model is now successfully implemented in seven countries, including Vietnam, the Philippines, and Indonesia.

JUMP

Figure 8.

Photos of activities from JUMP



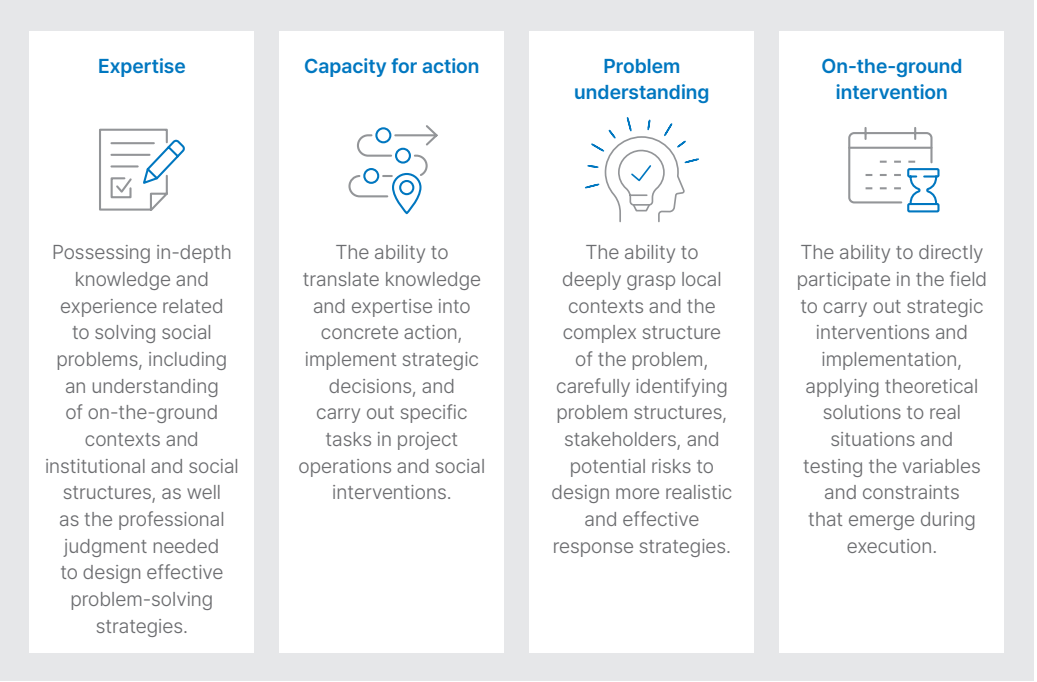


4) Leveraging Specialized Knowledge and Experience

This approach involves individuals with specialized knowledge and experience in a particular field directly engaging on the ground and taking the lead in solving social problems. Participating organizations can use this expertise and experience to enhance the appropriateness and credibility of their strategies and generate tangible impact in the problem-solving process.

Going beyond the role of a simple advisor or consultant, these experts combine knowledge with action, strengthening project execution and designing and testing solutions tailored to on-the-ground realities. The combination of expertise and execution capacity improves the relevance and effectiveness of solutions, while also reinforcing the credibility and impact of the social innovation projects undertaken by the organization.

Key Elements



Application Examples



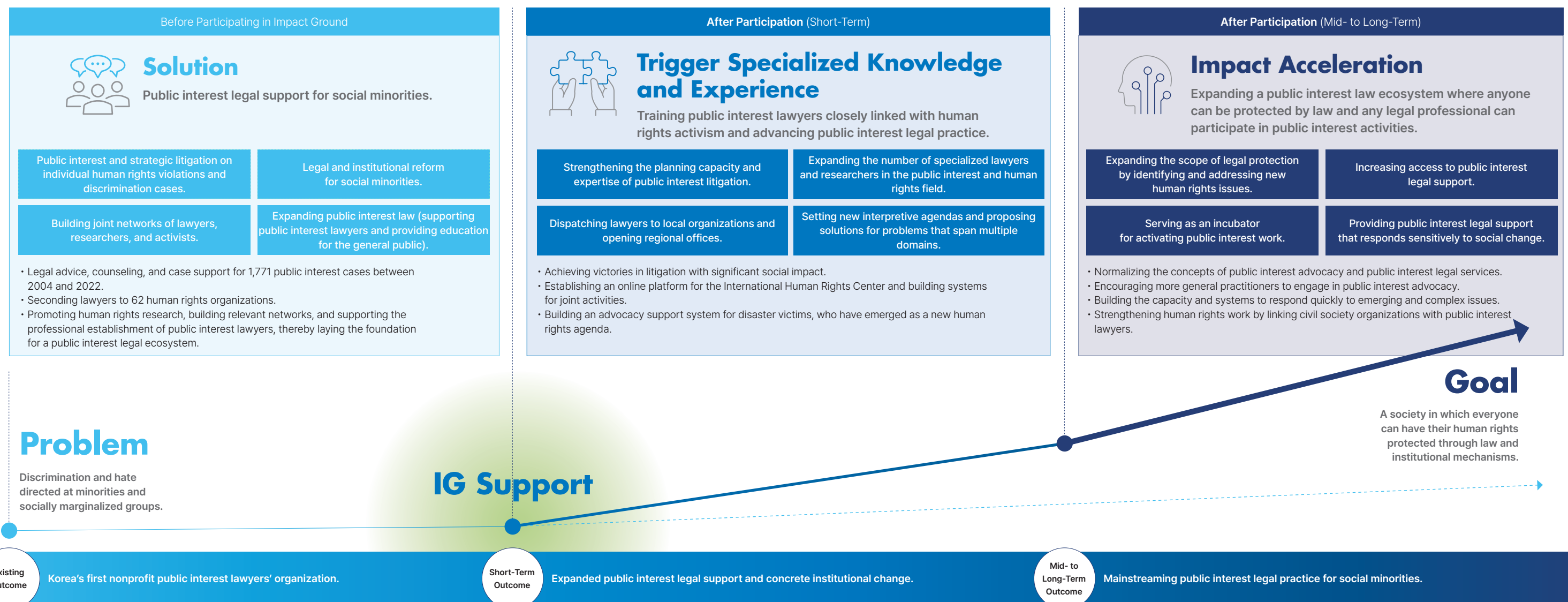
CASE 7. GongGam Human Rights Law Foundation

Building an ecosystem of human rights lawyers with legal expertise for marginalized groups and the public interest



TRIGGER

전문 지식과 경험의 활용



GongGam Human Rights Law Foundation is a public interest lawyers' organization that defends the legal rights of minorities and socially marginalized groups. Founded in 2004 as Korea's first nonprofit public interest law organization, it specializes in public interest legal practice. GongGam has actively pursued strategic public interest litigation to address individual human rights violations and discrimination cases arising across society. These lawsuits go beyond restoring the rights of individual victims and aim to raise overall human rights standards and drive institutional change, thereby producing tangible social transformation. The foundation also seeks legal and institutional reforms to structurally address the inequality and discrimination faced by social minorities. In doing so, it works to reflect the voices of various vulnerable groups, including LGBTQ+ people, migrants, persons with disabilities, and children and adolescents, and strives to build a legal environment in which everyone can enjoy equal rights.

Recognizing that such efforts cannot be sustained by a single organization alone, GongGam has steadily built joint networks that bring together legal professionals, researchers, and activists. Through these networks, it shares expertise and seeks to maximize the impact of public interest legal work. In addition, to broaden the base of public interest law, it supports the professional development of new public interest lawyers and provides human rights law education for the general public, laying the groundwork for a culture in which members of society understand and respect human rights.

Trigger Factor

Through Impact Ground, GongGam has focused on systematically training legal professionals who work in close connection with human rights activism and advancing the sophistication of public interest legal practice.

First, it strengthened the planning capacity and professional expertise of public interest litigation in order to drive social change. In doing so, it helps shift legal interpretations and uses case law to promote improvements in social structures and institutions. This strategy functions as an innovative approach that goes beyond simply litigating cases and instead aims at addressing social problems at their root. By expanding its pool of highly trained lawyers and researchers, GongGam is laying the groundwork for systematic and expert responses to a wide range of social issues.

To address human rights issues outside the capital region, it dispatches public interest lawyers to local areas and opens regional offices, providing closer support to communities on the ground and generating tangible change.

Social issues are increasingly emerging as complex, intertwined problems, much like how policies intended to improve housing conditions can end up infringing on the housing rights of low-income long-term residents, or how restrictions on plastic use can affect the survival of small packaging manufacturers. GongGam responds to these complex social challenges by advancing new legal interpretations and setting new agendas, proposing innovative solutions that move beyond existing approaches and realizing the values of the public good and human rights across society.

With support from Impact Ground, GongGam has further strengthened its public interest legal work to protect the rights of marginalized groups and address newly emerging structural issues in society. It contributed to a major institutional advance in LGBTQ+ rights by helping secure a 2024 Supreme Court ruling that, for the first time in Korea, recognized the legal rights and status of a same-sex couple through acknowledgment of dependent eligibility under the national health insurance system. In addition, by winning both the first and second instance state compensation suits in a torture case at an immigration detention center in 2025, it established important legal grounds for protecting the human rights of refugees and migrants. Furthermore, by building an online platform for the International Human Rights Center (launched in 2019), GongGam has created a foundation for collaboration among domestic and international human rights organizations, lawyers, and researchers. It has also expanded its scope of work by supporting the first petition filed with the Special Investigation Committee on the October 29 Itaewon Disaster in 2024 and providing legal assistance to the bereaved families' association, laying the groundwork for a human rights advocacy system for disaster victims.



Figure 9.

Key achievements of the Public Interest and Human Rights Law Foundation GongGam



(Clockwise)

Figure 9-1) Signing ceremony for the Public Interest Lawyers' Independence Support Project (2024)

Figure 9-2) Supreme Court victory recognizing dependent eligibility under national health insurance for a same-sex couple (2024)

Figure 9-3) Second-instance victory in the state compensation suit over torture at an immigration detention center (2025)

Figure 9-4) Support for the first petition filed with the Special Investigation Committee on the Itaewon Disaster (2024)



5) Leveraging Market Principles or Partnering with the Market

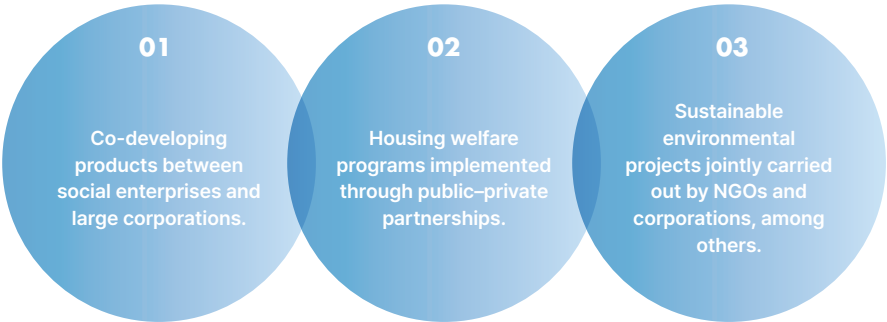
Addressing social problems does not need to rely solely on appeals to moral obligation or altruism, it can achieve greater impact by engaging individuals’ pursuit of self-interest and harnessing market principles. This approach moves beyond traditional nonprofit models such as charity, donations, and sponsorship, and instead combines the use of market principles with strategic collaboration among diverse stakeholders to solve social problems. Participating organizations apply market mechanisms such as competition, pricing, and efficiency to optimize resources, and secure sustainability and scalability in solving social problems by forming partnerships with actors including businesses, government, and nonprofits.

Market-based and partnership-oriented approaches enable efficient resource use and performance-based decision-making, while distributing risk through complementary collaboration. They also provide a structural foundation for long-term sustainability and scalability, allowing the project’s social impact to expand in a stable and continuous way.

Key Elements

<p>Social enterprise development Pursuing both revenue generation and social value by selling products or services that address social problems in the marketplace.</p>	<p>Linking fair trade and ethical consumption Enabling citizens to participate directly in solving social problems through responsible, good consumption.</p>	<p>Partnerships with corporate CSR and CSV Collaborating with companies that share the organization’s values, drawing on each partner’s strengths and assets.</p>	<p>Using brand and design strategies Branding social problem-solving activities in ways that align with and appeal to consumer needs and desires.</p>
--	--	--	--

Application Examples



CASE 8. OPEN CLOSET

Launching an online clothing rental service as simple as online shopping

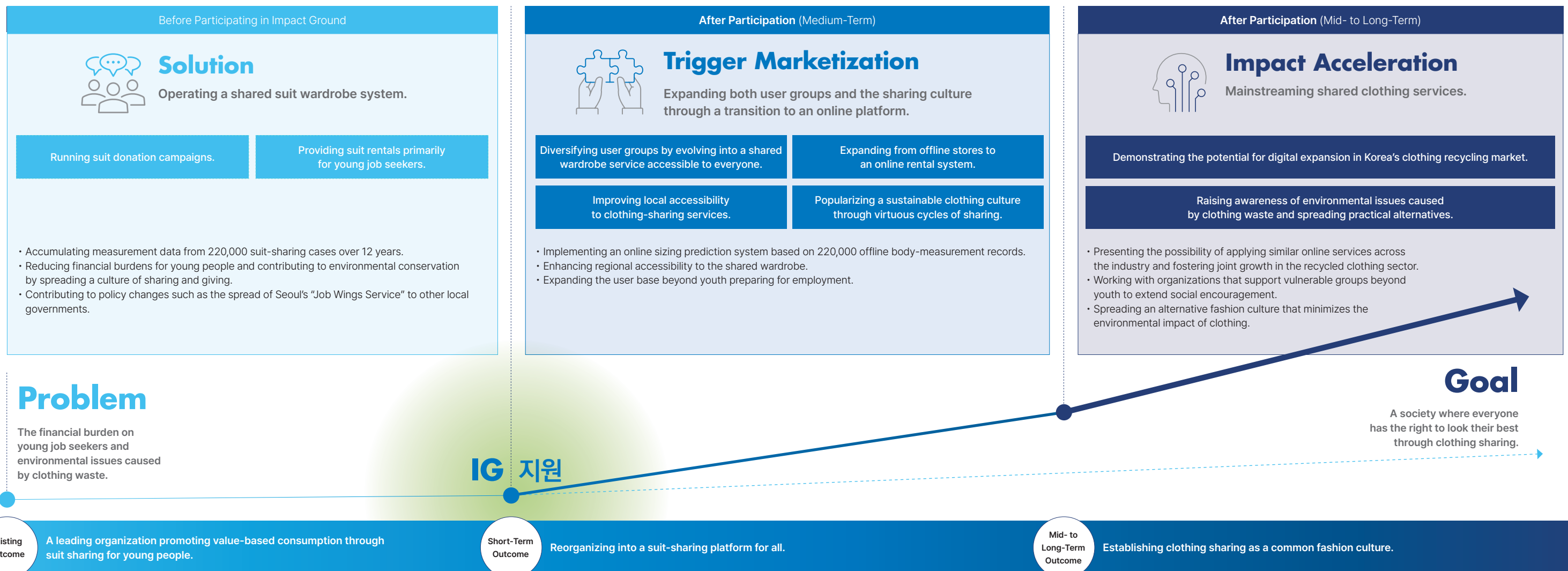


TRIGGER

Marketization

OPEN CLOSET is a clothing-sharing platform that spreads social value through a culture of sharing and wearing clothes. It began as a suit-sharing initiative for young job seekers, helping to ease the financial burden of job preparation and encouraging young people as they enter the workforce. Going beyond simple clothing rental, OPEN CLOSET is built on the belief that “someone’s clothes can be the key to another person’s opportunity,” presenting the power of sharing as a way to address social problems. Its suit rental and youth support programs have provided real, practical help to young people facing financial pressure during the job search process. Offering suits free of charge or at an affordable cost does more than provide clothing, it carries social meaning by boosting young people’s self-esteem and confidence. OPEN CLOSET has also created a “culture of cheering together” through the sharing economy by organizing suit donation campaigns and small-group mentoring programs that connect people from various sectors of society to support young people’s efforts. The organization is spreading a sustainable consumption culture through clothing reuse and sharing. This goes beyond simply lending clothes, it has become an innovative model and a leading sharing-economy enterprise that promotes circular use of resources while generating both environmental and social value.

OPEN CLOSET’S problem awareness and practical solutions have influenced the creation of youth support policies at the central and local government levels, extending the reach of its impact. Its model contributed to the introduction of youth interview suit support programs such as Seoul City’s “Job Wings Service,” which later spread to local governments nationwide and became institutionalized, resulting in greater scale and improved access. What began as a private-sector solution has been linked to public policy and administrative systems, transforming an individual-level problem into a social agenda and influencing government policy and institutional change as a model of social innovation.



Trigger Factor

By building an online rental system based on the body measurement data it has accumulated over the years, OPEN CLOSET has strengthened its market responsiveness and scalability in the clothing recycling sector within an increasingly online-based consumer environment. OPEN CLOSET'S practical solutions have led to changes in government systems and public policies, further amplifying its impact.



In addition to operating offline stores, OPEN CLOSET has developed an online rental system that offers a clothing-sharing service aligned with the lifestyle of consumers who are accustomed to online shopping. This is not merely an expansion into online services, it is an innovative attempt that uses approximately 220,000 body measurement records accumulated to date (as of 2025) to provide clothing tailored to each customer's physical characteristics. As a result, customers can accurately choose the garments they want without visiting a store, which increases both user satisfaction and usage rates.

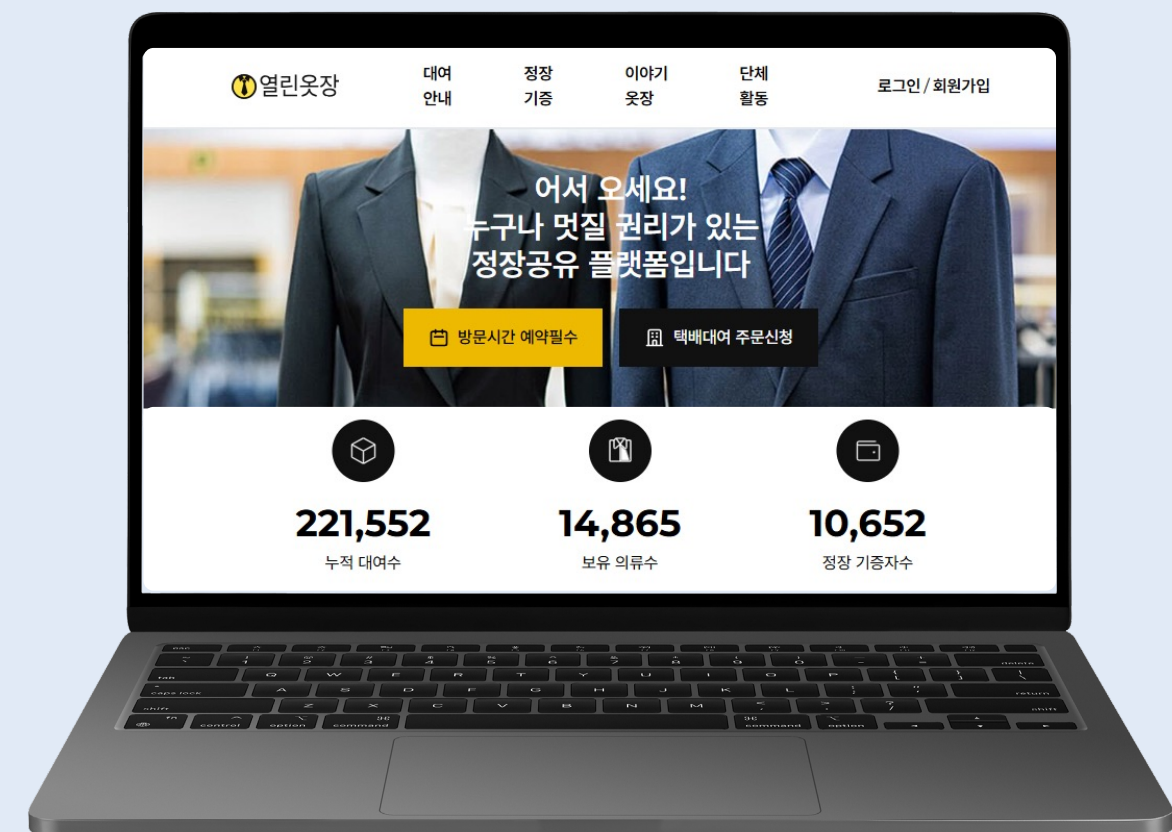
Building on the experience and resources gained from its suit-sharing project for young job seekers, OPEN CLOSET has expanded its services beyond youth to include all those who need suits, such as students at specialized high schools and older adults. In doing so, it helps people choose suits that reflect their individual needs and personal style.

In particular, the online suit rental system has significantly improved accessibility so that residents living outside Seoul can also use the service conveniently. As a result, OPEN CLOSET is creating a virtuous cycle of sharing that transcends boundaries of user groups and regions, leading the widespread adoption of a sustainable clothing culture.



Figure 10.

OPEN CLOSET'S online clothing-sharing system interface



CASE 9. PITCH MARKET

Pitch Bookshelf, a digital subscription learning platform for slow learners

PEACH MARKET

PITCH MARKET is an organization that creates easy-to-read content and provides education for slow learners and people with developmental disabilities, with the goal of building a society where everyone has equal access to information. It develops easy-read books and educational content for those who, for congenital or social reasons, struggle to access existing information and media, and supports them so they can live independently and with agency.

Each year, PITCH MARKET provides education to around 2,000 slow learners and has opened nine “Noisy Libraries” in Seoul, creating spaces where people with developmental disabilities can move freely, read aloud, and engage with books without restraint. By distributing books to special education classes and offering teacher training, it has worked to build an environment where slow learners can grow at their own pace. It is also running the “511 Project” in Suwon as a spatial experiment to build social infrastructure for slow learners. This space hosts a “One Book Reading” club for people who find reading and learning difficult, and serves as a collaborative platform for building an educational ecosystem for slow learners. Various stakeholders come together there to develop research and educator-training programs, expanding learning opportunities through easy-read books and participatory activities. By specializing in areas that public education has not fully addressed, this space is opening up new markets and impact-investment opportunities in the fields of educational welfare and social innovation, across both online and offline education.

TRIGGER

Marketization

Before Participating in Impact Ground



Solution

Producing easy-to-read content that slow learners can understand.

Providing easy-read content.

Applying topic-centered educational methods.

Offering in-service training for special education teachers and training mentors.

Designing “Noisy Libraries” as out-of-school activity spaces for slow learners.

- Educating around 2,000 slow learners each year.
- Improving literacy by 14% among participants who take part for more than six months.
- Opening nine “Noisy Libraries” within Seoul.
- Having PITCH MARKET books included in Korean language textbooks for special education classes.

After Participation (Medium-Term)



Trigger Marketization

Responding to the digital transformation of the education market by introducing an online learning platform and AI.

Operating Pitch Bookshelf, a paid digital learning platform for slow learners and educators.

Standardizing contextual learning, dialogic learning, and inquiry-based learning for special education.

Establishing the 511 MARKET education center for slow learners in Suwon.

Developing educator-training curricula and certification programs.

- Expanding the user base and enabling more personalized learning.
- Publishing guidelines and training 45 educators (as of 2024).
- Engaging 137 teachers in research groups focused on restructuring curricula.

After Participation (Mid- to Long-Term)



Impact Acceleration

Promoting social inclusion for slow learners and closing gaps in access to information and learning.

Spreading more positive social awareness of slow learners.

Establishing and activating hub-based education centers.

Professionalizing education workers and training creators of easy-read content.

Participating in institutional changes such as certification systems for slow-learner educators and textbook review processes.

- Mainstreaming an easy-read culture in which all public-interest information is required to be adapted into easy-to-read language.
- Aiming for 30% of the relevant disabled population to become users of the PEACH MARKET’s PEACH Bookshelf app and expanding the educational community for slow learners.
- Running professional development programs for practitioners working in slow-learner education.

Problem

Uniform educational content that fails to account for individual characteristics and diversity.

IG 지원

Goal

Achieving educational and informational equity for slow learners.

Existing Outcome

Producing easy-read content and developing teaching methods.

Short-Term Outcome

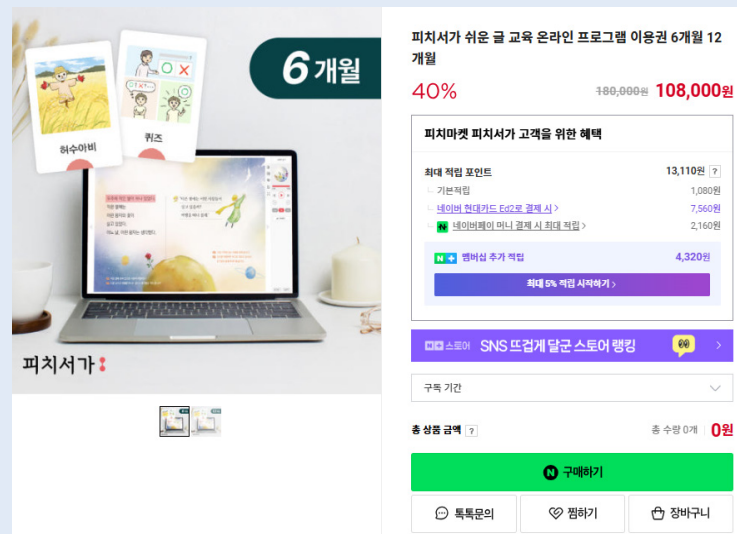
Demonstrating the sustainability and scalability of the online learning platform and subscription service.

Mid- to Long-Term Outcome

Establishing education and information-access processes that reflect the life-cycle needs of slow learners and people with developmental disabilities.

Trigger Factor

Through Impact Ground, PITCH MARKET has moved beyond its existing book-centered educational content and developed Pitch Bookshelf, a digital subscription learning platform that incorporates AI features.



and feel a sense of achievement. It also offers a wide range of teaching materials, visual resources, and videos that educators can immediately use in their classes, and its online operation provides strong advantages in terms of accessibility and scalability. In practice, more than 12,000 slow learners use PEACH Bookshelf each year, which is six times the number reached through offline programs, and over 800 schools and educational institutions and approximately 1,600 teachers are engaged with the platform.

The change that PITCH MARKET pursues does not stop here. It aims to expand the slow-learner education community so that learners can live daily lives without exclusion, to build social infrastructure without information gaps through institutional change, and ultimately to create a society where educational and informational equity for slow learners is realized through improved public awareness. This transformation goes beyond simple educational support and is deeply meaningful in that it lays the foundation for slow learners to become independent members of society and grow together with others.

PEACH MARKET's PEACH Bookshelf is a digital learning platform designed for slow learners and educators. While PITCH MARKET has previously focused on creating an environment where slow learners can study more easily through easy-read content, PEACH Bookshelf goes further by offering personalized learning content that strengthens the learner-centered experience and supports educators with lesson planning, resource use, and networking convenience. The platform is designed so that all learners, including slow learners, can study at their own pace and in their own way,

PEACH MARKET

Figure 11.

Overview screen of PEACH MARKET's PEACH Bookshelf



Part 3

Major Achievements of Impact Ground's Innovation Organizations, 2023-2024

1 Impact Ground's Impact Frame and Measurement Indicators

While the previously examined pathways of social change and impact triggers provide a longitudinal view of how each innovation organization creates and expands its impact over time, the Impact Frame takes a cross-sectional approach by measuring and aggregating the achievements of all participating organizations using a shared set of indicators based on a common framework.

Impact Ground presents an Impact Frame composed of three elements. First, the impact that improves quality of life and enhances the health of natural ecosystems by providing protection, relief, and recovery for people or the environment harmed by social problems, in alignment with each organization's mission. Second, the impact that improves social structures and culture by changing the awareness, behaviors, practices, and policies of key social actors, citizens, businesses, and government, surrounding the social problem. Third, the impact of building civic assets by accumulating human, intellectual, financial, and social capital necessary to solve social problems.

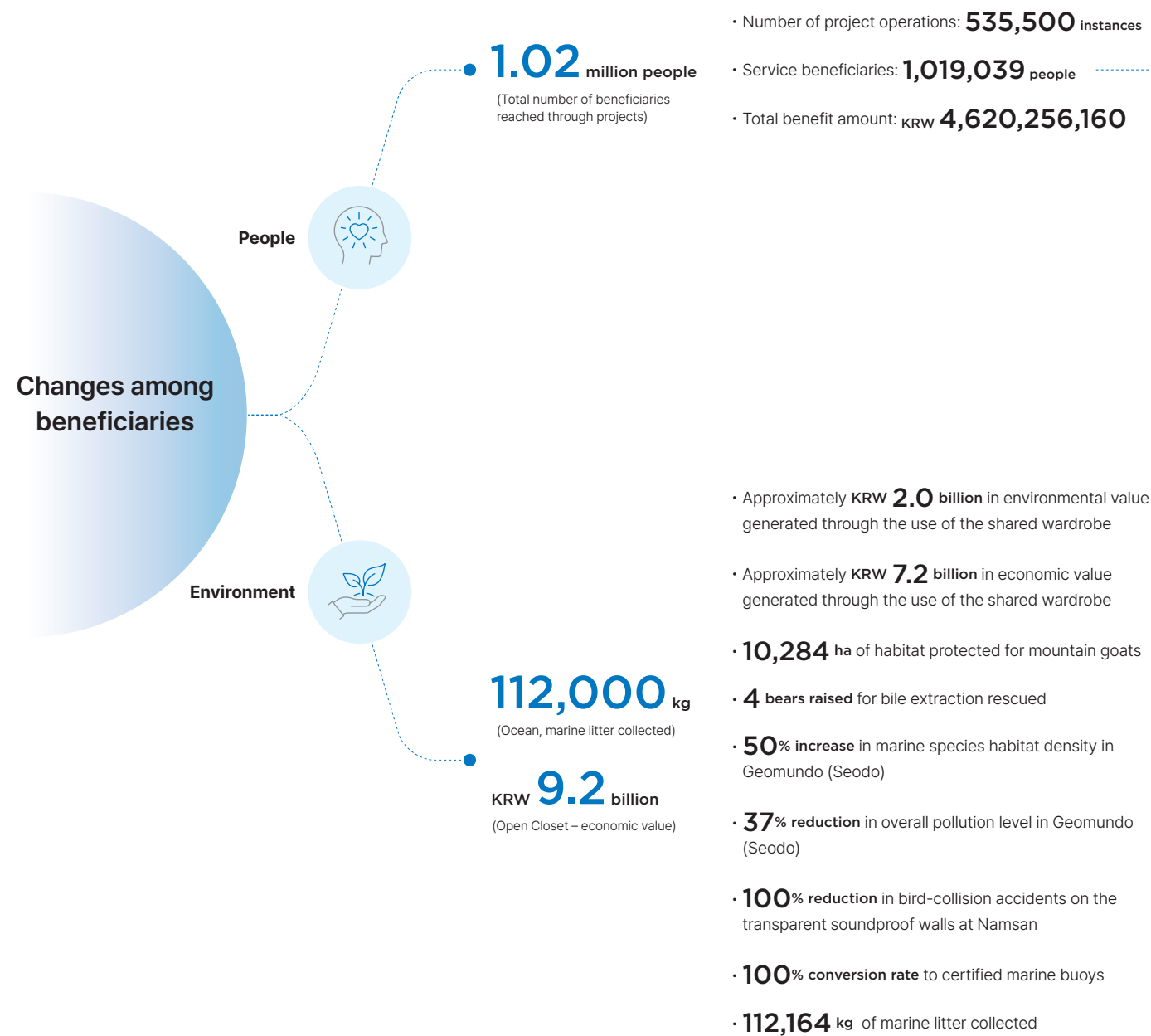
The Impact Frame defines quantitative common indicators for each category, as shown below, and annually collects results to understand each innovation organization's activities and scope of influence.

Table 4.
Common Indicator
System of the Impact
Frame

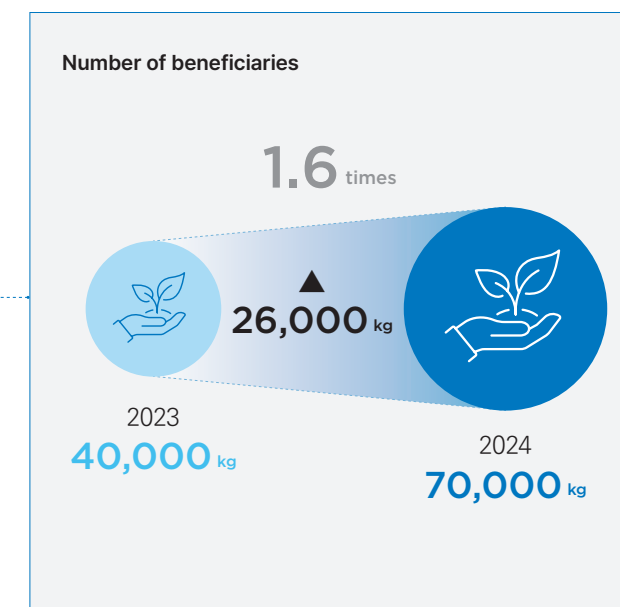
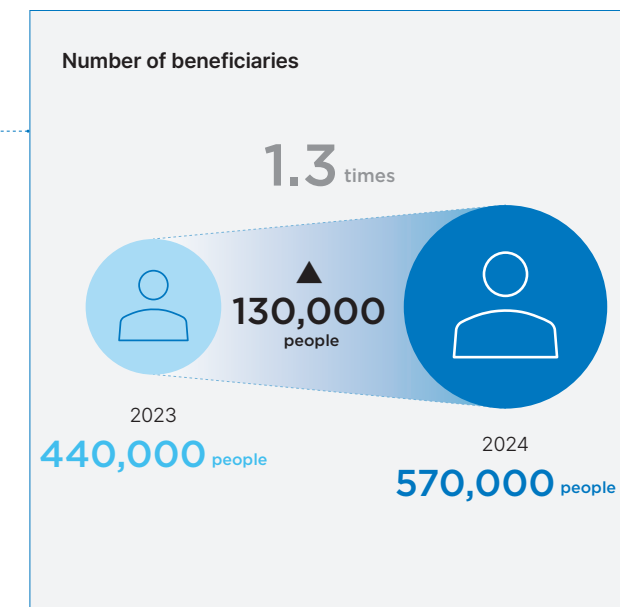
Point of change		Contents of change	Common indicators
Change among beneficiaries	People	• Resolving problem situations faced by individuals, families, and communities, and improving outcomes for individual beneficiaries	• Number of beneficiary-support projects implemented • Number of beneficiaries reached through the activities of innovation organizations • Scale of beneficiary support
	Environment	• Improvement and resolution of damage to natural and local ecosystems, and restoration of the environment and ecosystems	• Amount of environmental improvement
Change among social actors	Citizens	• Improved attitudes and awareness regarding social issues, and strengthened support and willingness to participate in social change	• Number of citizens participating in activities • Number of projects conducted to improve public awareness or encourage citizen participation
	Businesses	• Increased self-awareness and shifts in decision-making regarding social problems caused by businesses, and activation of CSR/ESG activities	• Number of activities carried out to change corporate production methods or service policies (including media engagement, submitting opinions, and related efforts) • Number of companies whose practices have been changed to help solve social problems
	Government	• Creation and strengthening of laws, systems, and policies that address social problems	• Number of activities undertaken to bring about policy changes or establish new systems • Number of policy and institutional changes achieved
Change in social capital	Human and intellectual capital	• Increase in activists, volunteers, related researchers, and organizations • Accumulation and use of research, know-how, and knowledge archives for solving social problems	• Scale of donor recruitment • Number of activists or volunteers • Production of intellectual capital, such as research reports and agenda-setting outputs
	Economic capital	• Formation and growth of financial and physical assets for solving social problems (funds, spaces, etc.)	• Amount of funds and donations raised for solving social problems • Scale of space secured for the public good and for solving social problems
	Social capital	• Building collaborative governance with other institutions and sectors • Increasing levels of recognition, support, reciprocity, and cooperation within and between individuals and organizations	• Number of networks established

2 Key Achievements of Innovation Organizations Participating in Impact Ground

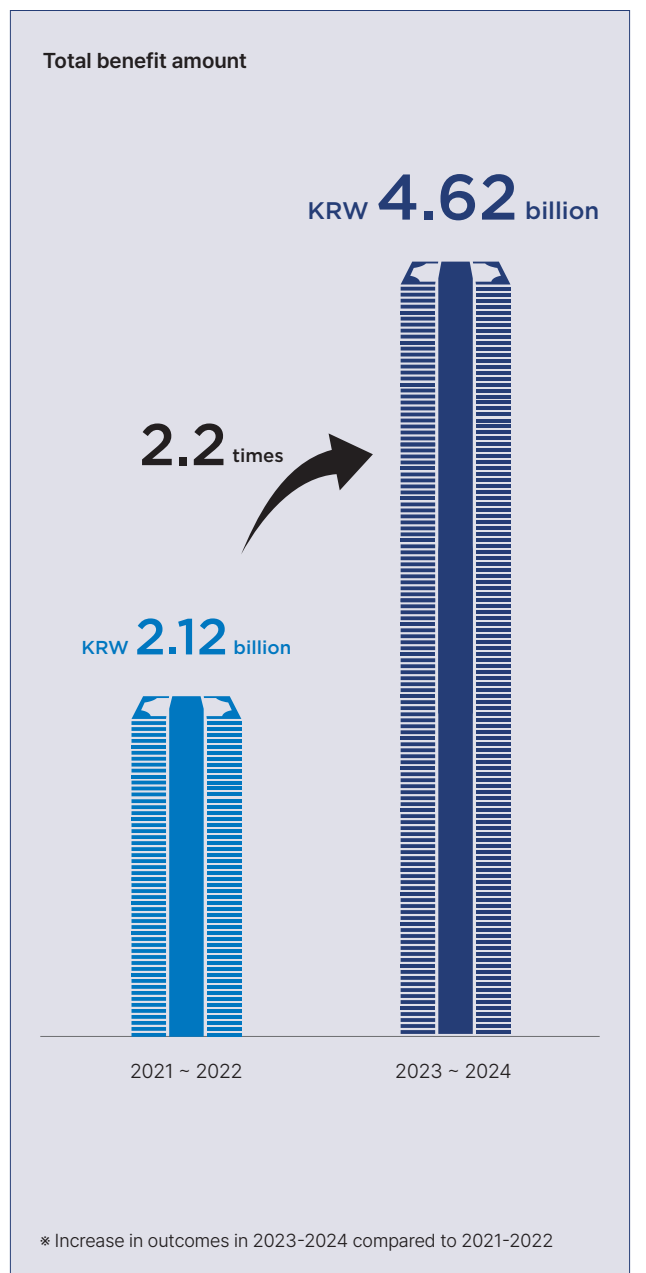
1. Changes among beneficiaries



Rate of increase in outcomes, 2023-2024

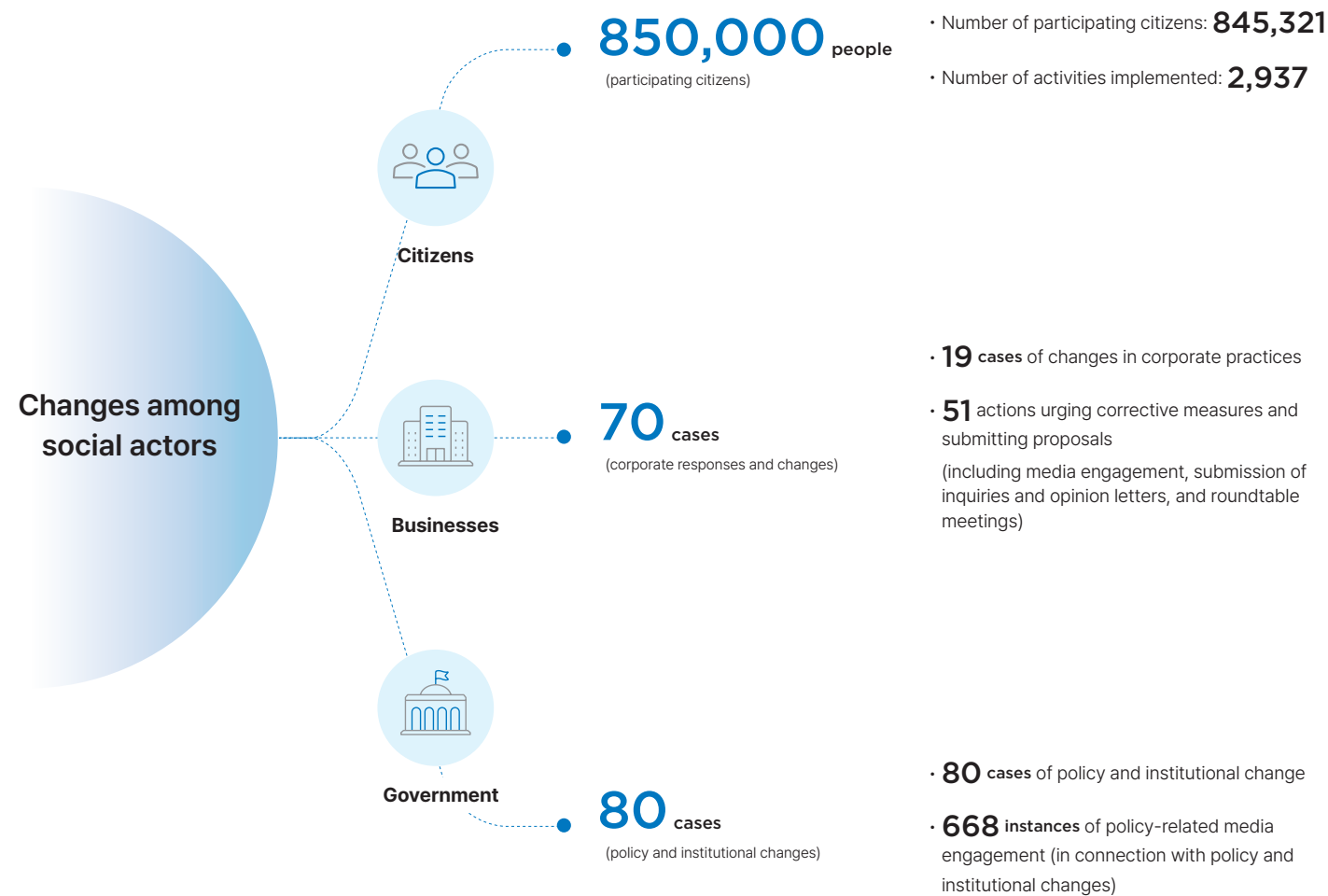


Performance growth before and after Impact Ground



2 Key Achievements of Innovation Organizations Participating in Impact Ground

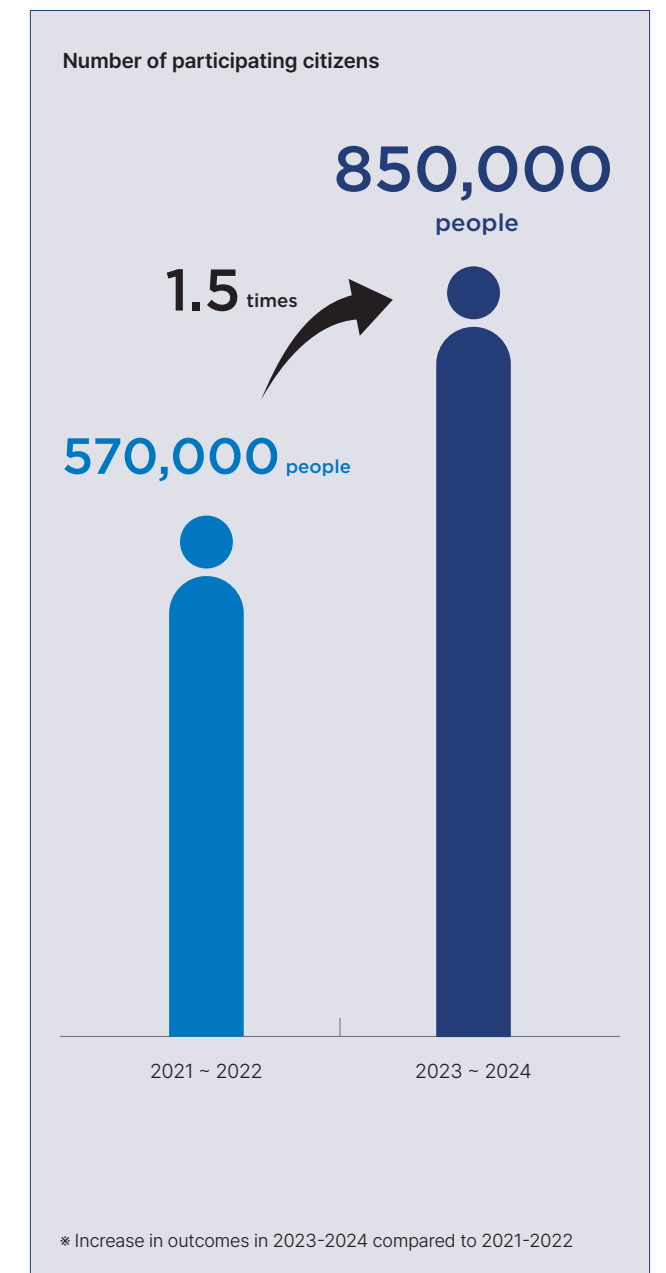
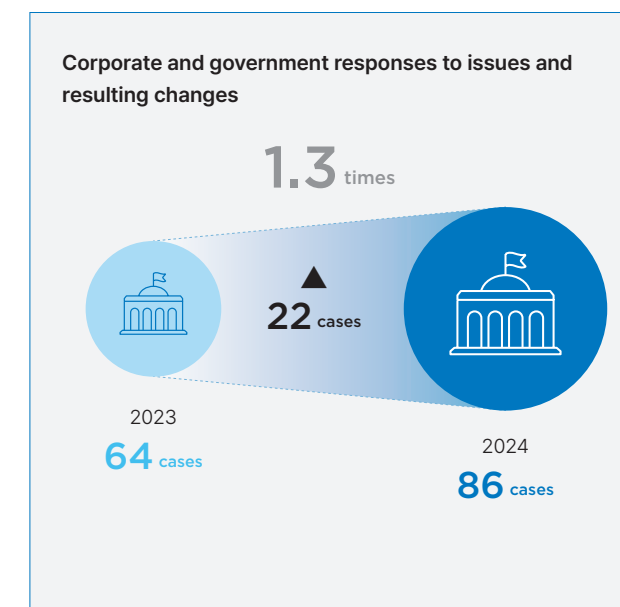
2. Changes among social actors



Aggregate outcomes for 2023-2024

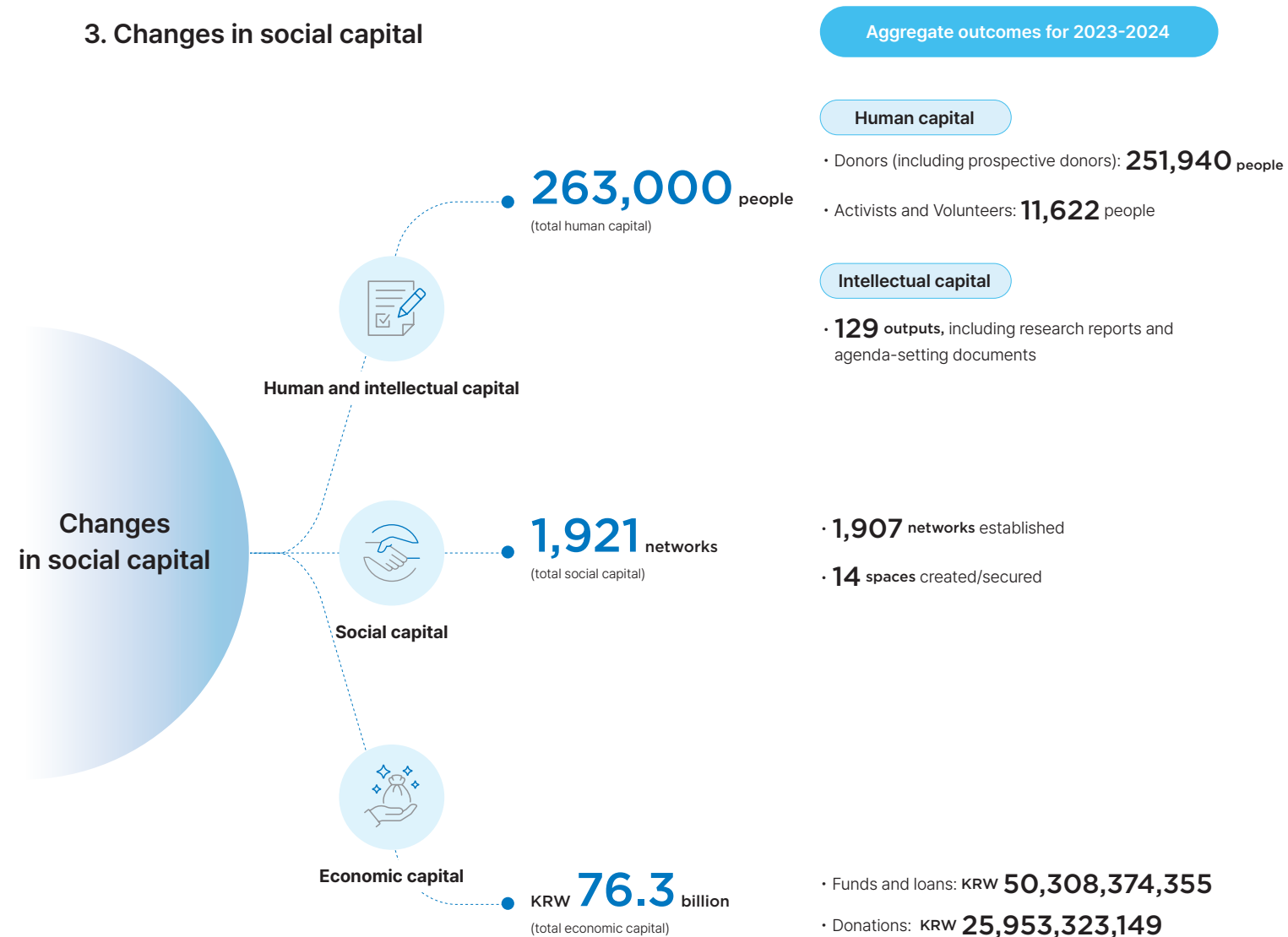
Growth rate of outcomes, 2023-2024

Performance growth before and after Impact Ground



2 Key Achievements of Innovation Organizations Participating in Impact Ground

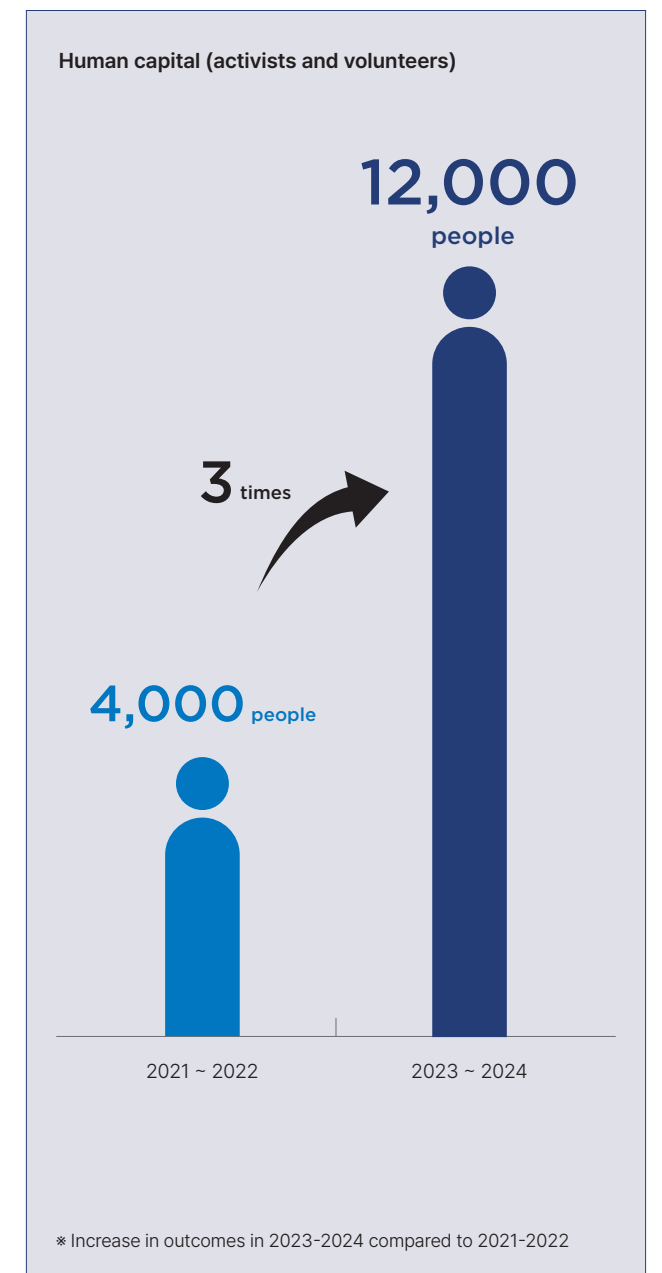
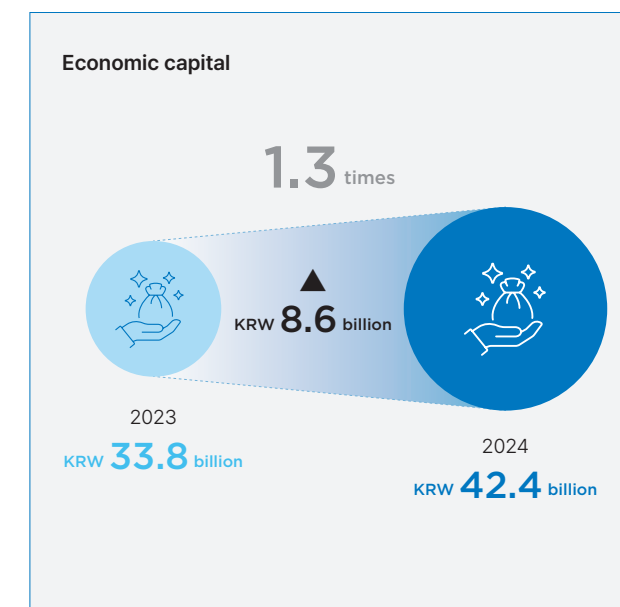
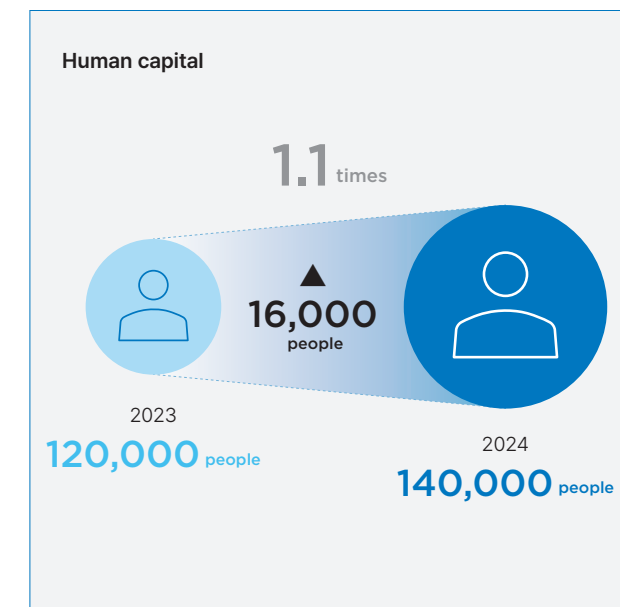
3. Changes in social capital



Aggregate outcomes for 2023-2024

Growth rate of outcomes, 2023-2024

Performance growth before and after Impact Ground



Closing
Message

Recognizing the Potential for Social Change through Big Bet

Throughout this journey, Impact Ground has sought not merely to be a funder, but a partner and platform for innovation organizations that are co-designing social change in our society. Along the way, we came to understand that creating change requires more than funding or institutional arrangements. We learned that real change begins only when there is a firm commitment to address problems at their root, new imagination to support that commitment, and the courage to carry it through to the end. The achievements of the innovation organizations vividly demonstrate this. The people we met in the field, the new systems and policies that have emerged, and the living changes taking place in local communities all clearly point to the direction Impact Ground seeks to pursue.

Yet, what has been achieved so far is not the end. Our society still faces critical challenges such as environmental instability caused by the climate crisis, the protection of marginalized communities’ rights, and persistent inequalities in education, healthcare, the economy, and human rights. These issues cannot be resolved by efforts in a single sector alone, they require a perspective that recognizes how they are interconnected, as well as sustained, accountable action through to the very end. Impact Ground will not stop here. It will continue to stand alongside innovation organizations that strive to shoulder greater and deeper responsibility, and will move forward with them.