



# Sustainability Through Innovation

**Eden Social Welfare Foundation:  
Developing an Eden on Earth**

*Ping-der Huang, National Chengchi University  
Sylph Yang, Eden Social Business Development Foundation Preparatory Office*



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## EDEN SOCIAL WELFARE FOUNDATION: DEVELOPING AN EDEN ON EARTH

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*Eden supports disabled persons in Taiwan by providing services and advocating for their rights. Through skills training and the development of its social enterprise arm, it is now enabling them to realize their potential in the workplace.*

In a bakery run by Taiwan's Eden Social Welfare Foundation, a quiet female employee talked little but put a lot of effort into preparing each ingredient. But when she needed to learn how to produce a new flavor of moon cake for a Mid-Autumn Festival gift box, the normally reticent woman found herself opening up at home, telling her mother all about the details of her work. Zhe-Xio Cai, another employee at one of Eden's sheltered workshops, the Taichung City Canaan Bakery, knows the pride that comes from making bread, cakes, and cookies and getting positive reactions from customers. "I have encountered some frustrations, but baking cakes gives me a sense of achievement," he said.

Finding a productive role to play in society and earning their own money was, for a long time, a difficult proposition for people



Liu Hsia, founder of Eden Welfare Foundation.

with physical or mental disabilities in Taiwan. But when a disabled but strong-willed writer took it upon herself to pull together dedicated individuals to address the needs of the disabled and change public attitudes toward disabled rights, things changed for the people most affected. The writer gave her new organization the name of Eden, and it was not a random choice.

Eden is the garden of God, and it is described in Genesis 2:15 of The Bible: “The Lord God took the man and put him in the Garden of Eden to work it and take care of it.” It is generally believed to be a place with green grass, mountains, and water, and it symbolizes perfection, abundance, and harmony. Liu Hsia, writing as Hsing Lin Tsi, drew on that inspiration when describing her vision of an organization in which “Widows and widowers, orphans, the old and childless as well as the sick and disabled are all well taken care of. We are not raising them but training them, helping them to bring their potential into full play so that they can live with the dignity and value of humans.[...] Here, they are no longer isolated or withdrawn, self-pitying and discontented but are rather confident about themselves, knowing what it means to love and [be] loved. They have a purpose and joy in life, and this is their Eden,” wrote Liu Hsia in her 2004 memoir, *Chivalrous Merit Persists*.

To achieve that earthly Eden, in 1982 Liu Hsia set up the Eden Social Welfare Foundation, one of the largest non-profit organizations in Taiwan, and one that has expanded dramatically in scope and activities, always committed to promoting social welfare for people with disabilities. From its beginnings as a faith-based provider of vocational training to disabled people to becoming a major advocate for the disabled and a government partner, Eden has changed from simply responding to social need to being in a position where it helps to create and promote societal values. During that time, Eden has also grown from its nonprofit roots to incorporate elements of social enterprises with a commitment to benevolent management

exemplified by the Wang Dao, or “kingly way,” management approach.

Over the past three decades, Eden has responded to the ebb and flow of social and political change in Taiwan, diversifying to meet the needs of disadvantaged groups. It has expanded beyond its original focus on persons with disabilities to help the elderly, children, dysfunctional families, underprivileged communities, and even delivering overseas aid. In that period, it has grown from an organization of just two persons serving Taipei City to one that employs 2,800 full-time staff across 85 offices in 21 counties and cities. As one of the largest nonprofit organizations in Taiwan, Eden plays a unique role in its society. It is a major government contractor, providing social welfare services to the disabled and disadvantaged of Taiwan. At the same time, it remains an effective social advocate for persons with disabilities, driving public initiatives, legislative change, and promoting holistic careers for disabled people as a means of creating both social and economic value.

### GROWING ROSES IN THE DESERT

For Liu Hsia, social services resemble growing roses in the desert. That is, they will blossom into beautiful flowers in the form of greater returns to the social good. For the past 34 years, amid a changing political and economic environment, Eden’s organizational structure and functions diversified to respond better to the needs of socially underprivileged groups. Though it began as a vocational training center for the disabled, its services have expanded to include psychological counseling, sheltered workshops, employment referral, talent and skill training, cultural and recreational activities, and gospel delivery. Similarly, it has broadened its beneficiary groups, and annual funding has grown from an initial NT\$200,000 in Eden’s first year to NT\$1.6 billion in 2015 (from about US\$6,187 to US\$49.5 million).

Eden’s foundational work — vocational training for persons with disabilities — could have been summarized by another biblical concept: “Give a

man a fish and feed him for a day, but teach a man how to fish and feed him for a lifetime.” This has now evolved into a grander mission to “create a world with fish,” by providing training for disabled workers, creating jobs for them, and empowering disabled people to contribute to the economy and society at large. Indeed, Eden’s mission to “provide services to the underprivileged, testify for Christ, promote welfare and gospel, and lead people to the lord” is deeply rooted in Liu Hsia’s formative experiences as a disabled person and her abiding Christian faith.

### FOUNDER’S STORY: THE GENESIS

On December 1, 1982, Liu Hsia, a wheelchair-bound writer, used her own funds to co-found the Taipei Private Eden Social Welfare Foundation for the Welfare of Persons with Disabilities (which was

later changed to nationwide Eden Social Welfare Foundation, abbreviated as Eden) with six Christian friends who shared the same ideas: Sunshine Social Welfare Foundation executive secretary Jun-Liang Chen, George Vocational High School of Taipei principal Li-Cheng Yu, Taichung Tithing Pasture representative Qing Chao, Pastor Lien-Hwa Chow, The Prison Fellowship Taiwan administrator Zheng-Hui Fan, and Taiwan Lifeline International executive director Chai-Zhi Xie. The foundation set itself a big goal: to eliminate misunderstanding and discrimination through advocacy and services, thereby promoting social reforms and increasing the capacity and autonomy of underprivileged groups.

Liu Hsia, who was born in 1942, suffered from the chronic autoimmune disease rheumatoid arthritis since the age of 12. The joints of her arms



Eden has established innovative programs to support children with delayed development.

and legs became deformed and swollen, limiting her mobility. She had to drop out of school after graduating from Taipei Beitou Elementary School, upon which the physical pain and frustration made her pessimistic about life. But when she turned 16 and turned to Christianity, she found inner strength to carry on. Liu Hsia was able to study independently via correspondence school and through educational radio, while her mother spared no effort in borrowing books for her. Encouraged by others, in 1961 Liu Hsia submitted her article “He and She,” which was published in the supplement of *Central Daily News*. All her life she relied on the wheelchair, and in commemoration of her lifetime of visits to the hospital, she selected the pen name of Hsing Lin Tsi (which in Chinese refers to issues related to the hospital).

Undeterred by her disability, she wrote constantly and received numerous awards, such as the National Culture and Arts Award. She had the courage to take on challenges in life and even excel. She was regarded as one of the most influential writers in Taiwan and was recognized as one of the Ten Outstanding Young Women in Taiwan in 1980. But as Liu Hsia has said in her own words, she felt a responsibility to help improve prospects for disabled people in Taiwan. “It is unquestionable that I empathize more on the difficulty and predicament faced by friends of disability, as I am one of them,” she wrote. “For long, people with disability have been regarded as ‘secondary citizens.’ The conservative traditional belief usually treats people with disability as the wrath of heaven, which nearly prevents them [from] living with dignity in this society. Many parents are even ashamed of them... But no one thinks about their welfare or even values their rights.”

### **EDEN’S ROOTS IN SOCIAL WELFARE: VOCATIONAL TRAINING**

Liu Hsia became the first chairperson of the newly formed Eden, with the organization’s directors including her co-founders. Under the board of directors, divisions focused on training, counseling, religion, administration, finance, and corporate

matters. Right from Eden’s beginnings, Liu Hsia had recognized that persons with disabilities needed work opportunities so that they could earn their own living, and reduce dependency on welfare payments. Eden offered training in arts and crafts, writing, international trade practice, and other skills. In 1984, it received funding from the Ministry of the Interior’s Employment and Vocational Training Bureau that allowed it to offer longer-term classes and even provide some students with a monthly stipend of NT\$1,500 (US\$46.6). Still, Eden struggled to find enough places in its classes for everyone who wanted them. So it created the Eden Welfare Workshop in 1983 to take on subcontracting work. The factory started out with six employees who earned money by making handicrafts from Chinese knotting techniques, requiring little in the way of equipment or technical skills. Eden focused on quality control to establish a good reputation, which increased the number of partners commissioning work and thereby created more jobs in the workshop.

Eden was becoming an employer and even an employment agency of sorts. It began creating a number of new workshops and businesses, including the Charity Marketing Center in 1985, the Information Business Center in 1990, the Wugu Tszhuei Sheltered Workshop and Taichung City Canaan Bakery Sheltered Workshop in 1999, the Nantou 921 Sheltered Workshop in 2000, the Eden Coffee Shop in 2005, the NU Café in 2006, and the Taichung City Tanzi Sheltered Workshop and Master Awan Cleaning Team in 2008. These units have provided a considerable number of disabled people with the ability to help support themselves, and they also serve as effective partnerships between the government, private businesses, and nonprofits. They were living examples of not just giving a man a fish but to “teach a man how to fish and feed him for a lifetime.”

Computer classes are a specialty of Eden. Liu Hsia brought in outside help, inviting former Chinese Culture University Department of Information Technology director Ding-Guo Feng to

design the curriculum content. Qualified lecturers were selected and the faculty to student ratio was as low as 1-to-4. Students were provided with housing, an allowance, and access to recreation. Moreover, social workers from Eden's counseling division kept close contact with students to assist with adapting to the workplace, interaction with other people, and employment preparation. This included assessments of workplace accessibility, and even accompanying students with disabilities to work for between a week and one month until they fully adapted to the workplace. As a result, Eden found that its computer students were being hired by companies even before graduation. "We could not retain any personnel for ourselves because they were so popular," said Liu Hsia. Still, some employers continued to hold discriminatory attitudes to hiring disabled workers. In one class from which three students were hired by the multinational IT firm IBM, there was one wheelchair-bound student who "was extremely smart, but he was rejected by China Airlines during the interview, as the personnel office thought that his physical disability would damage the company reputation," wrote Liu Hsia in her memoir.

### **PHILOSOPHY OF LOVE: ONE FISHING ROD, ONE BUSINESS**

To help persons with disabilities to participate in the workforce, Eden's vocational education services have had to expand and evolve. On one hand, Eden helps people with disabilities in physical rehabilitation or the acquisition of professional skills while, on the other hand, encouraging them to reduce a sense of exclusion from society. Eden's leaders could see that many persons who suffer from mid-level disabilities isolate themselves for between 5-10 years, before re-engaging with society. The immediate introduction of professional support helps to reduce the time spent on social adaptation and re-entering the workforce. For this reason, Eden provides some 7,400 different support services per year, creating an estimated NT\$30 billion (more than US\$934 million) of social benefit to Taiwan.

To this end, Eden has established its social welfare enterprises with a view for job creation, starting business divisions to handle the entire process from research and development through training, production, and marketing. The types of businesses it has cultivated varies. In one category are the "sheltered" businesses, such as the bakery, where the government provides non-profits with a contract to provide market-based services. "Open market" arrangements, such as that forged with Eden's cleaning team, refers to contracts opened on a competitive basis, with no preference given to non-profits; while "proposal based" businesses, such as the rehab bus, refers to activities from specific proposals commissioned by social service institutions.

Baking is one of the key features for Eden's sheltered social welfare industries. Its Bakery Subdivision is under the Sheltered 1 Business Division (renamed the Social Business Division in 2015). Eden established the Canaan Bakery Sheltered Workshop in Taichung and the Tanzi Sheltered Workshop in 1999 to start the bakery business. In 2005, Eden opened the Eden Coffee Shop in Taoyuan, the first registered sheltered workshop in Taoyuan. Nonetheless, limited funds and incomplete planning resulted in below-expectation financial performance for several years. Moreover, after the implementation of the 2007 Disabilities Rights Protection Act, the change in the legal definition of employees at the sheltered workshops caused costs to rise and operational pressures to increase.

To survive, Eden hired professional consultants in 2008. From that point onward, the three sheltered workshops have received evaluations of "Grade A" or "Excellent." These workshops mainly sell tea party desserts, activity lunch boxes, and festival gift boxes for corporate clients, the public sector, other foundations or clubs, as well as direct-purchase for nearby residents. The three sheltered workshops' total revenue grew from the previous NT\$18 million in 2007 to the NT\$25 million (US\$557,499 to US\$774,305) in two years.

## PRODUCTION AND SERVICE IN ONE

Eden's Social Business Division director Zhao-Shu Wang clearly remembered the doubts he had when he first interviewed at Eden: "How could there be people doing things without the intent to make money? Why would someone gather those persons with disabilities?" At that time, Eden had its headquarters in the basement of an alley on Guangfu North Road, while the receptionist was a person with cerebral palsy and even the interviewing supervisor had physical disabilities. "I have never encountered such situations, and it felt so strange that I wanted to turn around and run away," said Wang. But later he discovered that those persons with disabilities willing to work in society can adapt very well.

Eden's Bakery Subdivision employs people with minor intellectual or psychiatric disabilities. They

apply and undergo a vocational skills evaluation, which includes examining their education, experience, family condition, and physical condition (i.e. muscular endurance and communication skills). If the evaluation results show a desire to work but an inability to enter the general employment market, the government will take into consideration transport, location, and types of work to refer the applicants to appropriate sheltered workshops. Currently, Eden's four bakery sheltered workshops consist of 57 employees, 25 of whom have received a Class C bakery certificate. As of December 2015, 6 sheltered employees had successfully transferred to work in the regular employment market.

Eden provides sheltered employee with work training, employment opportunities, and individualized care service, believing in the necessity of protecting the disabled as they build up their skills



Eden volunteers have been going on working holidays overseas since 2004.

and confidence while improving market acceptance for its products. To raise product standards, Eden has cooperated with the western bakery division of the Landis Taipei Hotel, while the famous Chef Aqi has endorsed recipes from the sheltered workshops to drive attention to Eden's products. Sheltered employees in general work more slowly and make more mistakes, so quality control is an important component of Eden's plan. Nonetheless, Eden sheltered workshop technician Yi-Ling Li was impressed by the employees' spirit of never giving up. "Our sheltered employees always go to work early every day. After the door is open, they will soon get dressed and come to the workshop at the second floor, getting ready for today's work," she observed. "Initially, they could not do arithmetic, but under the constant supervision of the teacher [...] they can calculate the multiples needed by the teacher by looking at the recipe. After continuous training and training, their relentless spirit in not giving up really touches me."

### EDEN AS A SOCIAL MOVEMENT: ADVOCACY

Eden's ambitions — and the need for its attention — extended beyond the provision of vocational education and sheltered businesses. It also sought equal rights for disabled persons in Taiwan. In 1980, the government had issued an insufficiently thought-out Disabilities Rights Protection Act, without consulting properly with civil society. The law was the victim of satire, and it accomplished little. After the abolition of martial law in 1987, Eden advocated for the government and society at large to recognize the rights of people with disabilities. Eden also participated in street protests to change laws for the disabled: for example, Liu Hsia herself fought a legal battle right up to the country's Supreme Court to challenge restrictions on her right to participate in the political system. Eden's organizational efforts would result in the "largest, most united and most effective lobbying group in the history the Republic of China (Taiwan), the Enable Alliance", wrote Liu Hsia in her

memoir. Today, its membership comprises more than 100 group members who cooperate to advocate on issues that have an impact on the lives of disabled people in Taiwan.

Eden pushed for changes that would improve the lives of the disabled, affecting their right to education, ability to work, and participation in politics. For example, the initial design of the Taipei metro system did not include any accessibility facilities because the Department of Rapid Transit Systems of the Taipei City Government thought the disabled would get in the way of other passengers trying to escape from emergencies. Eden submitted a petition, inviting schools and experts to conduct a field survey on the accessibility environment in Taipei City and Kaohsiung City. Eden also held a number of disability exercises on the street to illustrate the challenges to the public. In 1988, Eden proposed a disability transport service solution to the government to make the metro establish accessibility elevators and bathrooms, benefitting not only people with disabilities but also pregnant women, the elderly, parents with prams, and passengers carrying large suitcases. The next year, Eden teamed up with the Career Foundation and Sunshine Foundation to petition the Department of Education to change the policy preventing persons with disabilities from taking the higher education exam; in 1989, the rule was changed.

On March 14, 1989, Eden co-founded the Disabilities Rights Protection Act Amendment Action Committee with 73 groups to push for the establishment of The League of Welfare Organizations for the Disabled, and to request that the government substantially increase its social welfare budget. On January 12, 1990, the amendment to the Disabilities Rights Protection Act passed the legislature, with the implementation of the Quota Employment Ordinance helping mild to medium-level disabled persons become employees. It was another milestone in Eden's evolution: government spending on social welfare services for persons with disability has increased from NT\$800 million in 1980 to NT\$35 billion in 2013 (from about

US\$24.4 million to US\$1.07 billion), and Eden would go on to be a major government contractor.

Eden has been drawn further into a role of publicly advocating for the rights of disabled people because of their unique challenges with housing and transportation. By the late 1980s, Eden was involved in a project to design and operate a “rehab bus,” to assist with boarding wheelchair-bound passengers while ensuring their safety and comfort inside the vehicle. At the same time, Eden was asking the government to pay attention to the mobility rights of the disabled. In 1999, Eden accepted the commission from the Taipei City Government to operate the rehab bus, a project that soon spread to other cities. This work has made Eden a leader in the field of accessibility. Today, it operates 611 of the 1,910 rehab buses in Taiwan, and 177 of its drivers are from underprivileged groups. They serve more than 5,700 disabled people every day. It even operates free shuttle services. The growing reputation of its rehab bus service for quality and

reach even inspired the director of the Hong Kong Society for Rehabilitation to visit.

On the housing front, Eden began advocating for home accessibility in 1996, working with corporate partners to understand and improve the safety of seniors living alone and persons with disability. Three years later, Eden held public hearings and conducted research to acquaint the public with the importance of accessibility housing, while promoting the concept to the wider public through demonstration residences and design competitions. In 2012, Eden went further and, in the first social housing project organized by the private sector in Taiwan, purchased and renovated an old housing estate. It became the Dalin Shuafu Park in Tainan, where the disabled, seniors and economically disadvantaged residents have access to housing and supportive services.

Eden’s effectiveness as an advocate has only been strengthened by its foray into international aid. Its first international exchange — a tour by the Eden



A volunteer provides support to children at an English language camp for visually impaired children.

Joy Blinds Choir — was the start of a rich history of international engagement. Given the restrictions faced by Taiwan in foreign diplomacy, Eden has by default been an effective channel for conveying Taiwan’s goodwill to its friends and neighbors. Since 1996, Eden has run a “Love without Border” aid program, exporting more than 10,000 wheelchairs from Taiwan to South-east Asian countries. Today Eden continues to assist underprivileged groups overseas with medical treatment, schooling, and employment across the region, introducing its “Charity Travel” volunteer program to Thailand, the Philippines, Indonesia, Nepal, El Salvador, Mongolia, and the Chinese provinces of Gansu, Qinghai, Yunnan, and Xinjiang.

Its global outlook is also evident when considering Eden’s participation in international relief efforts. It was involved in post-disaster restructuring for the 2005 South Asia earthquake and tsunami, earthquakes in El Salvador, Haiti, Qinghai and the Great Eastern Japan Earthquake and tsunami. In the wake of the 2008 earthquake in Sichuan, China, Eden immediately donated 500 wheelchairs to the China Disabled Persons Federation. Eden also established a service office in Sichuan Province, and is still now implementing rehabilitation therapy and occupational training for persons with disabilities there. In 2010 it went further and set up the Eden 512 Hope Workshop to assist victims of the earthquake with employment, community rebuilding, and social work. Eden has since established a cross-straits exchange platform for professionals in organizations working with disabled persons to meet and share ideas. It is a member of other international forums, including the International Campaign to Ban Landmines, the Asia Pacific Disability Forum, Workability International, Rehabilitation International among others, keeping Eden — and Taiwan — highly visible on the international stage. Eden also is a member of the International Conference on Mobility and Transport for Elderly and Disabled Persons, and it will host that organization’s annual global gathering in 2018.

## PRIME TIME: FROM INTEGRATION TO INNOVATION

After the amendment of the Disabilities Rights Protection Act, Eden’s role shifted from advocacy to actively assisting the government with strategy planning and execution. In the 1990s, the government initiated public-private operating partnerships and contract delegation proposals to encourage the private sector to participate in public services. Eden embraced its new role as a partner to promote welfare services for the disabled.

Reflecting this shift, in 1994 Eden changed its official name from the Taipei Private Eden Social Welfare Foundation for the Welfare of Persons with Disabilities to the nationwide Eden Social Welfare Foundation. Eden adjusted its organizational framework and mission statement accordingly, by officially establishing regional service centers, disabled sheltered workshops, and occupational rehabilitation centers all over Taiwan. Its target beneficiaries expanded from adults with disabilities to include children with delayed development, the elderly, the visually impaired, disaster victims, new immigrants, and other underprivileged groups. Its services also extended to rural areas, drawing on corporate support to assist the disabled and other underprivileged groups with medical treatment, employment, and foster care. Its approach to advocacy has changed, and Eden has become a social innovator, working with a range of partners to address gaps in service delivery through new approaches and models.

Addressing the needs of underprivileged communities led Eden to collaborate with the magazine *Global Views Monthly* in a 2006 analysis of the challenges facing rural elementary schools. As a result of the study and the widespread attention it received, in 2008 Eden developed its Elephant Alloparenting Engineering Plan, which promotes sharing of stretched resources between schools, churches, and community development associations. Eden combined elements of service and tourism to recruit and train counseling volunteers for the program, sharing study and administrative work

in these disadvantaged communities that lacked trained teachers. The plan now includes 671 community units, reaching more than 15,600 students.

To address delayed development in young children, Eden's Slowly Flying Angel Program is an early intervention service that draws on the help of physicians, physical therapists, occupational therapists, special education teachers, and social workers. Over the past two decades, this early intervention service has spread from Taipei to 13 counties and cities in Taiwan, serving about 15,000 children and their families. On the other end of the age spectrum, Eden serves Taiwan's fast-aging population with its Senior Home, which it built in 1996, and two years later it began to provide home-care services to the elderly with disabilities. Eden's programs also include meal delivery, home fostering, day care, emergency rescue, and even 24-hour nursing care to provide seniors with a respectful, dignified, and honorable lifestyle.

It has also become a key actor in local disaster response and recovery. In 1999, Eden helped settle

victims of what became known as the 921 earthquake. It similarly came to the aid of people hit by 2010's Typhoon Morakot and, in 2014, victims of the Kaohsiung Gas Explosion. In June 2015, an explosion at Taiwan Formosa Water Park in New Taipei City injured 484 people and resulted in 15 fatalities, the largest number of injuries in Taiwan since the 921 earthquake. Eden supported the Sunshine Foundation with long-term service for burn patients, providing a rehab bus for medical delivery, and helping with burn services training. In February 2016, it again offered rehab bus rides and other immediate aid after a serious earthquake hit Tainan before Chinese New Year. It also helped provide shelter for people left homeless by the quake — two of the multi-housing units with accessibility were prioritized for use by people with disability or mobility challenges.

### LESSONS AND CHALLENGES

Eden's success over the three decades in attracting government grants, private donations, and support



A visually-impaired jazz band established by Eden.

from corporations has made it a respected institution domestically and overseas. As a result, it enjoys cross-party support from Taiwan’s government, providing it with resources that it combines with private earnings and donations to continue its social welfare work, advocacy, and innovation—all with the goal of improving the lives of disabled people and the underprivileged. Nonetheless, Eden has been conscious of the risk of being overly dependent upon any one source of support. It has been devoted to sustaining independent businesses since its inception. In recent years, Eden expanded into profit-based activities. After all, only organizational sustainability would give it the ability to continue to carry out its mission of empowering the disabled and building a Garden of Eden where they can flourish.

In this sense, the organization is remarkably consistent with Kingly Way management philosophy. For Stan Shih, founder of Acer Computers and proponent of Wang Dao or “kingly way” management principles, successful organizations need to continue creating value in pursuit of sustainable development so that all stakeholders will see returns. For Shih, the value generated by any organization must meet a social need above and beyond the profit imperative. Eden’s mission of providing services to persons with disabilities and underprivileged groups is unquestionably rooted in altruism. But where Eden stands out is in its efforts to communicate and work with all stakeholders toward a sense of perceived “satisfaction and balance.” Eden works with interest groups that orbit around the individual beneficiaries — which includes family, community, nonprofit organizations, enterprises, and government — to create what Shih calls the “interest equilibrium.” This lends to an organization’s sustainability, and the perpetuation of its values in society.

There are two important and complementary components to Wang Dao. First, the organization or project must satisfy all stakeholders. Second, there must be a sustainable income stream that is self-perpetuating so that the effort does not rely on subsidies and grants. In Eden’s emphasis on its so-



Eden has been advocating for the rights of disabled people in Taiwan from the 1980s.

cial enterprise arm, it demonstrates what Shih calls “enlightened self-interest.” This is the idea that by creating value for others — its customers, suppliers, or wider society — the organization would also reap benefits. As Shih wrote in 2012, this is the only way in which teamwork can be brought to bear to maximize value, and “interest equilibrium” can be achieved.

Eden’s philosophy of “creating a world of fish” is also in line with Wang Dao’s emphasis on “intrinsic” value — the soft skills required by an individual to thrive within society that might not necessarily be visible or easy to measure the impact of. Extrinsic value — financial support and other “hard” investments that are measurable — can only provide temporary relief. Rather, by building intrinsic value, persons with disabilities can gain confidence through the learning and application of work skills, and can receive remuneration for these. Rather than “giving fish,” society stands to gain if disabled persons are “taught to fish,” and if Taiwan’s labor market can be made equitable and accessible for them.

Appreciating the power of teamwork and collaboration, Eden works on the understanding that persons with disabilities and underprivileged groups cannot necessarily rely on a single institution for improving their prospects. The lifting of martial law in Taiwan on July 15, 1987, restored people's right to the freedom of assembly, protest, and parade guaranteed by the Constitution. This allowed Eden to collaborate with other organizations to advocate for the rights of disabled people, and to change lives — making the metro more accessible, loosening restrictions on university and college for students, and amending the Disabilities Rights Protection Act. Eden's two-pronged approach of building up the inner reserves of disabled people to contribute to Taiwan while gradually transforming society into a place where they can flourish has paid off.

## OUTLOOK

Beyond profits, Eden recognizes the importance of supporting its employees in making the transition from its sheltered businesses to social businesses or the wider workforce, and of investing in an accessible environment for workers. Even after training, disabled employees sometimes struggled upon entering the mainstream workforce, meaning that sheltered businesses provide an optimal environment for many. "If they [disabled people] keep coming back and forth between sheltered workshops and the mainstream workforce, for those persons with disabilities [who] want to be independent, they are forced to return to default and that is just waste of time and effort," said Zhao-Shu Wang, director of Eden's Social Business Division. "Hence we believe that Eden needs to hold to the Japanese 'settlement' concept [a holistic care system] for sheltered employees to work stably in their original institutions. Eden needs to manage [its] businesses in order to help more persons with disabilities and provide a sustainable work environment."

But recognizing that profitability is an important aspect of its longer-term sustainability, Eden took a closer look at its sheltered businesses in recent

years, with the objective of boosting productivity, improving customer satisfaction, and increasing profits. It developed an economic index, setting financial targets for the various sheltered businesses. These targets have been reached and surpassed by many, allowing Eden to identify loss-making businesses and to make necessary changes to improve business performance. Along with this emphasis on financial well-being, Eden wanted to ensure the continued social value of these businesses. It created an accompanying Social Index, reflecting issues of concern to stakeholders — including beneficiaries and employees, parents of sheltered employees, government, customers, enterprises, donors, media, and other nonprofit organizations — such as career settlement and opportunities for external cooperation. Keeping with the Wang Dao spirit, the pursuit of profits and self-interest is always balanced with the creation of social value.

For Liu Hsia, who passed away in 2003, the difficult work of brainstorming, planning, organization, and raising money was no deterrent to founding Eden, and to the decades-long effort of changing with the times. It was about a deep, abiding faith and the power of setting an example, as she had done through her life's work. "My life is a testimony and many people dare to face their mishap due to my illness," she wrote. "For this reason, when God called on me [to set up Eden], I knew that this was the responsibility and mission which I could not escape." In her wheelchair she went out on the streets to protest, always working on behalf of persons with disabilities to create an Eden on earth. Eden board member Jun-Liang Chen recalled a conversation he had with Liu Hsia at Eden's fifteenth-anniversary celebrations. "I asked Madam Liu Hsia if she has accomplished her dream," wrote Chen in 2007. "She smiled, and nodded." 🌍

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## QUANTITATIVE INDICATORS

### Financial

Planned budget or income versus actual expenditure for the fiscal year*	Budget: NT\$1,844 million (US\$56 million) Expenditure: NT\$1,664 million (US\$50 million)
Income composition by source: individuals, corporations, events, trusts, other (please specify)	Donation income (revenue): 33.80% Government grants: 49.65% Service income: 14.41% Interest income: 0.74% Other income: 1.40%
Income composition: domestic versus international	Domestic: 99.997% International: 0.003%

### Personnel

Staff retention rate	72% staff retained in 2015
Turnover rate	28% staff left in 2015
What is the board composition?	Occupation: <ul style="list-style-type: none"> <li>● Non-profit: 4</li> <li>● Academia: 4</li> <li>● Medical community: 5</li> <li>● Architecture: 1</li> <li>● Business management: 2</li> </ul> Gender: <ul style="list-style-type: none"> <li>● Men: 13</li> <li>● Women: 3</li> </ul>
How many meetings does the board hold per year?	At least four times per year.
How many staff members are there?	About 2,800 employees
How many staff members have attended some non-profit or management training course?	1,802

## Quantitative Indicators Continued

## Organizational

Do you publish an annual report?	Yes
How many sites/locations do you currently operate in?	Taiwan: 85 offices in 21 counties and cities Overseas: around 20 countries in Asia, Africa, and Latin America
Do you measure results?	Number of programs/ beneficiaries and outcomes for: <ul style="list-style-type: none"> <li>● Children services</li> <li>● Life reconstructive services</li> <li>● Elderly services</li> <li>● Accessibility services</li> <li>● New immigrants services</li> <li>● “Elephant Alloparenting” engineering services</li> <li>● Volunteers services- Welfare and gospel academy services</li> </ul>
What types of outreach?	Network promotion: social media, YouTube, micro movies, newsletter Traditional media: TV, radio, video, print, magazines
Do you regularly meet with government representatives?	Yes
If yes, on a scale of 1-3, how close is the relationship with government? 1 = not close; 2 = somewhat close; 3 = very close	Closeness of relationship = 3

\* Exchange rate, NT\$32.78 = US\$1 as of December 2015.

Sources include: Eden’s consolidated financial statements for 2014, 2015; an independent auditor’s report and the Eden Annual Report 2014.