

Project Fuel

A Journey of Building a Compassionate Social Good Community

Impact Report



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A Journey of Building a Compassionate Social Good Community



Executive Summary

In response to the impact of COVID-19, The D. H. Chen Foundation, under the Institute of Impact Strategy (IIS), launched Project Fuel in 2020, which aimed to strengthen the resilience of local small-sized nonprofits. Its approach involved financial support towards the nonprofits' core operational costs, and setting up a co-learning Fellowship in order for nonprofits to build a trust-based circle within which they would learn from each other and build lasting bonds along the way.

In three years, Project Fuel formed a trusting alliance with 50 small-sized nonprofits in Hong Kong, and witnessed its impact on their development in return. The core operational funding – which was mainly used by nonprofits to support manpower, rental, and utilities costs – did not just help nonprofits survive the effects of the pandemic. With a cushion on their core operations, nonprofits are afforded a wider financial bandwidth to explore more efficient and innovative means to carry out their missions and visions, leading to lasting changes and impact. The Fellowship Program, consisting of monthly gatherings and content co-created with the selected nonprofits, was able to establish a tight-knit community that promotes co-learning and relationship-building to accelerate knowledge transfer, while fostering new collaborations at the same time. In addition, with the belief that addressing staff burnout and talent shortages are crucial for sustaining nonprofits' efforts, the Fellowship Program included regular mindfulness, self-care practices, and mutual peer support, which generated positive impacts in the wellbeing of individual staff members, as well as policy changes on staff wellbeing at the organizational level.

Encouraged by Project Fuel's experience in its three-year journey, The D. H. Chen Foundation hopes that the nonprofit sector – philanthropies and service providers alike – will join hands and prioritize support for core operations, staff wellbeing, and a co-learning and collaborative culture, in order to amplify the impact illustrated in this report, and develop a collectively resilient social good community.

Where We Started...



01 The D. H. Chen Foundation

The D. H. Chen Foundation is a family philanthropic trust established in 1970 by Dr. Din Hwa Chen, an ardent philanthropist and a devout Buddhist who founded the Nan Fung Group. The Foundation has been steering innovative, impactful, and sustainable community initiatives to enrich lives through its strategies: “Initiate, Capacity Building, Innovate, Catalyst for Collaboration, and Impact-Driven”. Aspiring to build a compassionate society, the Foundation puts compassion into action, and strives to cultivate individuals’ virtues and mindfulness, enhance the wellbeing of individuals & community, and sustain admirable efforts of social good.

02 The Institute of Impact Strategy

To accomplish its mission, The D. H. Chen Foundation established the Institute of Impact Strategy (IIS) in late 2019 as part of its new, forward-looking blueprint towards future philanthropic development. With a pursuit to foster the sustainability of social good in society, the establishment of IIS signaled a commitment from the Foundation to support like-minded nonprofits’ organizational development. Its primary focus is to facilitate nonprofits, particularly small-sized organizations without government subvention, in building up their own operational capacity in a healthy, resilient, and sustainable manner.

03 The Problem

While the IIS team was at the beginning stages of laying the foundation of its strategic plan and practices, an unprecedented challenge in the form of the COVID-19 pandemic brought the entire world to a standstill.

Along with its philanthropic peers, the Foundation was seeking ways to help those in need in Hong Kong to the best of its abilities. Amid all the detrimental impacts of the pandemic, the IIS team recognized the financial difficulties small-sized nonprofits were facing due to the accompanying economic downturn, with sponsorships and grants frozen or withdrawn as a result. These would not have only critically hampered their ability to carry out specialized yet essential activities to support different communities, but also could have led them to close their operations outright.

Recognizing the importance of nonprofits delivering resources and compassionate care to those in need, especially in that critical time, IIS was keen on ensuring their resilience and survival during this global crisis.

04 The Response

In 2020, IIS initiated Project Fuel, providing financial support to a selected group of small-sized nonprofits to maintain their core operations. In addition, Project Fuel included a value-driven Fellowship Program in which nonprofits were encouraged to share their journeys openly. All of these were done with an aspiration from IIS that these nonprofits would learn and build from each other's experiences, form genuine and empathetic relationships, and grow stronger and more resilient together against the pandemic and beyond

Small-sized organizations

Small-sized organizations means annual expenditure at or below HKD 10 million.

Project Fuel Components



Core Operational Funding

Providing essential financial resources to maintain core operations for up to 9 months.



Fellowship Program

Offering various networking and exchange opportunities.

05 The Evolution

Throughout its three-year journey, Project Fuel has evolved from its initial focus on emergency funding and peer support to a capacity- and community-building initiative to support small-sized nonprofits in Hong Kong.

To fully illustrate the expedition it has undertaken with the 50 nonprofits that have co-created and co-developed this experience, IIS has translated a wealth of insights and learning into this impact report, comprised of findings from a series of focus groups and surveys.

Aspiring to foster a healthy and long-term development in the social good ecosystem, The D. H. Chen Foundation and the Institute of Impact Strategy hope that the contents of this report will resonate with like-minded stakeholders who are keen on joining the ever-growing community in support of capacity building, generating sparks of ideas together while embracing the spirit of Project Fuel.

Resilience Comes Stronger Together.



Project Fuel at a Glance

Project Fuel aimed to provide both immediate and lasting support to small-sized nonprofits with an annual expenditure of not more than HKD 10 million and not supported by regular government subvention.

Through three annual rounds of the open application process between 2020-2023, followed by internal scoring of applications and panel interviews of shortlisted applicants, Project Fuel selected a total of 50 organizations. Essential financial resources to maintain their core operations for up to 9 months were provided to these organizations (herein referred to as Awardees). Project Fuel also consisted of the Fellowship Program, offering various networking and exchange opportunities to representatives of the Awardees (known as Fellows), and empowering them to be more resilient in the face of adversity.

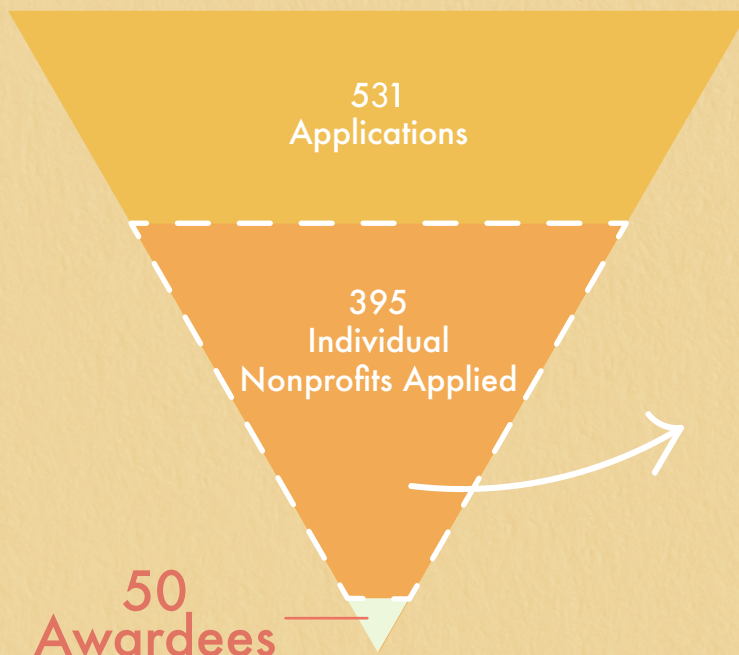
Applicant's
Average years of
operation

16.2
YEARS

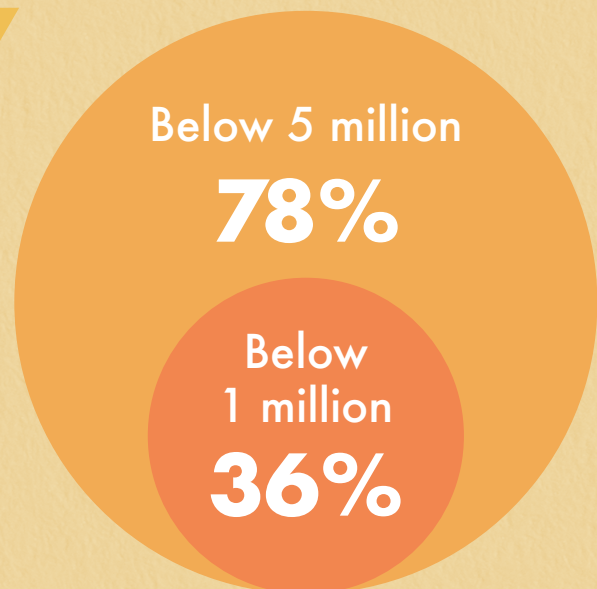
Percent of young
nonprofits
(under 10 years of operation)

41%

Selection of 50 Awardees:



Number of applicants by annual expenditure*



*in Hong Kong Dollars

What is Core Operational Funding



Project Fuel supported the selected Awardees with core operational funding for up to 9 months of their essential expenditures, with a ceiling of HKD 750,000. Core operational funding is defined as financial support that would help maintain the essential operational functions of a nonprofit.



Critical manpower



Office rental and utilities



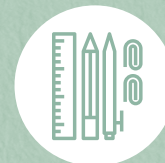
Insurance and professional services (such as accounting and legal services)



Information and technology infrastructure



Marketing costs



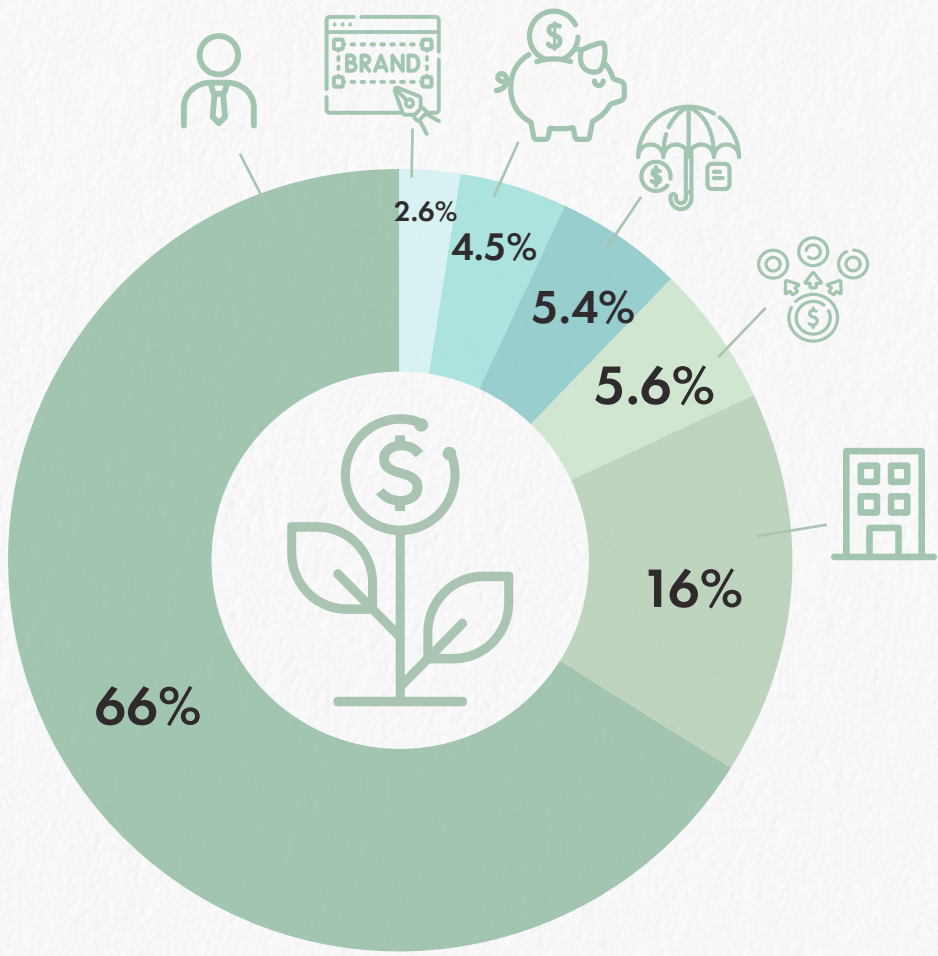
Miscellaneous supplies (such as stationery, printing, and storage)

How was the Funding Used?

In total, the Foundation has distributed a total of over HKD 33 million to 50 Awardees based on their indicated monthly needs. The actual utilization of this funding was up to the discretion of each Awardee's actual needs that fall under core operational funding as previously defined.

The Awardees opted to allocate most of the received funding to support manpower needs, followed by rental and utilities. These two items in combination represented more than 80% of the Awardees' financial needs covered by this funding.

HKD 33 million distributed to 50 Awardees



- 66% Manpower Costs
- 16% Rental and Utilities
- 5.6% Other Expenses*
- 5.4% Professional / Insurance Fees
- 4.5% Reserve
- 2.6% Website / Branding Costs

*Other Expenses consist of (but are not limited to) Information and technology infrastructure, miscellaneous supplies (such as stationery, printing, and storage)



Impact of Core Operational Funding

The Awardees reported that the core operational funding yielded a series of positive impacts beyond mere survival during this challenging period of time.

A surprising finding is most Awardees' high degree of perception that receiving this funding boosted team morale.

Several staff of the Awardees in focus group discussions further explained that support exclusively for operations represents a recognition of the organization and its staff's overall efforts, rather than appreciation towards particular programs. They viewed this as a badge of honor, a reinforcement of their motivation to work in the nonprofit sector.

At the organizational level, the Awardees believed that this core operational funding afforded them the financial capacity to explore more efficient and innovative means to carry out their distinctive missions and visions.

Regardless of size, nonprofits often rely on unrestricted funding and reserves to maintain their core operations and seek new ways to achieve their goals. Small nonprofits, in particular, often resort to allocating all their unrestricted funding to their operations in order to stay afloat. One may assume that core operational support from Project Fuel mainly ensured its Awardees' ability to survive challenging times, when in fact it further empowered their financial freedom to find new ways to thrive. This funding, not linked with the implementation of a specific program, enabled the Awardees to free up their unrestricted funding and reserves, which were then applied to operational and program developments that matter to them the most. This flexibility has resulted in these nonprofits finding new ways to sustain their operations and discovering directions toward transformational development.



Impact Survey Result

Core operational funding has helped our organization to.....

Seek the means to self-sustain and foster independent growth 4.4 / 5

Boost team morale 4.4 / 5

Improve existing service 4.3 / 5

Obtain resources for talent development and longer-term planning 4.3 / 5

Enhance internal operation and efficiency 4.1 / 5

Increase capacity to speed up new service developments 4.1 / 5

Note: Likert scale responses from 1 = Strongly Disagree to 5 = Strongly Agree

“From Traditional Service Provider to Resources Connector”



Story by Land Education Foundation

Nonprofits often have innovative and progressive ideas to lead their work toward more impactful and sustainable directions. Aside from direct support towards these ideas, financial flexibility in the form of core operational funding can also empower them to take that first step of exploration.

Sometimes the interests of the overall philanthropic circle may not serendipitously align with what a nonprofit truly wishes to pursue. Furthermore, most of the unrestricted funds that nonprofits manage to raise are likely injected back into their core operations just to make ends meet. Therefore, they usually don't have enough resources left over to explore new directions, despite having the need to do so.

One such Fellow that was facing this quandary was Land Education Foundation (LEF), which aims to reinvigorate the development of the rural community in Hong Kong by weaving bonds with and among its stakeholders. For years, LEF has been helping local farmers in Hong Kong curate different experiential activities to drive more public awareness about this community. An educational direction was certainly aligned with many local funders' interests. However, in the back of his mind, Mr. Tsz Wai Loong, Founder and Chief Executive of LEF, has always wished to position LEF beyond educating the public about the rural community's developments. He believes that LEF can bring much more to the table as an active contributor and connector within this community.

When the core operational support from Project Fuel helped relieve some pressure on their general funding and reserves, Loong and his team found the space and capacity to kickstart their long-awaited next step: research on where LEF can do more to achieve their mission, leading to a focus on product development. The team set out to build their own capacity on that front, from learning about the product creation process to conducting market research to better understand the food and beverage field, leading to discovering new possibilities for the farms they have closely worked with. In the end, they were able to develop a locally-produced beer made from wampee, a fruit native to Southeast Asia that is grown extensively at one of their partnering farms in Lantau Island. This first

product, which yielded decent financial returns for both LEF and the farm, became the start of LEF's desired transformation: the wampee beer is a testament to LEF's ability to bring new potential to its partnering farms, with a role they now call "social designer". With the allure of a local spin, the story behind the product has also gone viral on social media, leading to a six-fold increase in participating volunteers in LEF's activities. Apart from that, other non-farming stakeholders of the rural community reached out to LEF to explore similar partnerships with the organization and other partners within LEF's network.

With the 9-month cushion of core operational support from Project Fuel, Land Education Foundation was able to truly realize its role as a connector in the community that it serves.

“

I am grateful to have the chance and excited to allow people a new way to taste the Lantau-Island-only flavor. This is a brand new product and direction, and we could not have done it without the timely support from the Foundation. They helped us prove that a nonprofit can also do product innovation!

”

– Tsz Wai Loong,
Founder and Chief Executive,
Land Education Foundation

“A Strategic Review to Transform Service Capacity and Approach”



Story by HELP for Domestic Workers

The long-term sustainability of a service provider depends on how it can refresh and renew its strategic directions regularly to better fit the communities it serves. Core operational funding can give the organization an opportunity to take that step.

As an organization established in 1989 to serve a quickly evolving urban setting such as Hong Kong, HELP for Domestic Workers (HELP) was in heavy need of a revamp in its work. To empower migrant domestic workers (MDWs) with access to their rights and enhance employer engagement, HELP’s main service for the past few decades has been to respond to urgent personal and legal crises met by their clients on a 1-on-1 basis.

When HELP’s Executive Director, Ms. Manisha Wijesinghe took up her role in 2021, she immediately recognized the urgency for the organization to undergo a paradigm shift to tackle the root cause of the present issues of MDWs and their employers. However, there was always a constant urgency to respond to their clients’ immediate crises with limited manpower and resources. This led to the constant need for senior leadership of HELP to take up much of the casework, leaving no time and space for strategic planning and development.

Then came Project Fuel, with its core operational funding freeing up HELP’s unrestricted financial resources. Manisha and HELP’s board decided to use these resources to hire an additional case worker and an accountant on a part-time basis. This gave Manisha and her senior casework manager the time to perform a strategic review of HELP’s services, which involved focus group discussions with MDWs and their employers to better understand their needs.

As a result, HELP revamped its casework approach from crisis response to an upstream approach involving resolution, mediation, and mental health support. This change in service direction not only met the needs of its clients in a more relatable and

impactful manner but also trimmed the necessary time spent per client by half.

Moreover, with the accountant taking up some of her bookkeeping duties, Manisha and her team were able to create a healthy fundraising pipeline to engage more than three times the number of funders from the previous year, which resulted in HELP receiving multiyear support to continue its efforts in mental health. All of this will enable HELP’s ability to achieve its mission in a sustainable and effective manner for years to come.

“

Project Fuel came at a time when a lot of us in the social impact space were scrambling to support our respective communities and didn’t really have the time or space to think about capacity development. The opportunity to do so because of having access to core operational funding support has transformed how HELP supports our migrant domestic worker community, while also ensuring our staff and volunteers are adequately supported.

”

– Manisha Wijesinghe,
Executive Director,
HELP for Domestic Workers

What is Fellowship Program

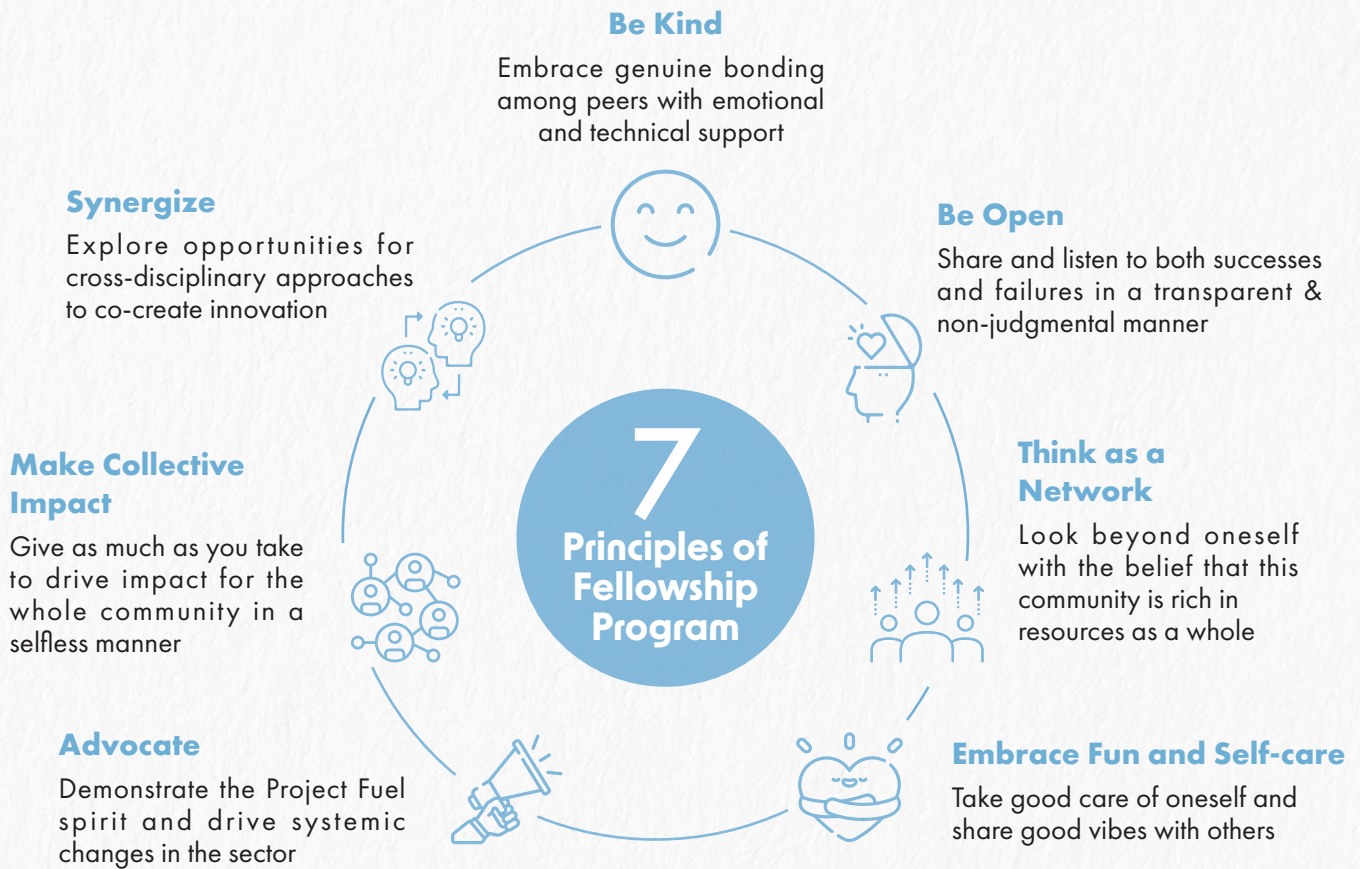


The concept of organizational capacity building traditionally takes a top-down approach: that is, learning from experts in specific fields such as fundraising, marketing, human resources, and technology, or engaging external consultants on how to improve performance.

By contrast, the Fellowship Program adopted a strengths-based approach, and was built with the sense of trust that individual, small-sized nonprofits have the capacity to define and solve their own problems, leveraging on their own strengths, skills, and resources. Providing opportunities to foster meaningful connections among these organizations would therefore create a community not only rich in assets, skills, and talents, but also a degree of agility that can respond to problems in an efficient fashion.

Program Structure

The Fellowship Program is an 8-month experience comprised of 6 monthly gatherings, an introduction session, and a finale event. Its content is co-created by the Institute of Impact Strategy and individual Fellows representing their organizations, with the latter taking up hosting duties and sharing their own experiences through some degree of facilitation. The Fellowship Program is also guided by seven key principles.



Initially anchored by a specific operational function (such as external communication, digital transformation, and risk & crisis management) as a key discussion topic in each session, the Fellowship Program eventually adopted a semi-structured framework that caters to the Fellows' individual experiences and intentions, resulting in it being more personable and relatable to their peers and themselves. Mindful of the importance of wellbeing within the nonprofit sector, the Fellowship Program also introduced the concepts of self-care, self-compassion, and mindful leadership for the last cohort of Fellows, with brief group practices and discussions. Keeping with the spirit of co-creation, the structure of each session could be adjusted based on the preferences of the Fellows hosting the event and doing the sharing.

Rundown of a Fellowship Program Session



Moment of Self-Care and Mindfulness

Mindfulness practice and discussions on self-care, self-compassion, and mindful leadership



Journey Sharing

Facilitated sharing of Fellows' personal aspirations & their organization's mission to accelerate understanding and networking. Recollections and reflections on successes and failures.



Wisdom Collection

Group discussions to brainstorm ideas to tackle unresolved operational challenges encountered by Fellows



Impact of Fellowship Program

Fostering Knowledge Exchange and Collaborations

The Foundation had established the Fellowship Program with aspirations of providing space and time for like-minded nonprofits to share experiences with their peers. These valuable opportunities to learn from each other have led to the development of relationships built on trust and openness.

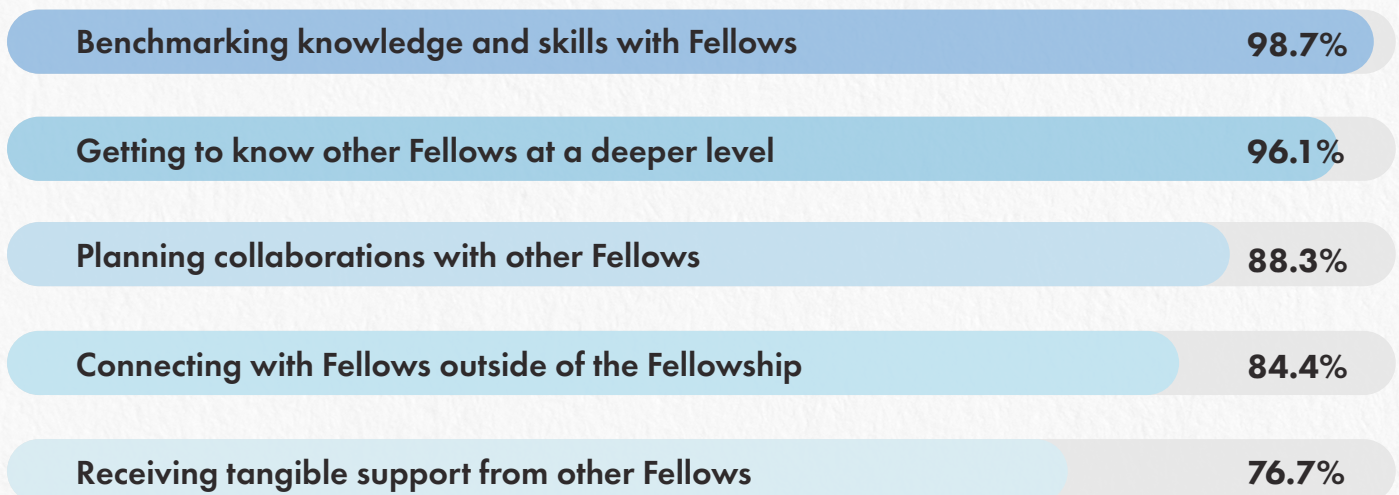
The Fellows throughout all cohorts have continued to share their successes and failures outside of the Fellowship Program, and to benchmark practices to get better together. Furthermore, a large majority of Fellows have continued to discuss partnerships and collaborate with each other without further encouragement from the Foundation.

In the bigger picture, these bonds represent the first steps towards establishing a self-managing community, under which organizations will be able to support each other in different stages of development and resilience building.



Impact Survey Result

Since the Fellowship Program, our organization has been...



“Building Kinships and Co-Learning Practice to Broaden Horizons of Social Good”



Story by Act Plus Education Foundation (Act Plus) and SLCO Community Resources

Meaningful collaborations start from trust. The Fellowship Program aims to give the space and time for its Fellows to get to know each other, build trusting relationships, and create new partnerships, no matter how far apart their work may first seem to be.

At the first ever Fellowship session of Project Fuel in 2020, Ms. Jennifer Lee, Deputy General Secretary of Act Plus Education Foundation (Act Plus), and Mr. Chris Yiu, Co-founder of SLCO Community Resources (SLCO), met for the very first time. The fact that this was the first time they had met is hardly surprising, as they work in vastly different corners of the nonprofit sector: Act Plus focuses on life and career development for underprivileged youths through the training of animations, digital art, and game design, while SLCO aims to promote sign bilingualism in communication, education, and social inclusion. Despite that, with a safe place provided by the Fellowship Program to take a break from their everyday business and be vulnerable, they share a kinship over their passion for the work and the people they serve. To this day, they continue to keep in close contact outside of the Fellowship, reaching each other for advice on a regular basis.

Beyond friendship, Jennifer and Chris also found ways for their respective teams to learn from each other. Chris and the SLCO team arranged visits to Act Plus’s animation studios for their deaf students, followed by a 2-day short course on game design. These experiences have inspired both the students as well as the SLCO team on new career development prospects of their beneficiaries. Their connection also opened possibilities for the SLCO team to actualize their ideas with Act Plus into genuine products with the help of technology and artificial intelligence. SLCO has since continued to seek partnership and funding opportunities together with Act Plus to work on that angle.

For Act Plus, this relationship was equally if not more game-changing. While it has provided employment and career opportunities for the youth, Act Plus – as a small studio – mainly takes on sub-contracting work from larger studios in commercial projects. While this helps sustain their operations and enables Act Plus to provide continuous employment for youth, this arrangement often keeps the team from contributing on the creative side in a meaningful manner, with their efforts often not given credit in the projects. However, meeting Chris and SLCO have since

changed the way Jennifer and her team saw themselves. In SLCO, Act Plus has found a true collaborator, who does not view Act Plus as just a service provider, but as a companion. This equal footing in partnerships has empowered Act Plus to put its own creative footprints on app and game design and production. Aside from being a huge boost to the young team’s confidence, this sense of ownership also stimulated Act Plus to reexamine its unique, dual identity as both a professional creative studio, and a nonprofit with potential to drive social good on a wider scale. With consensus across the whole team – from the working team to its board – Act Plus is now actively pursuing an “entertainment for good” concept. Leveraging on their expertise in apps development, game design, and Augmented Reality, they now aim to deliver interactive educational materials with SLCO, as well as other nonprofits and academic institutions, as a start towards putting their innovative mark into doing good.

By opening the capacity for mutual learning and understanding, eventually fostering a trusting bond, the Fellowship Program was able to broaden the perspectives of Jennifer and Chris – and, by extension, Act Plus and SLCO – in how they can achieve their mission and vision, together.

“

I appreciate very much what the Fellowship Program had brought about to us. It was meant to have us built trust and support among nonprofits to journey together for the common good, and IT DID.

”

– Jennifer Lee,
Deputy General Secretary,
Act Plus Education Foundation



Impact of Fellowship Program

Building Supportive Relationships and Sense of Self-care

The Foundation believes that resilience starts at an individual level of self-care, and is boosted by support from others. Inspired by honest sharing from Fellows during the first two years of Project Fuel about their challenges with burnout, the last cohort of the Fellowship Program placed a higher emphasis on emotional support, wellbeing, and self-care in the nonprofit sector, by including regular moments for mindfulness and reflective, self-care practices into the monthly sessions.

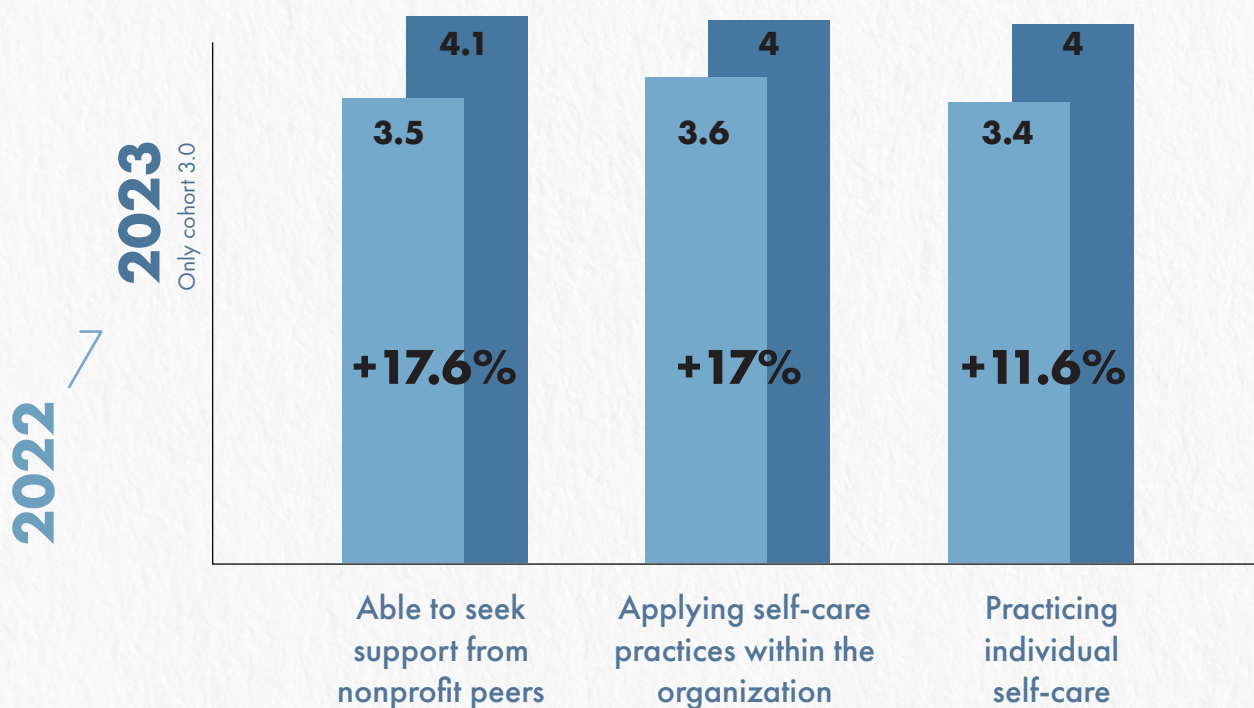
This key addition resulted in a significantly positive impact on practicing self-care at both the individual and organizational levels for the third cohort. Furthermore, the Fellows also felt a high degree of emotional support as a benefit from forming genuine relationships with their peers within the circle.

It is the Foundation's hope that the Fellows will digest this experience and be part of the culture within the nonprofit sector that extends the focus from the wellbeing of beneficiaries to care for themselves and their staff members.



Impact Survey Result

I (am) / My organization is...



Note: Likert scale responses from 1 = Strongly Disagree to 5 = Strongly Agree

“Rediscovering the Importance of Self-Care”



Story by YAMA Foundation

For nonprofit staff to contribute to social good to the best of their abilities, they must also be mindful of their own wellbeing. The Fellowship Program aimed to influence the leadership of small-sized nonprofits through discussions and practices of self-care and self-compassion, inspire their thinking on the importance of wellbeing, and in turn enable their staff and themselves to lead a healthy, mindful life.

Running an up-and-coming nonprofit organization is no easy task; doing so for an organization that provides cost-effective and therapeutic wellbeing services to Hong Kong’s most vulnerable, and faces an exponential growth in demand for its services, makes it even more challenging. It is therefore understandable that Ms. Hersha Chellaram, Founder and Executive Director of YAMA Foundation (YAMA), was feeling an immeasurable amount of burnout coming into the Fellowship program. Initially doubtful about the portion of the Fellowship dedicated to discussing and practicing self-care and mindfulness, she quickly realized how impactful these small moments of serenity could be once she participated in the sessions. The silence and peacefulness that came from each session – as delivered with “a genuine, open heart” allowed her that time to stop, reflect, and rediscover how much she needs these moments for self-care, as well as a safe space to be open and vulnerable under a supportive environment co-created with her fellow nonprofit peers.

From that point on, Hersha stopped seeing the Fellowship program as an obligation, but rather an experience filled with openness and gratitude. Instead of just being a participant, Hersha took the initiative to lead a chair yoga session with her nonprofit peers, not just as a self-care moment, but also as a simulation of accessible yoga for people with different abilities, by blindfolding certain participants while they follow her instructions and guidance. Having received positive feedback from other Fellows on how the chair yoga exercise made it easy for them to understand the importance of YAMA’s work in an interactive way, YAMA has since been using the same simulation with potential funders and other stakeholders to showcase what accessible yoga is, instead of a conventional presentation.

Going through the Fellowship has also reminded Hersha of the need for genuine investment in the wellbeing of her team, starting with setting healthy boundaries for communication, where non-urgent work-related contacts are highly discouraged after 5:00 p.m. and during weekends. YAMA also adopted a “family comes first” policy, asking staff to prioritize family matters over work duties, and closed its operations for two weeks over Christmas to allow sufficient rest.

By taking these moments – inspired by the Fellowship experience – to rest and allow space to reflect, Hersha and the YAMA team are now practicing self-care and holistic health that they actively promote as their mission, bringing all its elements, inside and out, into a full wellness circle.

“

I came out of the experience feeling quite connected to other nonprofits in a similar position to me, feeling that the space provided by Project Fuel was a genuine, supportive community rather than just an obligation to fulfill a grant requirement.

”

– Hersha Chellaram,
Founder and Executive Director,
YAMA Foundation

Moving Forward

Aspiring to build a compassionate society, The D. H. Chen Foundation's philanthropic efforts are driven by the values of Gratitude, Trust, Openness, Respect, and Selflessness. The three-year journey the Foundation has walked alongside 50 small-sized nonprofits through Project Fuel is a reflection of how it actualizes these values by embracing trust-based philanthropy.

All of the impact illustrated in this report was not driven by a single party, but rather collectively by the Foundation and all of the participating Fellows, mutually embracing a co-learning, co-creating, and co-developing mindset.

We also believe that the tangible impact of core operational support and the Fellowship Program shown in this report represents only part of the Project Fuel experience. We sincerely invite everyone who is interested in what constitutes the spirit and essence of Project Fuel to visit its program page on the Foundation's website (by scanning the QR code on Page 17) , which includes an accompanying short film that better encapsulates the emotional aspects of this journey, through interviews with some of its Fellows and footage from the Fellowship Program.

At the Foundation, we are committed to carrying on this momentum that Project Fuel has started. Through continuing efforts from the Institute of Impact Strategy, we aim to further our understanding of the nonprofit sector's developmental needs, and to facilitate more opportunities to strengthen the bonds of the sector's stakeholders.

Ultimately, we, along with nonprofits, philanthropies, and other interested parties, hope to be evangelists in establishing a Compassionate Social Good Community that supports one another through resources and companionship, fosters communities of co-learning and practice, and lays a foundation of trust in Hong Kong's charitable efforts.

That said, the Project Fuel approach to establishing a Compassionate Social Good Community is only one of the many blueprints that can contribute to this wide goal. The impact of Project Fuel, however, affirms the Foundation that providing core operational support can enable nonprofits to pursue ambitious and sustainable goals fit for their own development; fostering a co-learning and cross-organization culture can accelerate knowledge exchange and collaboration; and promoting self-care as well as wellbeing can ensure sustainable efforts in the space.

We sincerely hope that this overview of Project Fuel will inspire and reinforce everyone's effort to contribute towards this ever-growing endeavor, both philanthropies and nonprofits alike, starting from these three actions outlined above. With all parties joining hands and building strength in numbers, let us all foster the resilience of the nonprofit community together.



Co-learning, co-creating, and co-developing are the three key components in the overall strategy of Project Fuel. Standing by these concepts, this impact report was generated through a grounded approach based on interviews and focus groups conducted with the voluntary participation of several Project Fuel Fellows, followed by cross-sectional surveys of all Awardees to best represent their collective experiences. On that note, we wish to convey our heartfelt thanks to all Awardees and Fellows for their active participation, contribution, and trust in us, not just during the creation of this impact report, but throughout the entirety of this three-year journey.

Awardees of Project Fuel

- | | |
|--|--|
| 1st Step Association | La Violet Charity Foundation |
| Act Plus Education Foundation | Land Education Foundation |
| Asian Charity Services | Little Life Warrior Society |
| Association Concerning Sexual Violence Against Women | LOVE 21 Foundation |
| Audio Description Association (Hong Kong) | MakerBay Foundation |
| Brothers And Sisters In Christ Foundation | Mind HK |
| CareER Association | MLH Youth Cultural & Education Centre |
| ChickenSoup Foundation | Outdoor Wildlife Learning Hong Kong |
| CODA Hong Kong | PathFinders |
| Community Drug Advisory Council | PILnet Hong Kong Limited |
| DADs Network | Positive Buddha Dharma |
| Empathy for the Elderly | Remembrance of Grace |
| Enrich HK | Resolve Foundation |
| Everbright Concern Action | RunOurCity Foundation |
| Fair Employment Foundation | SLCO Community Resources |
| Fantastic Dream | Soap Cycling |
| Foundation for Shared Impact | SVHK Foundation |
| Golden Age Foundation | Teach Unlimited Foundation |
| HandsOn Hong Kong | Teen's Key - Young Women Development Network |
| Health In Action | The Warehouse Teenage Club |
| Heart-to-Heart Life Education Foundation | The Zubin Foundation |
| HELP for Domestic Workers | Time Auction |
| HER Fund | VolTra |
| Hong Kong Association For AD/HD | WEDO GLOBAL Foundation |
| Integrated Brilliant Education Limited | YAMA Foundation |

For more information about Project Fuel





About The D. H. Chen Foundation



Website



LinkedIn

#Compassion in Action 慈之以行