

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.





雪中送炭計劃回顧報告摘要

因應 2019 冠狀病毒病疫情帶來的影響,陳廷驊基金會透過策傳舍於 2020 年推出「雪中送炭計劃」,旨在加強本地小型非牟利機構的抗逆力,內容包括為非牟利機構提供核心營運資助,以及夥伴同行計劃,好讓獲選參與計劃的機構成為一個以信任為本的共學圈,大家從中可以互相學習和支持,建立持久的連繫。

三年來,雪中送炭計劃與本港共五十間小型非牟利機構結成一個互信的網絡,一同見證各機構因計劃而產生的正面影響。計劃撥出的核心營運資金,主要用作支持非牟利機構的人力、租金、水電煤等公用開支,但這不僅幫助參與機構應付疫情期間的存亡需要,而且令非牟利機構對營運資金無後顧之憂,可以有更多空間去探索更有效及創新的方法,實現其使命和願景,從而為機構及社會帶來持久而深遠的改變和影響。

此外,夥伴同行計劃舉辦每月聚會,並由機構共同創建相關內容及活動,這有助建立一個關係密切的社區,促進共同學習和知識轉移,同時造就了不少新的合作。基金會亦相信,非牟利機構要持續而健康地發展,人才短缺和員工倦怠是整個社會福利界別不容忽視的問題。有見及此,夥伴同行計劃的定期聚會亦加入正念及靜觀練習環節、自我關懷的實踐,以及同伴情緒支援。這不單惠及參與機構員工的全人健康,亦為機構層面的相關政策帶來積極的正面影響。

雪中送炭計劃所累積的三年成果和經驗,陳廷驊基金會對此感到莫大的鼓舞,並希望所有非牟利團體,包括 捐助機構和服務提供者,能攜手合作,除了以支持核心營運為先,並著重提升員工全人健康,以及在業界內 培養共學和合作文化,從而令本報告所陳述的果效發揚光大,讓更多人一同在社福界建立抗逆力更強的社區, 造福大眾。



