



# Project FiRE

## 薪火相傳計劃

Fuelling collaboration through radiating trust  
以誠信燃續協作

## Programme Highlights

Programme Initiator and Engineer

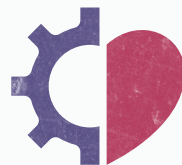


Impact Partners



# Programme At-a-Glance

24



AS ONE!

4



Funders

+

16



Nonprofits

+

4



Project Fuel  
Alumni Nonprofits

8



Monthly Fellowship  
Sessions

40+



Hours of  
Direct Contact

70+



Unique  
Individuals

250+



Attendances



Three funders joined Project Fire because they saw the transformation of some small organisations as well as the trust they had built during Project Fuel. Having funders and nonprofits from different disciplines collaborating in new projects together had been unimaginable for many funders. ”

Karen Cheung  
Trustee and Chief Strategist  
The D. H. Chen Foundation

## The Journey Together

September 2024 to April 2025

Project Fire is a collective growth and bonding journey, covering these key components:



Open dialogues on organisational development, namely financial management, impact measurement and storytelling, human resources development, and long-term organisational development



Genuine peer support to turn learning into meaningful actions



Practical ways to apply self-care and self-management at the organisational level

# The Vision

Cultivating a collaborative and trusting community between nonprofits and funders, and enhancing organisational capacity through active exchange and peer bonding

## The Community

Project Fire Programme Initiator and Engineer



Impact Partners



Co-learning Fellows

- Agent of Change Foundation
- Asia Pacific Youth Development Foundation
- Concord Mutual-Aid Club Alliance
- EDnovators
- EmpowerU
- Foundation for Shared Impact
- HELP for Domestic Workers
- Hong Kong Network for the Promotion of Inclusive Society
- Light of Raphael
- OneSky Foundation
- School of Everyday Life
- Shakespeare4All
- Sticky Rice Love
- The Green Earth
- The Sovereign Art Foundation
- Uplifters

Peer Facilitators (Project Fuel Alumni Fellows)

- Land Education Foundation
- SLCO Community Resources
- Time Auction
- VolTra

## From Fuel to Fire

Carrying on the momentum of Project Fuel initiated in 2020, The D. H. Chen Foundation expanded its imagination and vision for greater synergies in the wider social impact sector. The mission extended beyond fostering trusting partnership among nonprofits to radiating trust between nonprofits and funders.

Supported by three funders as Impact Partners, namely, Chow Tai Fook Charity Foundation, ReThink Foundation, and The Hong Kong Club Foundation, the shared philosophy, driven by the values of trust, respect, and openness, culminated in Project Fire, an organisational development initiative which included an eight-month Fellowship Programme in 2024.



# The Missions of the Project Fire Community

---

1

Driving transformations in  
nonprofit-funder relationships

---

2

Fostering openness and collaborations  
among organisations

---

3

Enhancing organisational development  
for sustainable growth

---

4

Cultivating individual self-care and staff  
wellbeing at the organisational level



# Mission 1

## Driving Transformations in Nonprofit-funder Relationships



All are equal in the Project Fire community – funders and nonprofits alike. We co-develop a common ground where everyone can build trust and forge strong connections.



Anticipating a bright future, we have witnessed nonprofits and funders joining hands through mutual support to build a thriving community. ”

Winky Leong  
Hong Kong Network for the  
Promotion of Inclusive Society



In Project Fire, we – be it nonprofits and funders – create a spark where compassion meets commitment, building trust over control, flexibility over close-mindedness, and understanding over conjecture. Together, we walk as one, sharing resources, vision, and responsibility, amidst the uncertainty and challenges of the world. ”

Sunny Lee  
Chow Tai Fook Charity Foundation

During the Project Fire journey, the 24 organisations formed a trust-based, close-knit community of like-minded individuals in the Fellowship Programme, transcending the labels of “funders” and “grantees”.

### Nonprofits' Perception of Funders

Before Fellowship			After Fellowship		
	Supportive	14		Collaborative	7
	Strategic	8		Inspiring	6
	Restrictive	7		Supportive	5
	Impactful	6		Impactful	5
	Cautious	5		Strategic	4
	Proactive	5		Positive	4
	Innovative	4		Connected	4
	Diverse	4		Respected	4
	Challenging	4		Trusting	3
	Joyful	4		Empowering	3

### Call to Action



**Nonprofits:** Be transparent and share limitations and challenges openly with funders

**Philanthropies:** Be proactive in offering an open and non-judgemental space to listen to nonprofits' needs, and exploring meaningful partnerships beyond financial contributions



## Mission 2

## Fostering Openness and Collaborations among Organisations



We bring together members of the impact sector eager to turn intentions to collaborate into tangible, sector-advancing actions.

Throughout the eight monthly sessions, Project Fire Fellows were engaged in a series of open and facilitated exchanges, where they actively shared the innerworkings of their organisations, as well as knowledge and resources that sparked meaningful collaborations and actions.

### 100%

Fellows are open to sharing **resources** with peers

### 96%

Fellows are open to sharing **challenges** with peers

#### After the Fellowship, nonprofits are more often:

Actively contributing to the social good sector's development.



Driving systemic change in the sector and/or wider society through advocacy.



Actively sharing their current strategic developments with different stakeholders.



### Collaboration Spotlight – Agent of Change Foundation




As a key member of Agent of Change Foundation, Lok Chi Tsang strives to be a super-connector across society, inspiring others – be it individuals or organisations – to realise their power to drive positive change. Through Project Fire, she found like-minded peers and explored collaborations to maximise their collective impact – from helping students donate hydroponically-grown vegetables to food-insecure families, giving young people access to arts-and-culture events, promoting women's health, to introducing traditional Chinese medicine to multicultural communities.

Moving forward, Lok Chi and the peers that she bonded with during this journey will keep finding creative ways to combine their resources and skills to empower change in every corner of society.



During the Fellowship journey, Project Fire Fellows were encouraged to foster a “give-and-take” relationship as a starting point to engage at different level of collaborations with each other. In the final session, they shared what they most needed as well as what they could offer. The resulting list shows a remarkable alignment between needs and contributions – clear evidence of rich opportunities for cross-organisational resources-sharing and peer support.

Needs and Contributions of Project Fire Fellows	What Fellows Need Most	What Fellows Can Offer
	Training	Training, Education, and Capacity Building
	Collaboration, Partnerships	Collaboration, Networking, and Partnerships
	Programme Cooperation	Programmes, Workshops, and Activities
	Development, Mentorship, Event Support and Management	Knowledge, Skills, and Expertise
	Volunteer and Manpower Support	Volunteer and Manpower Support
	Venue and Space	Resources and Space
	Outreach, Media, and Marketing	Media Exposure and Communications

## Call to Action



Given the impressive overlap between the Fellows’ needs and expertise, we propose broadening collaboration beyond Project Fire to explore every promising avenue together, such as:

- **Co-developing staff:** Organise cross-staff-training on shared needs, and schedule regular peer-learning workshops;
- **Co-hosting events:** Jointly run events and programmes that exchange experiences and networks while introducing to a wider audience to social good initiatives;
- **Co-creating exposure and impact:** Collaborate to amplify impact stories around shared and related causes, achieving broader media exposure and raising more public awareness;
- **Co-using resources:** Provide volunteer recommendations; establish space-sharing arrangements for events and day-to-day operations.



## Mission 3

## Enhancing Organisational Development for Sustainable Growth



We share and listen to each other's practices in organisational development, and learn from collective experiences.



We were especially inspired by the discussions on how to use impact storytelling to present our service outcomes and social impact in a more vivid and engaging fashion. The co-learning journey has also made us more aware of the importance of strategic planning and the stages of our organisation's development, which we will invest more time and energy on in the future.

Chow Cheung Shun  
Concord Mutual-Aid Club Alliance



We [at The Hong Kong Club Foundation] do believe strongly in capacity building...it's good for business, because funders like NGO grantee partners who have got good corporate governance and are able to deliver on their promise. Capacity building is good for NGOs.

John Budge  
The Hong Kong Club Foundation

Before launching the programme, we asked our Fellows to pinpoint their most pressing organisational-development challenges and the skills they most want to learn more about. Four common themes emerged, and were then explored in discussions hosted by Fellows themselves, with the facilitation of the Foundation Team and Peer Facilitators.

	Themes	Scopes
	Financial Management	Fundraising, income-generating models, and funder engagement
	Impact Measurement and Storytelling	Data collection, marketing techniques, and effective storytelling
	Human Resources Development	Talent development and retention, and volunteer management
	Long-term Organisational Development	Strategic planning, values preservation, and leadership (training and succession plan, and transition management)

### Call to Action



Organisational development is too vast to co-learn and master in just one or two sessions. Nonprofits and funders, let's join hands to build communities of practice to keep exploring and sharing for the sector's sustainable growth!

## Mission 4

## Cultivating Individual Self-care and Staff Wellbeing at the Organisational Level



We encourage and embrace the inner strength and wellbeing of both individuals and teams just as much as the work we do.

### On nurturing inner wellbeing in organisations:

78%

Fellows reported currently practising self-care and self-management after joining the Programme

70%

Fellows have incorporated self-care and self-management concepts into their staff engagement plans



It's important for Project Fire to take a step back and say, 'you're doing so much for your community, but you need to make sure you're looking after yourselves, so that you can then do the best work you can to the community you're supporting'.

Louisa Dearlove  
ReThink Foundation

The Fellowship Programme dedicated time and efforts in every session to nurturing the inner wellbeing of nonprofits. Together, we treated self-care and self-management as collective, systemic priorities at both organisational and sectoral levels. Through guided exercises and candid discussions, Fellows explored practical ways to embed a culture and policy of care within their own organisations, aiming to make wellbeing an everyday norm.

**We promote “ME-WE-US” –  
An interconnected journey of self-care and self-management**



### Call to Action



Starting from you yourself to create a warm, supportive culture:

- **Check in with yourself** first thing in the morning and regularly throughout the day
- **Check in with your team** using a simple line: “How are you feeling today?”



# From Flames to Future

The finish that ignites what's next. Let's continue to fuel collaboration through radiating trust!

Driving transformations  
in nonprofit-funder  
relationships

Fostering openness  
and collaborations  
among organisations

Enhancing organisational  
development for  
sustainable growth

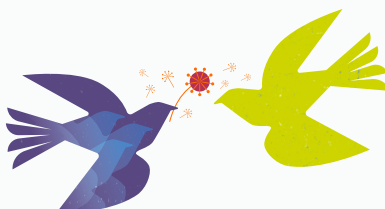
Cultivating individual  
self-care and staff  
wellbeing at the  
organisational level



“

Don't wait for anyone to work on Project Fire 2.0 – let's all put one step forward to show ourselves that meaningful collaborations within this sector can truly happen. ”

Lawrence Tsang  
Chief Executive Officer  
The D. H. Chen Foundation



For more information, please visit:



Project Fire  
Impact Showcase



LinkedIn

“

Being able to gather these 24 parties together is already one of the milestones. This experience will surely become a motivation for the Fellows to do something different and innovative. They bring hope, and make people place hopes and expectations in them. ”

Karen Cheung

Trustee and Chief Strategist

The D. H. Chen Foundation

## Project Fire Programme Initiator and Engineer



## Impact Partners



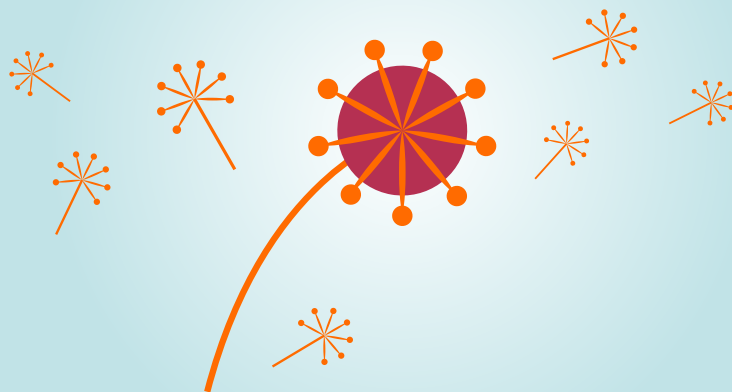
## Co-learning Fellows



## Peer Facilitators







陳廷驊基金會  
THE D.H.CHEN  
FOUNDATION

#Compassion 慈之以行  
in Action