

Community Investment and Inclusion Fund

4 July 2005

2:30 to 5:30 pm

Room 2005, Murray Building

**Preparing proposals –
successfully**

Key Focus of the day:

1. Understanding your expectations
2. Understanding the CIIF vision, expectations & strategic developments
3. Enhancing proposal writing techniques – Do's and Don'ts

During the workshop

- videos on successful project models

Workshop format

- Informal, active participation and feedback encouraged

Let us understand more about you

- ❖ What do you expect from the workshop?
- ❖ The three key things that you know about the CIIF?
- ❖ What are the strategic advantages of your organization?
- ❖ Would you like to share and seek some feedback on your project ideas?



CIIF & Social Capital

- ❖ CIIF – a \$300 Million fund to build social capital through encouraging mutual aid and concern and tripartite partnerships
- ❖ Your understanding of social capital?
- ❖ The World Bank's definition
- ❖ Why is social capital important?

The CIIF – A Fund with a Difference

1. Promote social capital development (instead of provide one-way services) – paradigm & mindset shifts
2. Emphasis on changing values - through experience sharing & knowledge transfer rather than just meeting material needs
3. Focus on building individual and community capacity for mutual help - through linking & networking across groups
4. Foster cross-sector / cross-organization collaboration to create opportunities
5. Results focused

Early results being achieved & further evaluated

Policy Address 2004 – Enhancing Social Capital

Further tri-partite partnerships between government, the private and the 3rd sector

Consolidate, further promote and inculcate the early successful experience of the CIIF projects

Help the CIIF objectives take root in the community

Policy Address 2005 – Reducing Inter-generational Poverty :

Draw on the successful experience of the CIIF to continue promote community involvement in assisting young people from poor families

Asian Development Bank (ADB)

Dr Brahm Prakash, the recently retired Director of Social Development and Poverty Reduction from the ADB, praised the CIIF initiative for its success and observed that it was providing the social capital know-how for reference of the region.

CIIF Evaluation Consortium

Latest Position [as of June 2005]

- > 600 proposals processed
- 85 projects selected
- around \$67 Million allocated
- 61 projects commenced
- Distributed in all districts
- Increasing success rate (45%)

Distribution of the CIIF Projects approved to date



The Assessment Criteria being applied

- **Clarity of social capital outcomes to be achieved**
- **Responsiveness to local needs**
- **Innovativeness & effectiveness of proposed strategies; shifts from providing services to developing the strengths and giving potentials of even the most marginalized groups**
- **Strength of local networks**
- **Ability to break down organizational barriers, mobilize community resources, secure ownership from community partners, & build mutual help networks**
- **Sustainability plan**

Looking Ahead – CIIF extended for another 3 years

Strategic focus

- **Extend successful models** [e.g. the mentorship approach, community-owned & parent-run after-school care] etc
- **Encourage innovative project initiatives** aligned with the Policy Address priorities such as addressing the needs of children and youth from deprived families
- **Local community building**

Possible points of engagement

- Schools /child care centres
- Parent-teacher association, NGOs, Women's Associations, resident groups



**The critical success factors
drawing on the project examples**

[please also refer to the pamphlets]

Reference models - models (1)

An after-school care with a difference

- ❖ Community-owned
- ❖ Parent-operated
- ❖ A different analysis of community needs
- ❖ Reconstituted “family care” as response
- ❖ Practical channels to influence changes - through after-school care programmes for children from deprived families and neighbourhoods
- ❖ Remarkable changes



Successful models (2) – modern mentorship approaches

- ❖ Engaging and motivating the disengaged
- ❖ Influencing changes through special relationships
- ❖ Life experience
- ❖ Mobilizing community resources
- ❖ Social networks
- ❖ Cross sector partnerships – creating opportunities



Successful models (3) – involving new arrivals and ex-homeless

- ❖ Changing roles
- ❖ Highlighting the contributive potentials of those others considered disadvantaged
- ❖ Undo the labeling effects
- ❖ Maximize giving potentials
- ❖ Resulting in increased social and economic participation



Successful models (4)

Building capacities

- Build capacity - involving “deprived” groups such as middle aged women in becoming “quality post-natal carers” or the unemployed men in the artisans project



- The elder health and service shop run by elders – becoming a community hub involving local new arrival women and youth in Tung Tau Estate, serving the community



Successful models (5) –

Building neighbourhood mutual help networks

Such as

- ❖ The Caring Estate in Island South (an older community) and the Sunny Community Project in Tung Chung (a new community)
- ❖ Mobilizing community resources
- ❖ Building local partnerships
- ❖ Creating opportunities



Critical Success Factors

1. Localised, specific and build on strengths of the agencies
2. “Strengths (not deficit)-based” – real empowerment
3. Enthusiasm and attitude of the project staff – ability to undo the “labeling” effect
4. Involve those considered most “deprived” – develop their unique capacities
5. Mobilize community resources - recreate the missing links
6. Maximize partnerships - to increase opportunities

Preparing Effective Proposals – Do's and Don'ts



As a start - know the CIIF & own agency

Knowing CIIF expectation

- Clear about the social capital outcomes to be achieved
- The types of community needs being addressed
- Strategies to shift from providing services to developing the strengths and giving potentials of even the most marginalized groups
- Maximize strength of local networks
- Break down organizational barriers, mobilize community resources, secure ownership from partners, and build mutual help network
- An effective sustainability plan

Knowing your agency

- The strategic advantages
- Know your community well
- Fully understand the people involved
- Securing partnerships
- Having a sound financial position

Step by step preparation

1. Think of a “catchy” project name, be clear about what (results), who (the givers), where, when, how & how much (resources required)
2. Prepare a one-page executive summary
3. Form partnerships, get ownership re the nature of cooperation
4. Specify the strategies & means with clear links with achieving the expected results
5. Be results-oriented - what social capital outcomes to be achieved
6. Work out a cost effective budget plan

Step 1: clear objectives - relevant to social capital development

Why not supported?

- Unclear project results – e.g. did not specify what will be changed as a result of the project (e.g. values, networks or opportunities)
- Duplication with existing subvented service or other initiatives
- No obvious links between project strategies and action with achieving social capital
- Lack collaborative partners and cross-sectoral cooperation

CIIF expectations:

- Community needs will be effectively addressed
- Clear distinction from existing services/projects; with value-added results
- Cross-sector collaboration; build bridging & linking social capital
- Build on existing networks, resources & expertise

Step 2: Effective operational plan to achieve social capital results

Don'ts

- Lacks strategies to engage with the specific target groups
- Lack evidence of ability to link up different strata & sectors
- Too similar to or duplicates existing services
- Absence of creativity and sustainability
- Too short term focused - one off activities

Do's

- Creative, logical & interactive operational plan
- Distinct purpose & strategies for each operational phase
- Involve the participants early – explore their potential & enhance their ability
- Select suitable communities or districts to start the project
- Build up & broaden the support & cooperative base
- Experiment with more innovative, alternative delivery models

Step 3: Key Performance Targets & Indicators

Quantity	Quality
Immediate results	Long term impacts

Step 4 : Reasonable & Cost-effective Budget

Don'ts

- Unjustified Budget
- Disproportionate amount on paid staff cost
- Weak strategies to build capacities or networks
- No evidence of mobilizing community resource
- Insufficient information & budget planning (lack cash flow & budget details)
- Calculation mistake

Do's

- Prudent, reasonable & cost-effective budget
- Robust justifications for additional or paid staff
- Evidence of agency & community resources & contribution being mobilized
- Sustainability plan

7th batch of project proposals are invited - closing on **31 July 2005**

Please download the updated application form -
from

www.hwfb.gov.hk/ciif

Completed application forms with supporting documents should be sent to:

The CIIF Secretariat
Health, Welfare and Food Bureau
Room 2125, 21/F, Murray Building
Garden Road, Central, Hong Kong

CIIF Secretariat – Contact

Project Management Officer

★ Mrs Grace NG - Tel: 2973 8132

Assistant Project Management Officer

★ Ms Daisy KO - Tel: 2973 8152

★ Miss Elsie TSANG - Tel: 2973 8239

★ Miss Connie LI - Tel: 2973 8234

Accounting Officer

★ Mr Herman Yau -Tel: 2973 8153



Please feel free to contact us