

**An Evaluation Study on the Outcome of the  
Community Investment and Inclusion Fund (CIIF)**

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**Final Report**

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9 November 2012

## TABLE OF CONTENTS

<i>Abbreviations</i>	3
<i>List of Tables and Figures</i>	3
EXECUTIVE SUMMARY	6
研究摘要	18
1. INTRODUCTION	28
2. LITERATURE REVIEW	33
3. STUDY METHODOLOGY	40
4. RESEARCH RESULTS	
(A) Impact of the CIIF	51
(B) Effectiveness of social capital strategies	88
(C) Corporate social responsibility and social entrepreneurship	113
(D) Critical success factors of the CIIF-funded projects	115
(E) Good practice model	124
(F) Social capital outcome indicators	134
(G) Preliminary study of LD-CIIF projects	142
5. DISCUSSION AND RECOMMENDATIONS	149
6. COMPOSITION OF RESEARCH TEAM	166
7. REFERENCES	170
<i>Appendix</i>	

## *Abbreviations*

CIIF	Community Investment and Inclusion Fund
CSR	Corporate social responsibility
EM	Ethnic minority
NGO	Non-governmental organization
SES	Socioeconomic status

## *List of Tables and Figures*

Table 1	Definitions of Social Capital from Literatures _____	35
Table 2	Distribution of CIIF-funded projects by Category and District _____	41
Table 3	Research Stages – Methods, tools, target participants and response rate _____	42
Table 4	Scope of study in Plenary Executive Survey _____	44
Table 5	Scope of study in Stakeholder Survey & Observation _____	46
Table 6	Development of participants’/ volunteers’ assisted social capital in Plenary Executive Survey _____	51
Table 7	Scoring of Development of assisted social capital in the survey of participant/volunteer _____	52
Table 8	Scoring of Social capital structural sustainability in the survey of participant/ volunteer _____	56
Table 9	Scoring of Social capital functional sustainability in the survey of participant/ volunteer _____	56
Table 10	Standardized effects of project and participant basic characteristics on participant social capital and well-being _____	57
Table 11	Standardized effects of project completion and phasing on participant social capital sustainability _____	58
Table 12	Standardized effects of project and collaborator organizational characteristics on participant social capital and well-being _____	59
Table 13	Standardized effects of project organization type, based on project participants’ data _____	61
Table 14	Standardized effects of collaborator organizational type on participant social capital and well-being _____	61
Table 15	Standardized effects of collaborator organizational type on participant social capital and well-being _____	63
Table 16	Standardized effects of type of activity on participant social capital and well-being _____	64
Table 17	Development of project linking social capital in Plenary Executive Survey _____	65
Table 18	Scoring of Social capital structural sustainability at project level in the survey of operator _____	66

Table 19	Scoring of Social capital functional sustainability at project level in the survey of operator _____	67
Table 20	Scoring of input from collaborators for social capital structural sustainability in Collaborator Survey _____	68
Table 21	Scoring of input from collaborators for social capital functional sustainability in Collaborator Survey _____	68
Table 22	Performance of different types of projects in Plenary Executive Survey _____	69
Table 23	Standardized effects of the project location and target on participant social capital and well-being _____	70
Table 24	Scoring of application of social capital concepts in organizers in the survey of operator _____	70
Table 25	Scoring of collaborator's recognition of the values and practices promoted by the CIIF in the survey of collaborator _____	72
Table 26	Scoring of sustainability of social capital concepts in collaborators in the survey of collaborator _____	73
Table 27	Scoring of Project experiences in the survey of participant/volunteer _____	73
Table 28	Significant standardized effects of participant project gain experience on participant social capital and well-being _____	75
Table 29	Significant standardized effects of participant project experience on participant social capital and well-being _____	78
Table 30	Standardized effects of participant roles on participant social capital and well-being _____	80
Table 31	Scoring of CSR in the survey of collaborator _____	82
Table 32	Scoring of Sustainability of CSR in the survey of collaborator _____	83
Table 33	Scoring of community volunteerism in Plenary Executive Survey _____	85
Table 34	Comparison of participants' bonding social capital in the last quarter and the whole project operation except the last quarter in Plenary Executive Survey _____	87
Table 35	Scoring of CIIF's facilitation in the survey of operator _____	94
Table 36	Scoring of Emulation in the survey of operator _____	94
Table 37	Comparison of social capital approaches in the last quarter of the operation and the earlier stage _____	99
Table 38	Comparison of the social capital sustainability approach in the last quarter of the operation and the earlier stage _____	100
Table 39	Comparison of sustainability-maintenance approaches in the last quarter of the operation and the earlier stage in Plenary Executive Survey _____	100
Table 40	Scoring of Project Strategies measured in Stakeholder Survey and Observation _____	105
Table 41	Significant standardized effects of strategy on participant social capital and capability _____	105
Table 42	Success factors for social capital development projects in Plenary Executive Survey _____	115
Table 43	Internal consistency reliability of all indicators _____	135
Table 44	Corrected item-total correlations of the core items of social capital indicators _____	136
Table 45	Correlations among the participant's social capital indicators _____	137
Table 46	Correlations among the participant's capacity indicators _____	138

Table 47	Correlations across participants, community, and staff levels _____	138
Table 48	Assisted social capital in Participant/ Volunteer Survey) _____	147
Table 49	Recommendations for the operation of the CIIF Committee and the Secretariat _	157
Table 50	Recommendations for the recruitment of project stakeholders _____	159
Table 51	Recommendations for the recruitment of project stakeholders _____	161
Figure 1	Concept Map of the CIIF Second Evaluation Study _____	31
Figure 2	Conceptualization of social capital development process _____	39
Figure 3	Distribution of CIIF-funded projects by batch _____	41
Figure 4	Conceptual Framework of the Plenary Executive Survey _____	44
Figure 5	Conceptual Framework of Stakeholder Survey and Observation _____	47

## EXECUTIVE SUMMARY

### Background of the evaluation study

ES 1. In the 2001 Policy Address, the Chief Executive announced the establishment of the Community Investment and Inclusion Fund (CIIF). With a mission to engender social capital, and promote reciprocity, mutual aid, social participation and social inclusion, the CIIF uses its HK \$300 million to provide seed money for cross-strata community projects initiated by community stakeholders. As at 31 December 2010, the Fund has already supported 213 local or territory-wide initiatives with an approved amount of HK \$210 million.

ES 2. For the purposes of reviewing experiences and deriving insights for way-forward development, the Government of the Hong Kong Administrative Region (HKSAR) commissions this second consultancy study to evaluate the effectiveness of the CIIF in developing social capital since its establishment in 2002.

ES 3. The research is guided by three overarching objectives set forth by the CIIF:

Objective (1):

To see whether, and in what ways, the CIIF is effective in building up the capacities of communities to address and meet local social needs, and whether the planned outcomes for the groups involved can be achieved and sustained;

Objective (2):

To identify the critical success factors that make a difference in bringing about changes at individual, between-groups and community levels; and

Objective (3):

To generate findings useful for transferring knowledge that is important in the development/promotion of social capital, to the welfare and community service sectors. The knowledge of developing/promoting social capital can enable stakeholders in these sectors to modify the future design and orientation of mainstream welfare and community programs.

### Methodology

ES 4. The implementation analysis approach was applied to describe, assess and explain the effectiveness of CIIF Committee, the Secretariat and the funded projects. Both quantitative and qualitative research methods were employed, and the multiple data sources created triangulation and enhanced research reliability. Data collection was twofold. The first phase was a preliminary exploration with a plenary executive survey and focus groups; the second phase was an in-depth case study of the selected projects.

ES 5. In the first phase (from March 2011 to October 2011), 143 completed self-administered survey questionnaires were completed and collected from project leaders or project

operators who had good knowledge about the project. The response rate was 67.1%. Meanwhile, 22 focus groups were conducted for funded projects (including one of them for pilot study). Altogether, 173 project stakeholders - project staffs, participants, volunteers and collaborators - participated in the discussion. Additional two and one focus groups were held for CIIF Committee and the CIIF Secretariat, respectively.

- ES 6. Involved in the second phase (from November 2011 to January 2012) of the study were 22 selected projects (including one of them for pilot study). In this stage, 368 completed stakeholder survey questionnaires were collected. The response rates for project participant / volunteer survey, project operator survey, project collaborator survey and community representation survey were 74.6%, 62.8%, 61.9% and 34.9%, respectively. To enrich the dataset for analysis, 65 individual interviewees were conducted with project participants, volunteers, operators and collaborators as research participants; 22 document reviews and 10 on-site activity observations were completed.
- ES 7. Research instruments used in this study were developed with reference to literatures and the actual operation of the CIIF. The internal consistency reliability of each of the measures was good, with most of the measures attaining a reliability coefficient ( $\alpha$ ) of .7 or above. The Version 19 of the SPSS was used to process statistical data, whereas NVivo8 was used for coding and categorizing qualitative data.

## **Integration of quantitative and qualitative analyses**

### **(a) Evaluation of the impacts of the CIIF**

#### *Development and sustainability of social capital*

- ES 8. Consistently revealed in qualitative and quantitative findings were the effectiveness of the CIIF in developing social capital at individual, group, project, organizational and community levels. In general, the result of bonding social capital (mean=96.6) was the most significant, bridging social capital (mean=90.54) the second and linking social capital (mean=88.8) the third. These might reveal that the development of bridging and linking social capital require longer time and more efforts than bonding social capital.
- ES 9. According to the surveys of the completed CIIF projects, the sustainability of social capital at organizational level was moderately high. Operators generally agreed that the trust and mutual-help culture, social participation platforms and networks built in the projects would continue functioning after the funding period. Structural and functional sustainability were at a moderate level with means of 67.7 and 74.6 respectively. The sustainability could not be achieved without the involvement of project collaborators. The project collaborators surveyed generally expressed willingness to continue their collaboration. Shown in the collaborator survey, the structural sustainability of social capital had a mean of 71.4, whereas the functional sustainability yielded a mean of 82.5. However, both project operators and collaborators worried about the depletion of resources over time.

ES 10. According to participants/volunteers in the completed CIIF projects, the structural and functional sustainability of social capital at participant/volunteer were only marginally satisfactory with means of 46.5 and 33.6 respectively. Compared with the sustainability of bonding and bridging social capital ( $M_s = 38.4-87.1$ ), the sustainability of linking social capital was weaker ( $M = 22.0-29.7$ ). Unveiled in qualitative analyses were four adverse factors hindering the generation of linking social capital. These factors were infrequent exchanges, the short-term commitment of resources from others, busyness, and perceived social barriers from people of low socio-economic status.

### ***Re-culturing***

ES 11. Apart from the development of social capital, the CIIF also contributed to the society by instilling the social capital concepts for community betterment. Not only the organizers had benefited from this re-culturing, the collaborating organizations also recognized these values. The concepts helped stretch the scope of collaboration and encourage tripartite partnership, hence the organizations had their resources augmented from the expansion. Concerning whether the organizers and collaborating partners would continue to apply the concepts, the means of these scales were 68.1 and 73 respectively.

### ***Development of social integration models***

ES 12. Emphasizing social inclusion, the CIIF funded projects successfully developed several models of social integration. These included cross-ethnic integration, ex-mentally ill integrated with other residents in the community, cross-generational integration, and cross-sectoral integration. Among them, the first two types performed the best.

### ***Contributions to betterment of community***

ES 13. The CIIF projects were believed to have contributed to the betterment of community. Compared with the last quarter of the project operation with the earlier periods, all dimensions of community wellbeing, including social inclusion, security, hygiene, employment and happiness, had experienced a growth. The three most significant improvements were in security, hygiene and happiness which might be results of an increased social belonging.

ES 14. The CIIF-funded projects also contributed by enhancing residents' bonding, bridging and linking social capital, cultivating volunteerism in communities. For corporate social responsibility, a majority of collaborators were willing to contribute to campaigns and projects that promote the well-being of the society (mean=69), set the community's sustainable growth as one of their organizational goals (mean=68) and encourage their members to participate in network building (mean=66.7). These outcomes were perceived to be sustainable as the mean of sustainability of corporate social responsibility was at moderate level (mean=62.6).



### *Factors contributing to the development of social capital*

- ES 15. Evident in the analyses, rewarding project experiences was necessary for the development of social capital. Six domains were explored, they included psychological gain (mean=75.2), socially inclusive experience (mean=73.0), rejoicing experience (mean=72.9), participant's attendance (mean=63.1), empowerment experience (mean=60.9), and resources obtained (mean=58.4). Through the positive experiences accumulated, the participants and volunteers gradually developed skills and confidence to connect with others.
- ES 16. Projects commencing after 2006 maintained significantly higher bonding social capital ( $\beta = .205$ , which was the net standardized effect based on regression analysis that controlled for various other factors, see 4.18), social inclusion ( $\beta = .228$ ), reciprocity ( $\beta = .163$ ), social capital functional sustainability ( $\beta = .540$ ), and social capital structural sustainability ( $\beta = .410$ ) among the project participants. These findings suggested that CIIF projects, perhaps with experiences accumulated, were increasingly effective in developing social capital and its sustainability. This also implied that the CIIF learned to become better and its development was on the right track.
- ES 17. A project with a larger team size had significantly higher social inclusion ( $\beta = .141$ , see 4.18) and social capital structural sustainability ( $\beta = .226$ ) and functional sustainability ( $\beta = .256$ ) in the project participant. These findings suggested the merit of economies of scale in expediting social capital development through the pooling of human resources in the project. This affirmed that staffing size (staff, in this context, included the paid staff supported by the CIIF and those staff who worked on a voluntary basis) was helpful for social capital development and optimizing the size within budget constraint would be a clue to successful social capital development.
- ES 18. Projects attached to a unit with more staffs showed pervasive advantages in social capital development. Accordingly, the project attained significantly higher bridging social capital ( $\beta = .392$ , see 4.21), linking social capital ( $\beta = .339$ ), community social capital ( $\beta = .240$ ), volunteerism ( $\beta = .344$ ), reciprocity ( $\beta = .367$ ), civility ( $\beta = .375$ ), and strength realization ( $\beta = .367$ ) among the project participants. In addition, such projects showed a significantly lower expectation for public assistance in the project participant ( $\beta = -.428$ ). These findings purported the strength of the economies of scale getting the staff support from the service unit for social capital development. That is, securing support from the service unit to which the project attached itself was favorable to social capital development. Importantly, this was a factor about service unit size, not the size of the whole organization. This meant that a large organization, especially that with dispersed staffing, would not have such an advantage in social capital development
- ES 19. Projects that had operated for a longer time exhibited significantly higher bridging social capital ( $\beta = .128$ , see 4.18), volunteerism ( $\beta = .219$ ), civility ( $\beta = .195$ ), role transformation ( $\beta = .107$ ), and social capital functional sustainability ( $\beta = .227$ ) among the project participants. These findings affirmed that time was a factor of success. This implies that keeping the project to run for a longer time was a key to successful social

capital development. Indeed, it takes time for relationships built in the projects to transform into a part of daily lives.

- ES 20. Projects having completed for a longer time displayed significantly lower structural and functional sustainability in social capital generally ( $\beta = -.634$  &  $-.725$ , see 4.21). Nevertheless, the decline was not significant concerning the sustainability of social capital involving fellow project participants. The findings suggested that time was an important but not decisive factor for the decline of the sustainability of social capital among project participants. Conversely, projects that had multiple phases were significantly higher in the functional sustainability of social capital ( $\beta = .297$ , see 4.22). Multiple phasing had nonetheless no significant effect on the structural sustainability of social capital generally and sustainability concerning fellow participants. Hence, support for multiple phasing in projects might be a way to uphold functional sustainability, but not structural sustainability.
- ES 21. Projects of a social service organization displayed significantly higher bonding social capital ( $\beta = .322$ , see 4.27), bridging social capital ( $\beta = .145$ ), community social capital ( $\beta = .145$ ), trust ( $\beta = .266$ ), volunteerism ( $\beta = .322$ ), social capital capacity ( $\beta = .332$ ), civility ( $\beta = .181$ ), and reciprocity ( $\beta = .256$ ). Hence, such projects had a pervasive advantage in social capital development. The findings suggested that the social service organization had expertise (knowledge, skills and experiences) and resources (manpower, money or space) conducive to social capital development. The results, while not excluding other types of organization, favored the expertise and resources of social service organizations for operating CIIF projects.
- ES 22. Projects whose collaborator was a social service organization had significantly higher bonding social capital ( $\beta = .107$ , see IV.29), community social capital ( $\beta = .188$ ), trust ( $\beta = .262$ ), and happiness ( $\beta = .188$ ) among the project participants. These findings showed that collaborating with a social service organization might have relevant expertise that was helpful to social capital development and well-being maintenance. This implied that collaboration with other social service organizations merits promotion.

### **(b) Appraisal of effectiveness of social capital strategies**

#### ***Effectiveness of social capital strategies at CIIF Committee and the Secretariat level***

- ES 23. Eight social capital strategies employed by the CIIF Committee and the Secretariat were identified. At community level, there were (1) achieving initial success in promoting the CIIF to wider public, and (2) transferring knowledge across organizations. At project level, there were (3) sowing quality seed by selecting projects with good potential, (4) promotion of corporate social responsibility, (5) maximizing gains from diversity, (6) bridging resources, and (7) coaching the projects for re-culturing, and (8) managing the operation of projects by reviewing documents and field visits.
- ES 24. Following the discussions of the effectiveness of these approaches were the recommendations:

- 24.1. Continue the endeavor to promote the social capital concepts and models to the wider public and invite organizations with different natures to participate for matching.
- 24.2. Help inculcating a new interpretation of CSR to the society. The encouraged behaviors included active participation, long-term commitment, taking initiative to start conversion and build relationships with people from different backgrounds.
- 24.3. Organize more district-based events to allow local stakeholders to sit around and discuss the possible ways to harness existing local resources.
- 24.4. To further strengthen the knowledge transfer by: a) develop a schedule of knowledge transfer functions at an earlier time; b) prepare more materials for project staff's reference which could be shared to others; c) face-to-face communication between CIIF and project staffs to facilitate mutual understanding about their concerns and constraints.
- 24.5. Consider different orientations and options when stretching projects' creativeness.
- 24.6. Base upon the existing social capital outcomes indicators to further develop data collection tools that can gauge the performance of funded projects, and to collect data overtime for longitudinal study.

***Effectiveness of social capital strategies at project level***

- ES 25. In the operation of the CIIF projects, one of the major challenges was to recruit participants, volunteers and collaborators from diverse backgrounds. Recruitment approaches encompassed recruitment via institutions and recruitment from project stakeholders' ecological systems. It was also important to ensure stakeholders' capability and availability.
- ES 26. Revealed in the Plenary Executive Survey was the effectiveness of the social identity approach and the sustainability-maintenance approaches. More project strategies were explored in the Case Study and eight of them were found to be more effective in generating social capital outcomes. They were functional sustainability strategy, staff empowerment strategy, emulation strategy, staff linking strategy, staff bonding strategy, involvement strategy, bridging strategy and institutional strategy. These interventions were positively related to project participant's resilience, happiness, trust, bonding social capital, civility, social capital structural sustainability, role enhancement, and strength realization.
- ES 27. Following discussion on project strategies were recommendations for recruitment of project stakeholders and for project operation:

***Recommendations for recruitment of project stakeholders***

- 27.1. Mobilize organizers' existing social networks and develop plans to engage more organizations and volunteer groups with a larger pool of human resources, and individuals, especially retired professionals and homemakers.
- 27.2. In recruiting more collaborators, place the long-term network building, win-win outcomes and balance of power as the centre of focus and practice principles.
- 27.3. Be flexible and respect the collaborators' values, constraints and limitation in order to facilitate their participation (e.g. homemakers).
- 27.4. Assess the availability and capability of different community stakeholders and their resources with needs.
- 27.5. Develop the teams to harness the power of the "word of mouth" and create the snowball effect.

***Recommendations for project operation:***

- 27.6. Facilitate all the project stakeholders to equip themselves with good knowledge about social capital.
- 27.7. Maximize coordination and communicate clear goals to all involved groups to develop mutual understanding and solidarity as well as collective wisdom for more feasible approaches and practices.
- 27.8. Solicit support from management and other integral units, especially in preparing necessary resources (including financial) and organizational setting for project sustenance.
- 27.9. Keep track of project development and provide adequate support to the volunteers and collaborators.
- 27.10. Encourage the participants and volunteers to develop relationships that persist beyond the project operation.
- 27.11. Help project participants to remove the perceived social gap to build linking social capital.
- 27.12. Transform assisted social capital into natural social capital.

**(c) Corporate social responsibility and social enterprise**

***Corporate social responsibility***

- ES 28. In all, involved stakeholders welcomed the concept as they saw it as a win-win strategy to enhance business' sustainability. One principle of the implementation of CSR was the balance of power of parties involved.

### *Social enterprise*

ES 29. Social capital was perceived to be an integral asset for the success of social enterprises. The networks, on one hand, offered human resources and brainpower for service management; and on the other hand, they also provided a steady flow of customers and an opportunity to reach and maintain contact with target service groups.

#### **(d) Critical success factors**

ES 30. Critical factors affecting the engenderment of social capital were explored. Tested in the Plenary Executive Survey were the eight success factors identified earlier by the CIIF – (1) enthusiasm of the agency (mean=81); (2) responsiveness to local needs (mean=78.8); (3) recognition of the concepts promoted by the CIIF (mean=77.9); (4) ability to break down organizational barriers, mobilize community resources, secure ownership from partners, and build mutual help networks (mean=76.1); (5) maximization of strengths of local networks (mean=76.1); (6) willingness to try new strategies (mean=73.9); (7) clear mindset shifts from providing services to developing the strengths and giving potentials of even the most marginalized groups (mean=73.5); and (8) clear focus on social capital outcomes (mean=68.3) The overall mean of these items was 75.7, which was of satisfactory level.

#### *Enthusiasm of the agency*

ES 31. Results have suggested that having quality project staffs was even more important than having a large organization to be organizer. Passion of staff, on one hand, could motivate other stakeholders to contribute and sustain the team; and on the other hand, could retain the staffs in the projects and stabilize the workforce.

#### *Responsiveness to local needs*

ES 32. To solicit supports from local organizations and local community members, it was of importance to identify and address the common concerns.

#### *Recognition of concepts promoted by the CIIF*

ES 33. The understanding and recognition of social capital concepts from all project stakeholders are found to be vital for the development of social capital. Hence, the project staffs not only need to have a good grasp of the ideas, but they are also responsible for the knowledge transfer and re-culturing. The key concepts here include trust, mutual help, and committing for long-term relationship.

#### *Development and mobilization of community resources*

ES 34. The availability of local networks was found to be critical for project development. Organizers who had their own local networks with volunteers and local organizational partners before the commencement of projects were much more likely to succeed in

developing social capitals, as these connections saved time in recruiting project stakeholders. For social capitals to sustain, the relationships built in the process had to be mature enough to be incorporated into daily lives, so that it could be maintained even without further interventions of the projects. For cultivating its maturity, it was necessary to have a 'base' for project stakeholders to meet and deepen their relationships.

### ***Willingness to try new strategies***

ES 35. Upholding the principle of creativity, the CIIF encouraged the funded projects to try new strategies and expand their service scope. The willingness to explore has brought the CIIF a success in developing various indigenous social capital development models. Although this stretching had its advantages, over-stretching caused burden to the project leaders and operators, and sometimes, a new service was provided at the expense of the old one. Hence, it is suggested to instill more flexibility in project design. Instead of requesting all projects to expand their service scope to serve new targets, the projects might further develop by deepening relationships built in projects, especially when bridging and linking social capitals require more time to develop.

### ***Mindset changes***

ES 36. The concepts promoted by the CIIF challenged all the project stakeholders to change. While the participants and volunteers were empowered and encouraged to step out from their comfort zones to contribute to the society, the projects staffs also need to let go of their privileged role of service provider and focus on training the volunteers to steer the projects, leading to an equal relationship among all stakeholders.

### ***Clear focus on social capital outcomes***

ES 37. Merely providing a platform for cross-strata interactions did not guarantee development of social capitals. Projects had to set clear common goal and focus the attention on network building. Interactions among project stakeholders with different backgrounds had to be promoted. To guard the development, regular progress review was also necessary.

## **(e) Identification of good practice model**

ES 38. Synthesizing research results to formulate good practice model - Capacity Building Model. The objective of it is to provide disadvantaged social groups with opportunities to participate in the community and build networks through service provision. Social inclusion is promoted through the alleviation of marginalization and stigmatization. Practice examples of this model on disadvantaged groups are provided.

ES 39. Apart from the Capacity Building Model, we also identified some working guidelines which concern business sector, child and family, and neighbourhood. These guidelines expounded the social capital development practices on social groups, aside from the disadvantaged ones.

### **(f) Development of social capital outcome indicators**

ES 39. Social capital outcomes indicators were identified from the quantitative data collection tools. All these indices passed the concurrent validity and internal consistency reliability tests. It is suggested to use a five-point scale to administer the assessment. The higher the score, the better the result. Altogether, there were 40 items, with 19 of them concerning assisted social capital in the CIIF-funded projects, and 21 of them concerning social capital in the community (see section 4.F).

### **(g) LD-CIIF Projects**

ES 40. A separate preliminary study is conducted for the nine LD-CIIF projects. These projects aimed to motivate disadvantaged youths and equip them with employability skills, so that they could have capabilities, confidence and opportunities to engage with other community stakeholders.

#### ***Achievements of the LD-CIIF projects***

ES 41. The quantitative and qualitative analyses both affirmed the development of bonding, bridging and linking social capitals in the LD-CIIF projects. As the young people came to open themselves up for building friendship with peers, they also developed connectedness with mentors and employers. Through training for employability skills and social skills, the values and capabilities of these young people were also enhanced.

ES42. The young people were not the only beneficiaries. The mentors, trainers and employers in the LD-CIIF projects also saw their own rewards. These attainments included satisfaction derived from overcoming challenges, generativity, training up professionals to meet market needs, volunteer work done by the participants, and self-reflection that stimulated their personal development.

ES 43. Through these interactions with the once marginalized groups, the community stakeholders who participated in the projects soon realized the potential and strengths of the non-engaged youths, thus developed more understanding and acceptance of them. This promotion of social inclusion was a significant achievement of the LD-CIIF projects in improving community wellbeing.

#### ***Limitations faced by the LD-CIIF projects***

ES 44. Compared with non-LD-CIIF projects, the development of participants' social capital was slightly less effective. Given their mission to develop disadvantaged youths, most of the resources were usually allocated to skill training. The competing foci inevitably undermine the effectiveness of developing social capital and motivating the non-engaged young people was no easy task. It required a long-term investment to yield a little. With such a challenge, the capacity of these projects was only able to cater to a few; therefore, their positive externalities to the society were hindered. Meanwhile, the high dropout rate and the limited resources owned by the young people also exacerbated the situation.

#### **Thoughts on future development**

ES 45. The study confirmed that, with appropriate strategies, the CIIF projects have successfully promoted social capital, capacities communities and of individuals, community well-being, pro-social attitudes, corporate social responsibility as well as social integration among different social groups. Recent years, Hong Kong is facing increasing social



tension and threats to social cohesion. They are the issues that require the CIIF to conciliate, in order to safeguard social integration and cohesion.

ES46. The effectiveness of the Fund has been confirmed again in the current round of evaluation. In view of the contribution of the Fund and the social capital projects in promoting social cohesion and integration in Hong Kong, the government can consider regularizing the Fund to demonstrate its commitment to this type of initiative.

ES 47. The evaluation of the LD-CIIF projects demonstrated that a concerted effort between government departments could generate very positive effects on both social and human capital. Collaboration among departments and units involved is desirable.

ES48. In the near future, as discussed in above, there are several aspects for the Fund and the projects to work on to advance its current level of achievements.

- a) The Secretariat can further strengthen its role as a facilitator and enabler to support the projects and in public education.
- b) The Fund can consider providing extended funding support to projects capable to the development of linking and bridging social capital beyond three years, as the development of these require a longer time span.
- c) The project has to put emphasis on the common goals and equality among all stakeholders to reduce the perceived social gaps, promote equality and long-term commitment from the participating companies and professional groups, which will be conducive to the sustainable development of the project.

## 研究摘要

### 研究背景

摘要 1. 行政長官在《二零零一年施政報告》中宣佈成立社區投資共享基金。基金旨在建立社會資本，提倡互惠互助，推動各界參與社區發展及共融。爲了支持由社區持份者主導的跨界別社區計劃，基金利用其三億元的撥款，爲它們提供種子基金。截至二零一零年十二月三十一日，基金已經資助了二百一十三個地區性或全港性的計劃，總金額約二億一千萬元。

摘要 2. 爲總結過往經驗以幫助籌劃基金未來的發展，香港特別行政區政府委託顧問進行是次研究，以評估基金自二零零二年成立至今在社會資本發展方面的成效。

摘要 3. 本研究乃依據基金訂定的三個目標而進行：

目標一：

了解社區投資共享基金於建立社區力量及回應地區需要方面的有效度，並評估預期目標的達標率及延展性

目標二：

發掘促使個人、社群及社區改變的關鍵因素

目標三：

結集社會資本發展及推廣的重要經驗，將知識傳遞至福利界及社區服務組織。這些學問將有助優化服務及引導主流服務計劃的發展方向。

### 研究設計

摘要 4. 本研究採用了計劃推行分析法 (implementation analysis approach) 去描述、評估及分析基金委員會、秘書處及資助計劃的成效。爲了確保分析的整全性，我們同時用了量性和質性的研究方法去搜集資料，以多元驗證的原則去提升討論的可靠性。資料搜集過程共分兩個階段。第一階段包括計劃執行員問卷調查和聚焦小組訪問，第二階段是深入的個案分析。

摘要 5. 在第一階段的調查中(由 2011 年 3 月至 2011 年 10 月)，我們共搜集得 143 份由計劃負責人或計劃統籌員自行填寫的計劃執行員問卷，回應比率是 67.1%。除了問卷調查，我們亦與 22 個計劃進行了聚焦小組訪問 (其中一個計劃用作先導試驗)。計劃受訪者包括負責員工、參加者、義工和合作伙伴，共 173 人。此外，我們又分別爲基金委員會安排了兩次及爲基金的秘書處安排了一次小組訪問。

- 摘要 6. 第二階段的個案研究工作 (由 2011 年 11 月至 2012 年 1 月)，資料乃搜集自另外 22 個基金計劃，當中亦有一個計劃用作先導試驗。我們共收集得 368 份持份者問卷。計劃參加者/義工問卷、計劃員工問卷、計劃合作伙伴問卷及社區代表問卷的回應率分別為 74.6%、62.8%、61.9% 及 34.9%。同時，我們又訪問了 65 計劃參加者、義工、員工及合作伙伴，並完成了 22 個文字紀錄分析及 10 個活動觀察。
- 摘要 7. 此調查所採用的量表是參考當代文獻和基金運作所設計的。整理及分析資料時，我們選用了 SPSS 18 進行量性分析，並以 NVivo8 處理質性資料的編碼和分類。量表內的題目有良好的內部統一性，大部份的信度指數達到 0.7 或以上的程度。

## 綜合研究結果

### (a) 評估基金的效益

#### *建立及延續社會資本*

- 摘要 8. 根據搜集的資料顯示，基金在個人、社群、計劃、機構和社區層面上都建立了社會資本。整理來說，膠合型社會資本 (平均數為 96.6) 的發展最為顯著，其次是搭橋型的社會資本 (平均數為 90.5)，繼而是連結型社會資本 (平均數為 88.8)。要建立搭橋型的社會資本及連結型社會資本，可能需要一個較長的時間及更大的努力。
- 摘要 9. 根據對終結的資助計劃的調查，機構層面的社會資本延續性是略高的。計劃員工一般認同計劃內的互助互信文化、所建立的公眾參與平台及網絡會於資助完結後維持運作。在問卷調查的結果中，結構性及功能性的延展能力的表現不俗，平均分數為 67.7 及 74.6。這些成功實有賴於合作伙伴的支持，其結構性及功能性的延展能力分別為 71.4 及 82.5。對於計劃員工及合作伙伴來說，他們的最大的憂慮乃是資源將隨年日的過去至逐漸消磨。
- 摘要 10. 根據終結的受資助計劃參加者或義工的回應，參加者及義工的社會資本的延展能力未如理想。結構性及功能性延展能力的平均分數只有 46.5 及 33.6。與膠合型社會資本及搭橋型的社會資本比較 (平均為 38.4 到 87.1)，連結型社會資本的延續性較弱 (平均為 22.0 到 29.7)。從質性研究分析中，我們可略見延續連結型社會資本的四個挑戰 - 疏於溝通、資源的短期供應、生活繁忙及心理上的隔閡。

#### *改變文化*

- 摘要 11. 除了建立社會資本外，社區投資共享基金亦透過傳遞社本資本概念去改善社會。不但計劃主辦機構得了益處，其他參與計劃的機構也看到其意念的價值。這些社本資本概念拉闊了機構間的限制，鼓勵了多元合作，欲致各參與團體均能從新的合作模式中共享了更多的資源。主辦機構及合作伙伴時繼續沿用社本資本概念的平均分數為 68.1 及 73。

## 建立社會共融模式

摘要 12. 基金致力促進社會共融，並成功建立了多個社會融合模式。這些模式包括跨種族共融，精神病康復者與居民間的共融，跨代共融，和跨界別共融。當中以前二者的表現最為傑出。

## 對社區發展的貢獻

摘要 13. 基金計劃實對社區發展作出了貢獻。與較早時期相比，基金計劃服務的社區於社會共融、社區安全、社區衛生、就業情況及開心指數等社區健康方面都得著改善。其中，進步最大的是社區安全、衛生及開心程度。這些結果可能反映出區民對社區增強了歸屬感。

摘要 14. 基金計劃同時亦建立了居民的膠合型、搭橋型及連結型社會資本，提昇區內的義工參與度。另外，就提昇公司的社會企業責任來說，大部份的合作伙伴都表示願意繼續「支持改善社區健康的活動(平均數為 69)」、「以社區的持續發展為公司的發展方向之一(平均數為 68)」及鼓勵公司成員參加建立網絡的工作(平均數為 66.7)」。這些意願具一定的延展能力，平均效度為 62.2。

## 影響社會資本建立的因素

摘要 15. 計劃內的正面經驗有助建立社會資本。這些經驗可從六個層面去探討，他們分別是心靈的滿足(平均數為 7502)，被接納的經驗(平均數為 73.0)，愉快經歷(平均數為 72.9)，參加者的參與(平均數為 63.1)，充權的經驗(平均數為 60.9)及獲得資源(平均數為 58.4)。透過這些累積的正面經驗，計劃參加者及義工的技能及信心得以提昇，有助結交新朋友。

摘要 16. 結果顯示 2006 年以後開展的基金計劃較能夠建立膠合型社會資本( $\beta = .205$ )、改變社會共融( $\beta = .228$ )、提昇互助能力( $\beta = .163$ )及社會資本的功能性( $\beta = .540$ )和結構性( $\beta = .410$ )延展能力。這些結果揭示隨著經驗的累積，基金比前更能夠有效地建立及延續社會資本。這持續的進步見證著基金已走上正確的發展路線。

摘要 17. 結果顯示愈大的服務團隊愈能夠推動社會共融( $\beta = .141$ )及強化計劃參加者的結構性延展能力( $\beta = .187$ )，以及社會資本的結構( $\beta = .226$ )和功能的延展力( $\beta = .256$ )。這些結果揭示人力資源(包括利用基金資助聘請的員工反和義務協助的同事)充足的好處，並鼓勵計劃機構應盡量利用資源去組織有效的團隊。

摘要 18. 結果顯示計劃的所屬單位愈大愈有助建立搭橋型( $\beta = .392$ )及連結型( $\beta = .339$ )社會資本。同時，它對提昇計劃參加者的社區社會資本、義工參與度( $\beta = .334$ )、互助性( $\beta = .367$ )、公民心( $\beta = .375$ )、能力的建立( $\beta = .367$ )都有幫助。與此同時，

這些計劃的參加者一般都愈少期望會得到公共援助。這些結果再一次肯定規模經濟的效用，證明人力資源較多的單位愈能夠建立社會資本。要注意的是這些結果並不指出較大規模的機構對社會資本的建立會有較大的優勢，要緊的乃是人力資源的投放。

摘要 19. 結果顯示運作時間較長的計劃愈能夠有效地建立搭橋型社會資本( $\beta = .128$ )、並提昇義工參與度( $\beta = .219$ )、公民心( $\beta = .195$ )、角色轉化( $\beta = .107$ )及及功能性延展能力( $\beta = .227$ )。這些結果揭示出持續運作對建立及延續社會資本的重要性。畢竟，要將計劃建立的關係轉化為生活的一部份是需要時間的。

摘要 20. 完結較久的計劃，社會資本的結構性和功能性延展能力顯著較低 ( $\beta = -.634$  &  $-.725$ , 參考 4.21)。然而，對於計劃參加之間的社會資本的延展能力，並沒有顯著下降。這結果顯示時間對計劃參加者之間的社會資本的延展能力，是重要但並非決定性因素。相對地，多期延伸的計劃的社會資本有顯著較高的功能性延展能力 ( $\beta = .297$ , 參考 4.22)。多期延伸對於結構性延展能力和參加之間的的社會資本的延展能力，則沒有顯著作用。故此，對計劃多期延伸的支持，會增進功能性延展能力，但並非結構性延展能力。

摘要 21. 結果顯示由社會服務界主辦的基金計劃較能夠有效地建立膠合型社會資本( $\beta = .322$ , 參考 4.27)、搭橋型社會資本( $\beta = .145$ )及社區社會資本( $\beta = .145$ )，並提昇信任度( $\beta = .266$ )、義工參與度( $\beta = .322$ )、社會資本能力( $\beta = .332$ )、公民心( $\beta = .181$ )、及互助( $\beta = .256$ )。這些結果揭示社會服務界擁有專業知識(知識、技能及經驗)及資源(人手、金錢及地方)去建立社會資本，但這並不表示其他行業欠缺建立社會資本的能力。

摘要 22. 結果顯示以社會服務機構為合作伙伴的計劃更能有效地建立膠合型社會資本( $\beta = .107$ )及社區社會資本( $\beta = .188$ )，並提昇信任度( $\beta = .107$ )及開心指數( $\beta = .188$ )。這些結果揭示計劃可藉與社會服務機構的合作，善用它們的專業知識去建立及維持社會資本。這合作的模式是值得鼓勵的。

## (b) 計估基金的社會資本策略的成效

### 基金委員會及秘書處的社會資本策略

摘要 23. 基金委員會及秘書處採用了六個社會資本策略。社區層面的策略有：(1) 利用媒體，向公眾推廣社會資本的概念和模式和 (2) 推動機構之間互相學習。計劃層面的策略包括：(3) 挑選具有潛質的計劃、(4) 推廣企業社會責任、(5) 增加計劃持份者的多元性、(6) 聯繫社區資源和 (7) 指導計劃如何改變工作文化及 (8) 以覆核計劃的工作文件及探訪去管理計劃的發展。

摘要 24. 就基金委員會及秘書處的社會資本策略，我們提出以下建議：

- 24.1. 繼續積極推廣社會資本的概念和模式至普羅大眾，並邀請不同性質的機構參與其中以進行資源配對。
- 24.2. 向社會灌輸「企業社會責任」的價值觀。鼓勵各方積極參與、長時間投入社區發展、主動打開話匣子與不同背景人士建立關係。
- 24.3. 組織更多地區性的活動，聚集區內的持份者，讓他們一起討論善用地區資源的方法。
- 24.4. 鼓勵更多知識的交流：(a) 預先訂立基金活動的時間表，使受資助計劃的員工有更多時間準備參與其中、(b) 計劃員工出席交流活動時，為他們準備筆記及相關資料，好讓他們能夠與其他同事分享活動心得、(c) 多與計劃員工親身接觸，增進了解，謀求共識。
- 24.5. 拓展計劃的創意度時，須以彈性去考慮不同的向道及選擇。
- 24.6. 利用本研究提出的社會資本成效量表作為基礎去研發更合適的資料搜集工具，評估各計劃的表現及搜集資料供日後作跨時段的研究。

### 涉及社會資本發展的策略

摘要 25. 在基金計劃運作的過程裡，機構面對的一大挑戰是要招募背景各異的計劃參加者、義工及合作伙伴，以建立多樣化的計劃團隊。質性研究資料就此綜合了兩個建議——一方面，計劃可以與其他機構合作，從他們的網絡中招牌計劃持份者；另一方面就是從計劃持份者的人際網絡中進行招募。參與者除了要具有才能，更要有時間可以出席活動。

摘要 26. 計劃執行員問卷的分析肯定了「建立社區身份策略」及「維持延伸性策略」的效用。在個案研究中，更多的策略被加入問卷內。當中，功能性延展策略、員工充權策略、仿倣策略、員工連結策略、員工膠合策略、共同參與策略、搭橋策略及機構模式策略這八個方法有較顯著的表現。因著這些介入方法，計劃致能提昇參加者的抗逆力、開心指數、信任度、公民感、角色轉化及技能應用；同時，增強了社會資本的結構性可持續度。

摘要 27. 因應計劃策略的討論，我們就招募持份者及計劃運作提出以下建議：

### 針對招招募計劃持份者的建議

- 27.1. 動員機構已有的社會網絡，並網羅更多合作伙伴、義工團體及獨立單位。退休的專業人士及家庭照顧者較為彈性，有較多時間參與義工服務。
- 27.2. 以建立長遠的社會網絡作為計劃發展的重心。計劃團隊與合作伙伴建立平等地位，以互惠雙贏作為共同目標。
- 27.3. 尊重及具彈性地處理彼此的差異，嘗試瞭解和接納合作伙伴的價值觀及限制。
- 27.4. 評估社區內各方持份者的能力及參與時間，把他們的資源跟區內的需要進行配對，互補不足。
- 27.5. 鼓勵團隊為計劃建立「口碑」，帶動雪球效應，吸引更多人參與計劃。

## 對計劃運作的提議

- 27.6. 促使計劃持份者掌握社會資本概念
- 27.7. 訂定明確的目標，並向各計劃持份者清晰交代，讓大家互相了解，促進團結。群策群力，構思更多可行的方案和模式。
- 27.8. 爭取管理層及其他核心成員的支持以預備充足的資源、延展計劃所須的工作架構。
- 27.9. 跟進計劃的發展，並為參加計劃的義工和合作伙伴提供足夠的協助。
- 27.10. 鼓勵計劃參加者和義工建立長遠的關係。
- 27.11. 協助參加者除去格格不入的憂慮。
- 27.12. 轉化協助型社會資本為日常社會資本

## (c) 與社會資本相關的課題

### 企業社會責任

摘要 28. 作為香港社會企業責任的其中一名先導者，基金開了一道寬闊的門戶讓不同類型、大小各異的機構參與其中，以致社會各界的組織有機會實踐及履行企業社會責任。

### 社會企業

摘要 29. 社會資本被視為建立社會企業的基石。透過結網，機構不但可以獲得人力資源及集思廣益的好處；同時，又可以取得客源及接觸服務對象的機會。

## (d) 發掘基金計劃的成功關鍵

摘要 30. 計劃執行員問卷錄用了基金早前提出的 8 個成功因素去探討它們的重要性 - (1) 主辦機構的熱誠參與 (平均數為 81)、(2) 回應社區的需要 (平均數為 78.8)、(3) 對社區投資共享基金理念的正面認同 (平均數為 77.9)、(4) 打破機構之間的隔膜，動員社區資源，尋求伙伴的積極參與及建立互助網絡的能力 (平均數為 76.1)、(5) 充份利用本土網絡的力量 (平均數為 76.1)、(6) 願意嘗試新的策略 (平均數為 73.9)、(7) 框架由以服務為主導，轉為發掘及發展最邊緣社群的潛能，讓他們發揮主動互助的能力 (平均數為 73.5) 及 (8) 訂定清晰的社會資本成效目標 (平均數為 68.3)。八項題目的平均值為 75.7，這乃屬於中等程度。

### 主辦機構的熱誠參與

摘要 31. 研究結果指出，一個擁有優質員工的團隊較一個大規模的機構來得有效。計劃員工的熱誠參與一方面能夠激動其他計劃持份者，另一方面，工作的滿足感能夠讓員工堅持工作，維持團隊的穩定性。

## **回應社區的需要**

摘要 32. 爲了取得區內機構及社區成員的支持，計劃需要找出及回應大家的共同關注點。

## **對社區投資共享基金理念的正面認同**

摘要 33. 各計劃持份者社會資本概念的理解及支持對建立社會資本實爲重要。因此，計劃員工不但需要對概念有充分的認識，同時，他們需要承擔起傳遞知識及改變文化的使命。社會資本概念包括信任、互助及建立長期關係。

## **建立及動員社區資源**

摘要 34. 要基金計劃能夠順利開展，計劃機構需要擁有自己的地區機構網絡及義工網絡，以省卻時間去招募計劃持份者。要讓社會資本繼續延展，一個重要的關鍵是要讓這些在計劃內建立的關係深化，漸漸變爲生活的一部份。即使基金計劃沒有的參與，這些關係仍能自然地發展下去。在這過程中，計劃的持份者需要有一個地方聚集，讓關係隨著交往而進深。

## **願意嘗試新的策略**

摘要 35. 著眼於創新突破，基金積極鼓勵基金計劃去嘗試新的策略及拓展新的服務領域。這份願意嘗試的精神讓基金成功建立了多個具原創性的社會資本發展模式。著重創固然有其好處，可是當計劃過份擴充，那便會爲計劃領袖及執行員帶來沈重的壓力。有時候，爲了要滿足創新要求，計劃員工迫不得已要放棄原有的服務去拓展新的嘗試。有見過份擴充的壞處，我們建議需要在計劃設計的層面上多加一點彈性。與其開展新服務，計劃可考慮深化計劃中建立的關係。畢竟，建立搭橋型社會資本及連結型的社會資本是需要時間的。

## **思維模式的轉化**

摘要 36. 社會資本的概念推動各計劃持份者作出轉變。一方面，計劃參加者及義工增加了有能感，以致有勇氣踏出自己的安全地帶去貢獻社會。另一方面，計劃員工也需要脫去服務提供者的身份，集中培訓義工成爲計劃的當家，建立平等的關係。

## **訂定清晰的社會資本成效目標**

摘要 37. 單爲背景不同的持份者提供交流平台並不一定能夠促成社會資本的建立。計劃需要定下清晰的目標，將注意力集中在建立網絡上，並同時促進大家的互動。爲了確保計劃正順著既定的發展方向，我們建議設定期的回顧。

### **(e) 社會資本發展模式**



摘要 38. 我們從研究的成果的整合，整理出一個社會資本發展模式 – 力量建立模式。它旨在為社區內的弱勢社群提供服務社區的機會，從而提高他們的社會參與度，建立人際網絡。透過減低社會的邊緣化及標籤化問題，增強社區的融合。發展模式的宗旨、社會資本的建立過程及可能面對的挑戰都已在內文詳列。

摘要 39. 除了社區力量建立模式外，我們也提出了一些發展要點幫助商界、兒童及家庭和鄰舍。這些要點相信能夠補充以上「力量建立模式」的不足，為弱勢社群以外的群體提供建立社會資本的實用參考資料。

## **(f) 建構客觀及可量度的社會資本成果指標**

摘要 40. 社會資本成果指標由本研究的量性量表演變出來。所列的題目均通過併行信度及內部統一性的測試。應用時，我們建議用 5 分量表。分數愈高表示社會資本的成果愈大。指標內共有 40 條題目，當中 19 條量度基金計劃內的協助型社會資本，另外 21 條則量度社區內的社會資本 (請見 4.F)。

## **(g) 「新紮創奇職」計劃**

摘要 41. 有見「新紮創奇職」計劃為社區投資共享基金帶來的突破，我們在主要的調查項目外，另增設了一個研究，去初步地評估其成效。這九個計劃旨在促進弱勢青年的發展。透過推動他們的就業動機及提供就業培訓，讓年輕的參加者獲得提昇技能、增強自信及融入社會的機會。

### **建立個人能力和社會資本**

摘要 42. 量性及質性分析均肯定了「新紮創奇職」計劃於建立膠合型、搭橋型、和連結型社會資本的能力。透過參與計劃，青少年開放自己去建立朋輩友誼及師友關係。他們在過程中，學習了工作及社交技巧，提升了個人能力。

摘要 43. 青年人並非「新紮創奇職」計劃的唯一受惠者。據導航員、培訓導師及僱主的分享，他們在過程中亦有所得益。這些好處包括滿足感、培育下一代的機會、專才訓練、義工服務、及從反思而獲得的發展助力。

摘要 44. 與被邊緣化群體的相處，讓社區持份者認識隱蔽青年的潛質和能力，以致對他們建立更多的了解和接納。「新紮創奇職」計劃的其中一個顯著成效就是在於推動社會融合。

### **「新紮創奇職」計劃的限制**

摘要 45. 與其他計劃相比，「新紮創奇職」計劃於建立參加者的社會資本方面顯得較為遜色。「新紮創奇職」計劃不是沒有遇到挑戰的。由於它們著墨於發展弱勢青年的潛能，故此，其大部份的資源都集中在建立青少年的個人能力上。在多個計劃方向同時發展的情況下，難免會重此失彼，以致它們於建立社會資本方面的成效略較其他類型的計劃遜色。再者，協助低動機的青少年踏出社會並非朝夕之事。這須有賴長線的投資，逐漸改善他們的情況。因此，計劃只能夠照顧少部份的低動機青少年，對整體社區帶來的影響有限。同時，青年參加者的能力不足，流失率高，窒礙了計劃的發展。

### **對基金發展的建議**

摘要 46. 這研究肯定了社區投資共享基金的成果。透過適切的發展策略，基金計劃成功地建立了社會資本，提昇了社區及持份者的能力，改善了社區健康，灌輸了正面的社交態度、推廣了社會企業責任的概念及促進了跨群體的共融。近年來，香港的和諧面貌面對不少張力及挑戰。社區投資共享基金，在這時候，正可利用其優勢去回應社會需要，共同塑造社會的共融及和諧。

摘要 47. 是次研究再一次肯定基金的成效。有見基金於推廣社會共融及香港融和的成果，政府可以考慮將基金常規化，讓這努力得以延續。

摘要 48. 「新紮創奇職」計劃的果效反映出跨政府部門合作對建立社會資本及個人能力的正面效用。由此，我們建議鼓勵各政府部門可多加合作，共同建構社會。

摘要 49. 展望未來時，基金及基金計劃可在現有成功的基礎上，繼續發展以下幾方面：

- a) 基金秘書處可以強化其輔助角色，支持計劃發展及公眾教育。
- b) 有見搭橋型及連結型社會資本的建立需要較長的時間，基金可以考慮增加對計劃的支援，延長現以三年為限的資助年期。
- c) 基金計劃需要在各持份者間，提倡建立共同目標及平等關係，以挪去彼此的心理隔閡。促進平等待遇，鼓勵企業和專業團體建立長時間的合作默契，乃長遠發展的基石。

# 1. INTRODUCTION

## Background

- 1.1 In the face of social and economic challenges in Hong Kong, the Community Investment and Inclusion Fund (CIIF) carries a mission to cultivate social capital through providing seed money to community-initiated projects that endeavor to strengthen community participation, mutual assistance and social inclusion. It is believed that “in developing social capital, we can build resilient communities that are more able to face up the current challenges and ready to seize the opportunities when the economy recovers (Legislative Council of Hong Kong (LegCo), 2009; pp. 4)”. As at 31 December 2010, the Fund has already supported 213 local or territory-wide community projects with an approved amount of HK \$210 million (Source: [http://www.ciif.gov.hk/en/aboutciif/index\\_e.html](http://www.ciif.gov.hk/en/aboutciif/index_e.html)).
- 1.2 The CIIF has two underpinning objectives:  
([http://www.ciif.gov.hk/en/objectives/index\\_e.html](http://www.ciif.gov.hk/en/objectives/index_e.html))
  - 1.2.1 To promote community participation, mutual assistance, support and social inclusion provided through strengthened community networks in the community. This will in turn help reinforce the sense of belonging in the community, enhance the social networks of individuals and families broaden the support base available to assist them to resolve their problems and address common concerns. These community networks, strengthened relations, sense of belonging, and willingness to provide mutual aid form the foundation of social capital; and
  - 1.2.2. To encourage and facilitate cooperation between organizations of different nature (such as non-governmental organizations [NGO] and the private sector), as well as cross-sectoral collaboration (such as that between welfare agencies and education organizations), in social networking and community support projects.
- 1.3 Other than the values stated above, the CIIF also emphasized empowerment, role transformation from service recipient to service provider, mutual trust, reciprocity, and community capacity.
- 1.4 The social capital development promoted by the CIIF is not only at individual level, but also at the family, organizational and community levels. Individuals and families are encouraged to build stronger and wider social networks, community members are encouraged to come together to address common concerns and offer mutual supports, while organizations of different nature are encouraged to form cross-sectoral collaboration in response to the call for corporate social responsibility (CSR). Little by little, these efforts accumulate and contribute to the community wellbeing.
- 1.5 The CIIF seeks to maintain a wide geographical and social coverage. Geographically speaking, it has sponsored projects from all the 18 administrative districts in Hong Kong. In respect of social coverage, the Fund supports projects that promote cross-generation, cross-cultural and cross-strata collaboration. Through these platforms, people with

different backgrounds are able to interact and develop mutual understanding, thus yield social cohesion in communities.

- 1.6 The amount of seed money granted by the CIIF depends on the nature, scope and scale of each project with a ceiling of 3 years. After the funding period, the social outcomes of the projects are expected to sustain and continue to serve the communities.
- 1.7 Between 2002 and 2006, the CIIF has developed some indigenous models:
  - 1.7.1 Flexible neighborhood-based after-school care;
  - 1.7.2 “Floor mentors” in residential buildings;
  - 1.7.3 Effective life navigation model – Modern apprenticeship schemes supported by tripartite partnership;
  - 1.7.4 Elder shops and “adopt a granny” initiatives that promote cross-generational collaboration and active aging; and
  - 1.7.5 Development of employability skills and re-entry to labor force.
- 1.8 Aiming to consolidate experiences and develop evidence-based practices, the CIIF conducted the first research in 2006 to evaluate the performance of the Fund and its funded-projects in developing social capital. An Evaluation Consortium, formed by 7 research teams from 5 tertiary institutes, assessed more than 50 projects and affirmed the appropriateness of the strategies and their effectiveness in promoting positive changes to the participants and the respective communities.

## **The Second Evaluation Study**

- 1.9 Building upon the initial achievement, the Fund is striding forward for a “further development to effect the necessary paradigm shifts, cultural changes and practice transformation (LegCo, 2009; pp. 4)”. As over 100 additional projects have been funded since the First Study, both the Labour and Welfare Bureau and the CIIF Committee see a need to keep track of the Fund’s development and its contribution to the overall objectives of social capital development. The Labour and Welfare Bureau, therefore, commissioned this consultancy study, “The Evaluation Study on the Outcomes of the Community Investment and Inclusion Fund” to the CityU Research Team. Investigators are from Department of Applied Social Studies, College of Liberal Arts and Social Sciences, City University of Hong Kong.

## ***Research Objectives***

1.10 This Second Study was designed upon three overarching objectives:

Objective (1):

To see whether, and in what ways, the CIIF is effective in building up the capacities of communities to address and meet local social needs, and whether the planned outcomes for the groups involved can be achieved and sustained;

Objective (2):

To identify the critical success factors that make a difference in bringing about changes at individual, between-groups and community levels; and

Objective (3):

To generate findings useful for transferring knowledge that is important in the development/promotion of social capital, to the welfare and community service sectors. The knowledge of developing/promoting social capital can enable stakeholders in these sectors to modify the future design and orientation of mainstream welfare and community programs.

1.11 To delineate the expected outcomes, the below core research aspects were also provided in the technical brief:

Evaluate the impact of the CIIF:

To build project participants' personal capacities, transform their social roles, enrich the roles of corporate volunteers, strengthen relationships between families and across social groups at the neighbourhood level; and increase the social and economic participation of the disadvantaged communities through cross-sectoral collaboration;

Appraise the effectiveness of social capital strategies promoted by the CIIF:

To "bridge" people from different ages, social strata and cultures, etc., "link" collaborators across organizations, institutes and sectors, and "bond" in-group members: on transforming project participants' mindsets, undoing stigmatization on disadvantaged social groups, enhancing relationships across generations, social strata and cultures with various communities; and increasing collaboration across sectors;

Establish the relevance of social capital strategies:

To encourage corporate social responsibility amongst the business sector, service innovation within the welfare sector and social entrepreneurship, with reference to CIIF-funded projects

Identify good practice models:

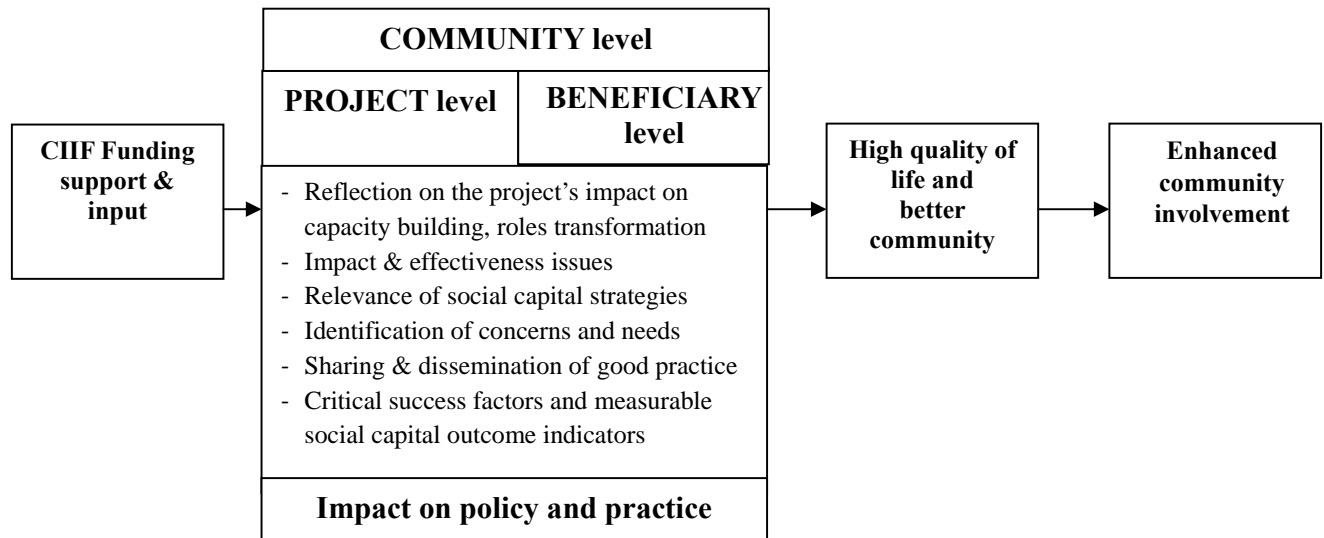
To recognize successful social capital strategies in various forms of cross-sectoral collaboration in the local communities;

Identify critical success factors of the CIIF-funded projects:

To locate factors affecting the creation and sustainability of project outcomes, such as capacity-building, role-transforming, building resilience, developing neighbourhood mutual-help networks and cross-sectoral partnerships;

Develop objectives and measurable social capital outcome indicators:

To develop social capital outcome indicators for CIIF funded-projects to track their social impacts over time.



**Figure 1 Concept Map of the CIIF Second Evaluation Study**

***Scope of Study***

- 1.12 This Second Study was designated to focus on the meso-level evaluation which examined the effectiveness and the aggregate impact resulting from the CIIF-funded projects and from the overall operation of the Committee and Secretariat.
- 1.13 Subjects included in this research were the approved funded projects in batch 1 to batch 16, accounting for 213 projects ([http://www.ciif.gov.hk/en/appproj/index\\_e.html](http://www.ciif.gov.hk/en/appproj/index_e.html)). In batch 14-16, there were 9 projects funded jointly by the CIIF and the Labor Department with aims to help youth in disadvantaged situations to raise motivation, build capacity and enhance employability. In this research, a separate preliminary study was conducted particularly for these LD-CIIF projects.

### ***Research Questions***

1.14 Echoing the study objectives, four research questions were set to underpin the data collection and analysis:

Q1: What are the social capital outcomes (including mutual trust and reciprocity) and impacts (including role transformation and community capacity) of the CIIF at individual, group, project, organizational and community levels?

Q2: What are the strategies used by the CIIF-funded projects in developing social capital?

Q3: How effective the strategies are in engendering social capital?

Q4: What are the critical factors accounting for projects' success and sustainability?

### ***Theoretical Orientation***

1.15 This study was deeply rooted in classical and contemporary social capital theories. Other concepts deemed appropriate to elucidate the ideas include project management model, empowerment, institutional theory, inter-organizational knowledge transfer and CSR.

### ***Report Organization***

1.16 In this report, we first introduce the core concepts in the literature review section, then move on to explain the quantitative and qualitative methods used in this research. Following the methodology section are the syntheses of research results. Discussion and recommendations section is at the end to conclude the findings and give suggestions for way-forward development.



## 2 LITERATURE REVIEW

### Social Capital

#### *Typological problem of “social capital”*

- 2.2 The social capital theory has been brought into spotlight by community developers and researchers in the past two decades given its potential contributions to social wellbeing. It has been used to examine social phenomenon in different arenas. Counted by Michael Woolcock (2001) and Sandra Franke (2005), the concept had at least 10 applications - families and youth, schooling and education, community life, work and organizations, democracy and governance, collective action, public health (physical and mental health) and environment, crime and violence (public protection), economic development, and immigration.
- 2.3 Following the wide application is the varied interpretations. This problem of lacking circumscription has been illustrated in Adler and Kwon (2002)’s paper, “Social capital: Prospects for a new concept”, which juxtaposed 10 interpretations of the same concept. To this inconsistency, Robert Judges (2003) criticized, “the current range and ambiguity in the meanings attached to the concept of social capital do not help in making a case for its practical value for policy and program development (pp. 7).”

#### *Social capital at individual level*

- 2.4 Seeing this typological problem, this literature review seeks to trace the development of the concept so as to unveil its meaning. The term was first introduced at individual level (Bourdieu, 1986; Loury, 1977; Portes, 1998). Social capital is seen as a resource embedded in networks that can be accumulated over time and has a potential capacity to achieve an end. However, unlike the acquisition of physical capital which allows an instant claim of reward; social capital requires a long term investment to cultivate a sense of gratitude which creates a “nonspecific indebtedness”, meaning that the claimant can claim a return in a form different from the input (Bourdieu, 1988).
- 2.5 Summarizing the past work, Koput (2010) identified 4 characteristics of social capital at individual level - Social capital is (1) a productive resource for value creation, (2) an investment which brings gain or loss in the future, (3) inherent in relationship, and (4) fungible that can be used for other purposes.

#### *Social capital at community level*

- 2.6 The concept later evolves to denote social connectedness in communities. Described by a prominent proponent, Robert Putnam, social capital at community level refers to the features of social organization (Putnam, 1995). It is the resources embedded in a society that can be stocked. The more the social capital, the better the community.

- 2.7 Although the idea of “community social capital” has been commonly used in many community development projects and national-wide censuses, Portes (1998) highlighted a potential risk of directly transplanting the concept from individual level to community level – the logical circularity. He expounded, “As a property of communities and nations rather than individuals, social capital is simultaneously a cause and an effect. It leads to positive outcomes, such as economic development and less crime, and its existence is inferred from the same outcomes (pp. 19).” This circular reasoning is one of the logical fallacies, which the justifications and elaborations loop the result back to where the proposition starts. Rips underscored, “in one form of this fallacy, the arguer illicitly uses the conclusion itself (or a closely related proposition) as a crucial piece of support, instead of justifying the conclusion based on agreed-upon facts and reasonable inferences (pp.767).” To avoid this, one has to separate the cause from the effect, identify other factors influencing the outcomes, and set a direction path.
- 2.8 Taking these suggested solutions into account, this study tries to prevent the paradoxical thinking error by first setting a social capital development process which sets a directional path, and second, differentiating the social capital endowed into the project operation as inputs and those engendered by the projects as outcomes.

<b>Level</b>	<b>Scholars</b>	<b>Definitions of Social Capital</b>
Individual	Loury (1977)	Social capital represents the consequences of social position in facilitating acquisition of the standard human capital characteristics (pp. 176)
Individual	Bourdieu (1986)	Social capital is the aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalized relationships of mutual acquaintance and recognition – or in other words, to membership in a group – which provides each of its members with the backing of the collectivity-owned capital, a “credential” which entitles them to credit, in the various senses of the word (pp. 51).
Individual & community	Coleman (1988)	Social capital is defined by its function. It is not a single entity but a variety of different entities, with two elements in common: they all consist of some aspect of social structures, and they facilitate certain actions of actors – whether persons or corporate actors – within the structure (pp. 98).
Individual	Portes (1995)	Social capital stands for the ability of actors to secure benefits by virtue of membership in social networks or other social structures (pp. 6).
Community	Putnam (1995)	Social capital refers to features of social organizations such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefits (pp. 66).

Individual & community	Woolcock & Narayan (2000)	The basic idea of “social capital” is that one’s family, friends, and associates constitute an important asset, one that can be called upon in a crisis, enjoyed for its own sake, and/or leveraged for material gain. What is true for individuals, moreover, also holds for groups. Those communities endowed with a diverse stock of social networks and civic associations will be in a stronger position to confront poverty and vulnerability, resolve disputes, and/or take advantage of new opportunities (pp. 3).
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**Table 1 Definitions of Social Capital from Literatures**

***Upsides and downsides of social capital***

- 2.9 Sociologists throughout the history have recognized a myriad of advantages from social capital. For example, Coleman (1988) observed that a community with close ties such as intergenerational closures enhance the trustworthiness of social structures, facilitate the information exchange, promote altruism and strengthen cohesion in families and nations. On the other hand, Putnam (1998) also pinpointed that the existence of social capital encourages social trust, facilitates coordination in community, amplifies reputations, upholds solidarity and reduces incentives for opportunism.
- 2.10 However, social capital has its disadvantage. Portes (1998) identified 4 downsides of social capital (or negative social capital), these are:
  - 2.10.1 Exclusion of outsiders – existing members of social groups tend to bar outsiders from enjoying the insiders’ benefits and prevent any uncertainties or changes from having a new member.
  - 2.10.2 Excess claims on group members – some members may exploit the social obligations and claim excessively from other members in the social groups.
  - 2.10.3 Restrictions on individual freedom – social norm and sanctions constrain behaviors may constrain out-group behaviors, thus suffocates innovation and individual thinking (Coleman, 1988).
  - 2.10.4 Downward level norms - when the individual achievement challenges group cohesion, it may give rise to a downward leveling norm to maintain the observance.

***Features of social capital***

Structural & functional social capital

- 2.11 Social capital takes shape in structural-network and functional-normative parts, in order for its maintenance and generation of benefit (Cheung & Chan, 2008, 2010). The structural form deals with networking, affiliation and connection (Krishna & Uphoff, 1999), whereas the functional components feature trusted help and reciprocated help or any kind of exchanges of benefit (Chan et al., 2004; Cheung, 2011; Cheung & Kam, 2010; Cheung et

al., 2008; Torsvik, 2000). Alternatively, social capital takes the forms of trust and volunteerism (Paldam, 2000; Scheufele & Shah, 2000).

- 2.12 We propose that there are two main components of social capital: structural and cognitive components; both pertain to and affect social relationships and interaction, and both affect and are affected by expectations. The first component facilitates action through established roles and social networks supplemented by rules, procedures and precedents, whereas the second predisposes people toward action on the basis of shared norms, values, attitudes and beliefs.

#### Bonding, bridging and linking social capital

- 2.13 Social capital is also differentiable by its connection in threefold: Bonding, bridging, and linking (Campbell et al., 2008). Bonding social capital refers to the connectedness among people of the same group; bridging social capital refers to that between people of different groups in a horizontal way; linking social capital refers to linkages with resourceful people, such as professionals, businesspeople, and political figures in a vertical manner. Social capital of various forms can be a determinant and/or outcome of the operation of the CIIF-funded projects. In all, a guiding framework of social capital is exchange theory, which necessitates the synthesis of reciprocated input and output to sustain viable exchanges (Cheung & Chan, 2008, 2010; Flap, 2004).

#### **Social Capital in Hong Kong**

- 2.14 A number of recent studies have addressed social capital and its related concerns in Hong Kong. While they have illustrated some facts about social capital in Hong Kong, *they offer little evidence and insight about the development of social capital, especially through the CIIF. A short note of each of the studies is as follows.*
- 2.15 LaGrange's (2011) study has shown that social capital or social cohesion is favorably associated with the boundless opportunity and mixture culture and structure in Hong Kong. Nevertheless, Chan (2009) and Wong's (2011) studies in different district shown that they possessed different strength of social capital. Studies have argued that poor neighborhoods or problematic community with limited resources would weaken social capital or social cohesion (Cheung & Leung, 2011; Wong, 2011, LaGrange, 2011). Longer term of residency and people's satisfaction with governance, work, and the economy are main contributors to their sense of social capital or social harmony (Ho & Chan, 2009; LaGrange, 2011).
- 2.16 Wong's (2008) study has remarked that social capital is in deficit, as evidenced in discrimination against migrants. An instance is that the segregation between middle-class areas and lower-class areas. There is a sense of superiority among the middle class and a stigma against migrants as parasites. Again, the institutional approach to social capital development is ineffective. That, social capital would not thrive under regulation, authority, sanctioning, and reinforcement.

- 2.17 Cheung and Kam's (2010) study has shown that social workers' strategies of developing bonding and bridging social capital are effective in creating social capital. Importantly, such strategies equally apply to service users of different backgrounds.
- 2.18 Wong's (2007) study casts doubt on the institutional approach to developing social capital, in the case of clan associations (Wong 2007). The institutional approach is one relying on authority, legitimacy, regulation, rules, sanctions, and the provision of incentive to influence people. Such an approach of the clan associations maintains nepotism, inequality, and lack of transparency. A worse problem is that enhanced inclusion within the associations raised exclusion against people outside the associations.
- 2.19 In sum, the recent local studies have noted that social capital or cohesion is higher in one with more family members or family income, higher age, and people with local residency. They also imply that the networking strategy of the project is effective in building social capital, but the effectiveness of the institutional strategy that applies formal arrangements is inadequate.

### **Conceptual Framework – Social Capital Development Process**

- 2.20 With the mission to promote social inclusion, the CIIF has funded community-initiated projects to engender social capital across districts. This social capital development process relies on the participation of the CIIF Committee and the Secretariat, the operation of the organizing institutions, and the contributions of the stakeholders and the project management.

#### ***Inputs***

- 2.21 There are roughly three main stages in project life cycle – planning, execution and termination. While different project management professionals have their own definition of the steps in the planning phase, a consensus has surfaced that it is necessary to solicit the support from stakeholders and management, and to define the project vision before setting work plan (Heagney, 2012; Project Management Institute, 2008). For the CIIF funded projects, before submitting their proposals, the project leaders need to understand the objectives of the CIIF and plan in accordance with the CIIF's mission. At this stage, human resources from both the CIIF and the potential organizers are invested to develop the project scope, goals and workable tasks.
- 2.22 To promote the understanding of the CIIF's objectives, the CIIF Committee and Secretariat organize briefing sessions and proposal writing workshops. These efforts not only help solicit the commitment from the key project stakeholders on the social capital development, but also transform the society by introducing and inculcating the social capital concepts to the public. Developing an initial agreement among key internal leaders is a plan-to-plan endeavor that directs the efforts to the creation of public value (Bryson, 2011).
- 2.23 Once the proposed projects receive approval, financial resources, including the seed money from the CIIF and the additional financial aid from organizers or other institutes,

are pulled in. These financial capitals endowed are then used to recruit staffs for the projects and purchase equipment. Community volunteers and corporate volunteers are recruited to serve other community members; sometimes, training is provided to equip them with knowledge, skills and attitude.

### ***Processes***

- 2.24 Following the planning phase is the project implementation. During this period of time, the project managers perform multiple tasks including coordinating the financial, human and physical resources for rolling out the plans, and managing the service quality, delivery schedule and potential risks (Project Management Institute, 2008).
- 2.25 The CIIF Secretariat, here, supports and monitors the project operations mainly by organizing sharing sessions for knowledge transfer, coaching, reviewing the quarterly performance reports, and on-site visits.

### ***Outputs***

- 2.26 With the operation of the funded projects, the CIIF intends to create bonding, bridging and linking social capitals at different levels, and cultivate trust, mutual help and sense of belonging in communities. To achieve these ends, it is necessary to first build the capacity of the disadvantaged individuals and promote their self-efficacy so that the marginalized groups can be empowered and be confident enough to interact with other community members. The enhancement of individual and community capacities, though, is a product of the social capital development process; it plays a crucial role in promoting social participation of the originally socially inactive groups.
- 2.27 Role transformation, meanwhile, is another important product of the social capital development process. With project participant taking up the volunteer role, and project volunteer taking up the operator role, the project stakeholders experience role enhancement which directly enhance their social participation. Meanwhile, the shared social identity within the project also promotes social acceptance and solidarity.

### ***Outcomes***

- 2.28 For the CIIF, developing social capital is indeed a means to an end. In the course of the project development, project stakeholders manage to practice the concepts of social capital development and CSR, thus have these ideas established in their minds. With the accumulation of these mindset changes, it is hoped to promote social participation, inclusion and citizenship at individual, group, project, organizational and community levels, thus build up the community capacity and contribute to the betterment of social wellbeing.

### ***Sustainability of social capital***

- 2.29 Upholding the seed money concept, the CIIF expects the social capital outcomes of the funded projects to sustain and continue to contribute to the community. Hence, throughout

the project operation, the project leaders and operators are requested to formulate, executive and evaluate plans which promote this sustainability.

- 2.30 Proposed in this study, the accent of the sustainability of social capital outcomes is on the transformation from assisted social capital to natural social capital (Cheung and Kam, 2010). The former, in this context, is the social capital engendered by deliberate effort through project operations, while the latter arises from natural course. Unlike natural social capital which is shaped and sustained by its existing environment, assisted social capital is delineated by institutional purposive actions and requires planned efforts to sustain it. It is through the maintenance of regular contact among project stakeholders to build up relationships and networks. Eventually, these bonding become a part of their lives, and the stakeholders are willing to maintain the connections by themselves.
- 2.31 Other literature, meanwhile, has also offered insights for sustainability. Savaya, Elsworth and Rogers (2009) summarized the sustainability of social programs into two types: the preservation of program outcomes and the continuation of programs' functions. When adapting this categorization into CIIF Evaluation Study, the sustainability of the outcomes or impacts of CIIF-funded projects can be seen in (1) the maintenance of social capital at different levels, and/ or (2) the continuation of the project impact, such as the betterment of life quality in communities. To achieve these, there are factors that need to be taken into consideration. Consolidating the literature, Savaya, Spiro and Elran-Barak (2008) presented predictors of program sustainability in 5 dimensions - (1) project design and implementation, (2) factors within the organizational setting, (3) factors in the broader community, (4) the funding body, and (5) actions and processes.

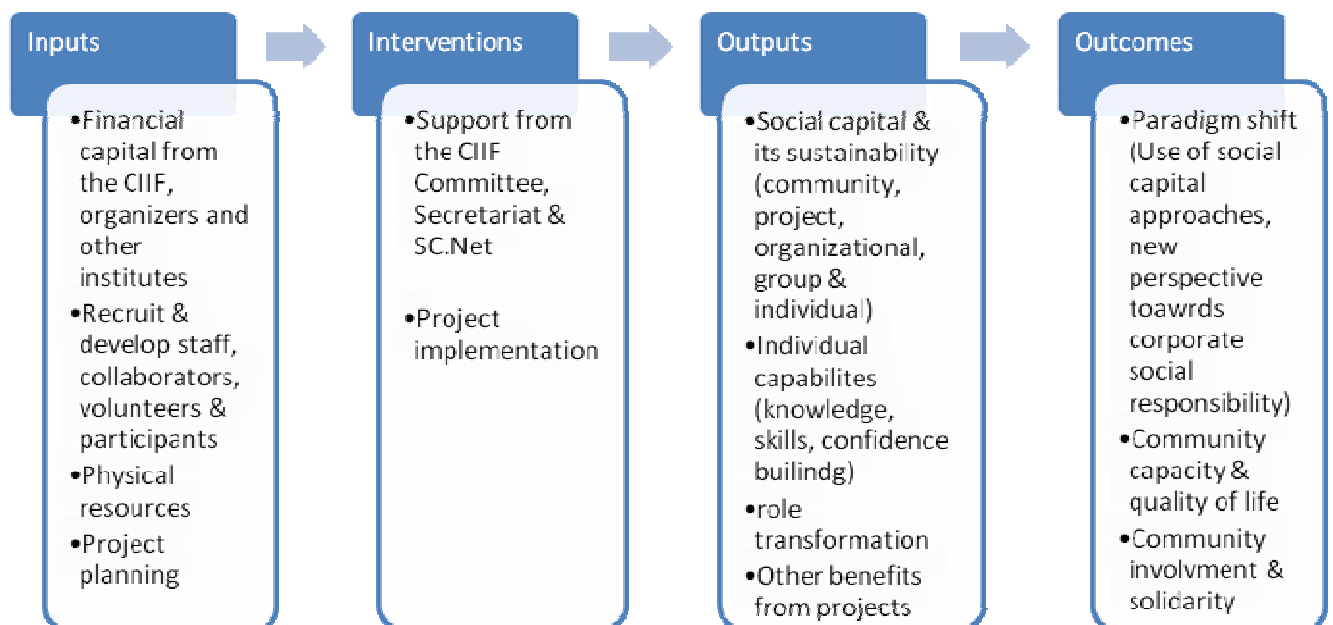


Figure 2 Conceptualization of social capital development process

### 3 STUDY METHODOLOGY

#### Implementation Research Approach

- 3.1 This study has adopted the Implementation Research Approach to evaluate the performance of the CIIF. Alan Werner (2004, pp.1) in his book, , “A Guide to Implementation Research”, described this approach as follows:

*“In the field of evaluation research, implementation studies... do more than simply describe program experiences – implementation studies also assess and explain. That is, they do not only ask “What is happening?” but also “Is it what is expected or desired?” and “why is it happening as it is?”*

- 3.2 The implementation review serves six specific purposes: (1) identify measures to improve the project being reviewed, (2) assess the contribution of the project to the department’s business objectives, (3) provide an effective means to demonstrate accountability, (4) evaluate whether the intended project outcomes have been achieved, (5) improve benefits realization and project implementation, and (6) improve the delivery and outputs of future projects by learning from the past (Efficiency Unit, 2009, pp. 8).
- 3.3 Unlike the outcome research which simply measures the degree of the success and the impacts of the outcomes, implementation research approach lends a lens to examine the process of social capital development undertaken by the CIIF and its funded projects. As observed by Holcomb and Nightingale (2003), implementation analysis usually uses an inductive approach to examine cases, thus derive insights for a broader context. The analytic objectives include (pp. 44-45):

*“To develop program typologies or models based on studies in selected sites or programs; to generalize conditions or experiences in selected sites to a broader universe of sites (e.g. identify whether or how particular legislative or regulatory provisions are being implemented; or identify political, environmental, or organizational factors that are affecting implementation); and to suggest “best practices” or potentially promising approaches, in particular types of jurisdictions or for particular types of individuals, based on analysis and observation in selected sites?”*

#### Research Participants

- 3.4 Included in this study were the members of the CIIF Committee and the Secretariat, the stakeholders of 213 projects from batch 1 to batch 16. As at 31 December 2011, 40 projects remained active, 163 had completed and 10 had been terminated by the CIIF. It was designed to involve all projects regardless of their status in the Plenary Executive Survey, but not all of them had participated. Among them, 7 projects had their organizations ceased operation, and 63 projects refused to participate in the research with



4 main reasons: (1) busy, (2) difficult to trace the old records, (3) lost contact with project stakeholders, and (4) project staffs resigned.

- 3.5 Characteristics of the non-responding projects: Projects that were earlier and shorter in operation were significantly less likely to respond to the Plenary Executive Survey. The odds ratios of the funding batch and operation duration were 7.840 and 1.067 respectively.
- 3.6 For focus group interview and case study, random selection was done to select some of the projects to participate. For details, please refer to Table 3.

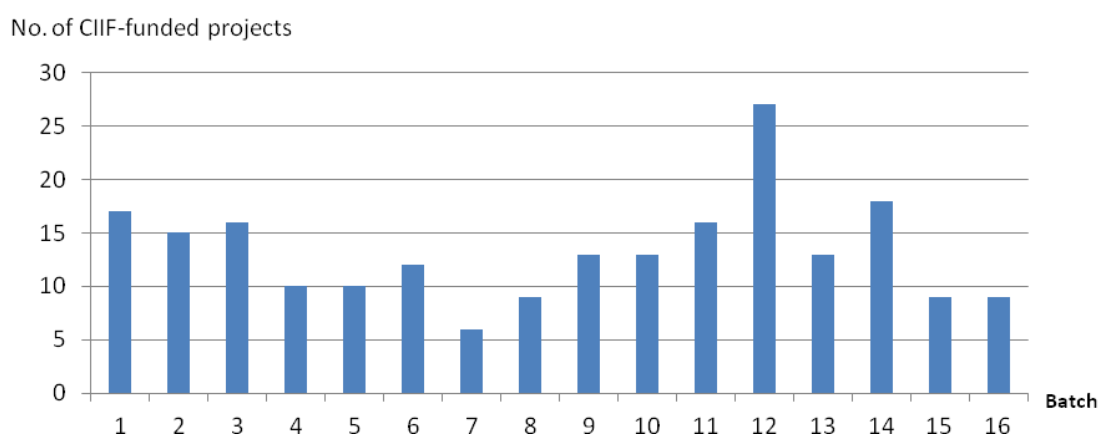


Figure 3 Distribution of CIIF-funded projects by batch

District	Project Category								total
	Family and child welfare	Elderly support and empowerment	Health care	Cross generation integration	Social integration	Community building capacity	Youth development	LD-CIIF	
Hong Kong Island	5	0	1	1	0	11	7	3	28
Kowloon	24	1	1	1	9	7	3	1	47
New Territories	48	1	8	4	8	31	10	2	112
Mixed districts	3	1	2	0	6	1	10	3	26
<b>Total</b>	<b>80</b>	<b>3</b>	<b>12</b>	<b>6</b>	<b>23</b>	<b>50</b>	<b>30</b>	<b>9</b>	<b>213</b>

Table 2 Distribution of CIIF-funded projects by Category and District

**Stage One: Preliminary Exploration (March 2011 to October 2011)**

Methods	Research Tools	Target Participants	Sample Size (Response rate)
Plenary Executive Survey	<ul style="list-style-type: none"> <li>Plenary Executive Survey</li> </ul>	All project leaders from the 213 projects	143/213 (67.1%)
Focus Group Interview	<ul style="list-style-type: none"> <li>Semi-structured focus group interview guide</li> </ul>	<ul style="list-style-type: none"> <li>CIIF Committee</li> <li>CIIF Secretariat</li> </ul> <p>From each of the 21 selected projects + 1 pilot test:</p> <ul style="list-style-type: none"> <li>4 project participants/transformed participants/volunteers</li> <li>2 operators</li> <li>2 collaborators</li> </ul>	<p>173 research participants from the CIIF and the 21 selected projects + 1 pilot test</p> <ul style="list-style-type: none"> <li>CIIF Committee – 11</li> <li>CIIF Secretariat – 9</li> <li>Project operators – 41/44 (93.2%)</li> <li>Project participants/ Transformed participants/ Volunteers – 80/88 (90.9%)</li> <li>Project collaborators – 32 (72.7%)</li> </ul>

**Stage Two: Case Study (November 2011 – January 2012)**

Methods	Research Tools	Target Participants	Sample Size (Response rate)
Stakeholder Survey	<ul style="list-style-type: none"> <li>Survey of Project Participant/ Volunteer</li> <li>Survey of Project Operator</li> <li>Survey of Project Collaborator</li> <li>Survey of Community Representative</li> </ul>	<p>From each of the 21 selected projects + 1 pilot test:</p> <ul style="list-style-type: none"> <li>18 project participants/ Transformed participants/ Volunteers</li> <li>2 operators</li> <li>2 collaborators</li> <li>2 community representatives</li> </ul>	<p>368 research participants from the 21 selected projects</p> <ul style="list-style-type: none"> <li>Project participants/ volunteers – 290 (74.55%)</li> <li>Project operators – 27 (62.79%)</li> <li>Project collaborators – 26 (61.9%)</li> <li>Community representative – 15 (34.9%)</li> </ul> <p>Pilot test (not included in analysis):</p> <ul style="list-style-type: none"> <li>Project participants/ volunteers – 7</li> <li>Project operators – 1</li> <li>Project collaborators – 2</li> <li><b>Community representative – 0</b></li> </ul>
Individual Interview	<ul style="list-style-type: none"> <li>Individual interview guide for participant / volunteer</li> <li>Individual interview guide for operator</li> <li>Individual interview guide for collaborator</li> </ul>	<p>From each of the 21 selected projects + 1 pilot test</p> <ul style="list-style-type: none"> <li>1 project participants/ Transformed participants/ Volunteers</li> <li>1 operators</li> <li>3 collaborators</li> </ul>	<p>65 research participants from the 21 selected projects + 1 pilot test</p> <ul style="list-style-type: none"> <li>Project participants/ volunteers – 19 (86.36%)</li> <li>Project operators – 23 (104.5%)</li> <li>Project collaborators – 23 (34.85%)</li> </ul>
Observation	<ul style="list-style-type: none"> <li>Field observation checklist</li> <li>Document observation checklist</li> </ul>	<ul style="list-style-type: none"> <li>Field observation for on-going projects only</li> <li>Document observation</li> </ul>	<ul style="list-style-type: none"> <li>Field observation – 10</li> <li>Document observation – 22</li> </ul>

**Table 3 Research Stages – Methods, tools, target participants and response rate**

## Research Instruments

- 3.7 When social capital is described as a resource that can accumulate, one will ask: how much social capital exists in a community? This then leads to the need to quantify this once elusively defined concept. With the efforts exerted by the governments worldwide and the international community development agencies, measurements of embedded social capital in community have been developed with each of them has their own frame of reference (Please refer to Appendix A).
- 3.8 Although these assessments have been tested in other studies with their validity and reliability validated, applying them directly to this study is deemed inappropriate. They are designed to provide information about the existed social capital, but cannot differentiate which is natural social capital and which is assisted social capital engendered by the CIIF. In order to evaluate the Fund’s contribution to the overall objectives of social capital development, the research team has developed indexes to assess the social capital development process as well as the outcomes.

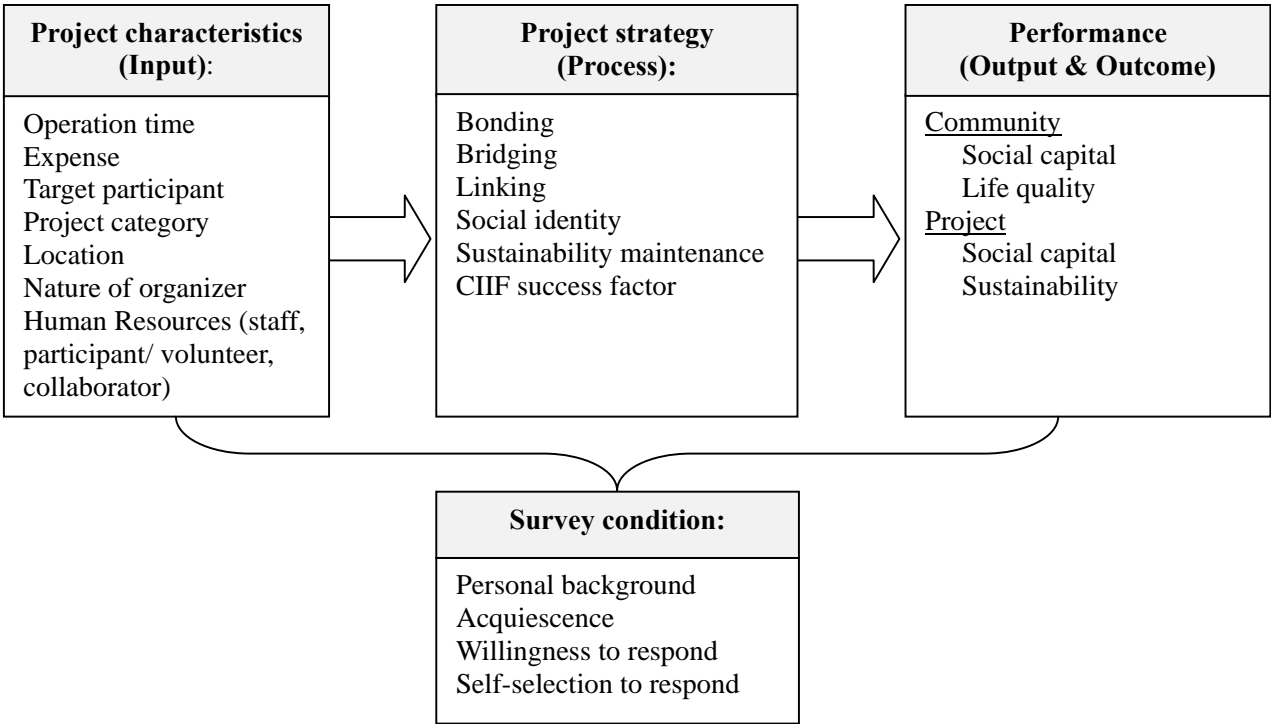
## Conceptual Framework of Plenary Executive Survey

- 3.9 The Plenary Executive Survey aimed to capture an overview of the performance of all the funded projects in Batch 1 to Batch 16. The scope of examination encompassed the development of assisted social capital, the tripartite working relationship, impacts on the community living quality, strategies adopted, critical success factors of the operation, and project sustainability.

Scope	Types of questions
Development of assisted social capital & tripartite working relationship	<ul style="list-style-type: none"> <li>• Participants’ network development – bonding, bridging and linking social capitals E.g. Bonding – (Project participants) coming to a consensus in meeting.</li> <li>• Tripartite working relationship – Project linking social capital E.g. (The project operators) having a division of labor with people from other sectors, including the business sector, government and professional bodies.</li> </ul>
Impacts on community life quality	<ul style="list-style-type: none"> <li>• Residents’ network development - bonding, bridging and linking social capitals E.g. Residents’ Bridging – (Other residents in the service region) participated in community-based activity with residents of other regions.</li> <li>• Residents’ willingness and capabilities to do volunteer work E.g. Neighbors helped each other out.</li> <li>• Community wellbeing such as employment and happiness E.g. (Other residents in the service region) perceived that it was happy to live in the community.</li> </ul>

Strategies adopted	<ul style="list-style-type: none"> <li>Strategies adopted by projects such as bonding approach, social-identity approach and sustainability-maintenance approach E.g. (The project) developed strategies for project sustainability in advance.</li> </ul>
Critical success factors	<ul style="list-style-type: none"> <li>Critical success factors identified by the CIIF E.g. (The project operators) were willing to try new strategies.</li> </ul>

**Table 4** Scope of study in Plenary Executive Survey



**Figure 4** Conceptual Framework of the Plenary Executive Survey

## Conceptual Framework of Stakeholder Survey & Observation

- 3.10 Building upon the information obtained from the Plenary Executive Survey, the Stakeholder’s Survey and observation were designed to further the exploration into the project strategies, stakeholder’s experiences and project outcomes.
- 3.11 Responses to Stakeholder Survey were as follows: 290 participant/volunteer surveys, 26 operator surveys, 25 collaborator surveys and 16 community representative surveys were collected. For observations, 22 documentary observations and 10 on-site observations were conducted.
- 3.12 This size of sample was adequate to assure at least an effect size of .163 with 95% in confidence and 80% in statistical power, which were the usual criteria for the statistical test. In other words, such an effect size would at most have a risk of 20% of being wrongly found to be insignificant or regarded as zero. If the risk was high, then the significance or non-significance of the effect size was yet uncertain.

Scope	Types of questions
Development of assisted social capital & tripartite working relationship	<ul style="list-style-type: none"> <li>• Participants’ network development – bonding, bridging and linking social capitals, reciprocity and excess claims. E.g. Bonding – Had mutual assistance between you and other project participants</li> <li>• The connection between project and collaborator – Project linking social capital E.g. Discuss the project’s goals and development strategy with the organizer</li> </ul>
Sustainability of social capital outcomes	<ul style="list-style-type: none"> <li>• Sustainable network and relationship of participant created (at individual level) E.g. Stayed in touch with other project participants</li> <li>• Sustainable network and relationship of project created between projects and collaborators (at organizational level) E.g. Continue to gain support from the community stakeholders</li> </ul>
Development of individual capacity	<ul style="list-style-type: none"> <li>• The enhancement of individual capacity, including capacity building, role transformation, resilience and strength realization.</li> <li>• Capacity building – E.g. Improved your problem-solving skills</li> </ul>
Impacts on community life quality	<ul style="list-style-type: none"> <li>• Community social capital - The aggregate indicator of natural social capital embedded in community which is consisting of Solidarity, Social capital capacity, Volunteering, Trust, Neighborhood relationship, social inclusion and civility Solidarity – E.g. Participated in public service activities, other than those arranged by the project, with residents in the community</li> </ul>

	<ul style="list-style-type: none"> <li>• Community life quality - Externality of social capital development, it refers to the wellbeing of participant and the community improvements, consisting of happiness, social inclusion improvement, neighbor relation improvement, security improvement and happiness improvement in community. Social inclusion improvement – E.g. Different groups participate in community activities</li> <li>• Re-culturing - Mindset change at organizational level, referring to the inculcation of the knowledge about social capital and the application of this concept of operators and collaborators E.g. The members of your organization recognize the concept of social capital and apply it to the daily operation</li> </ul>
Support from the CIIF	<ul style="list-style-type: none"> <li>• The perceived effort of the CIIF's facilitations to project operators and the emulation of projects.  CIIF-Com/Sec – E.g. Have been coached by the CIIF Secretariat and Committee</li> </ul>
Corporate social responsibility	<ul style="list-style-type: none"> <li>• A set of planed actions being taken by the collaborators for the sake of social wellbeing E.g. Show your concern for local problems with other community stakeholders</li> <li>• Sustainable actions being taken by the collaborators for the sake of social wellbeing E.g. Continue to contribute to campaigns and projects that promote the well-being of the society</li> </ul>
Project Management	<ul style="list-style-type: none"> <li>• Strategies adopted in project implementation included Project Management Strategy (e.g. assessment strategy), Social Capital Development Strategy (e.g. bonding strategy), and Role Transformation Strategy</li> <li>• Project experience refers to the personal feeling and gains that participants had in their participation. Those experiences included Empowerment experience, Rejoicing experience, Socially inclusive experience, Participant's attendance, Resource obtained and psychological gain Empowerment experience – E.g. The project allowed you to have self determination</li> </ul>

**Table 5 Scope of study in Stakeholder Survey & Observation**

## Conceptual Framework of Stakeholder Survey and Observation

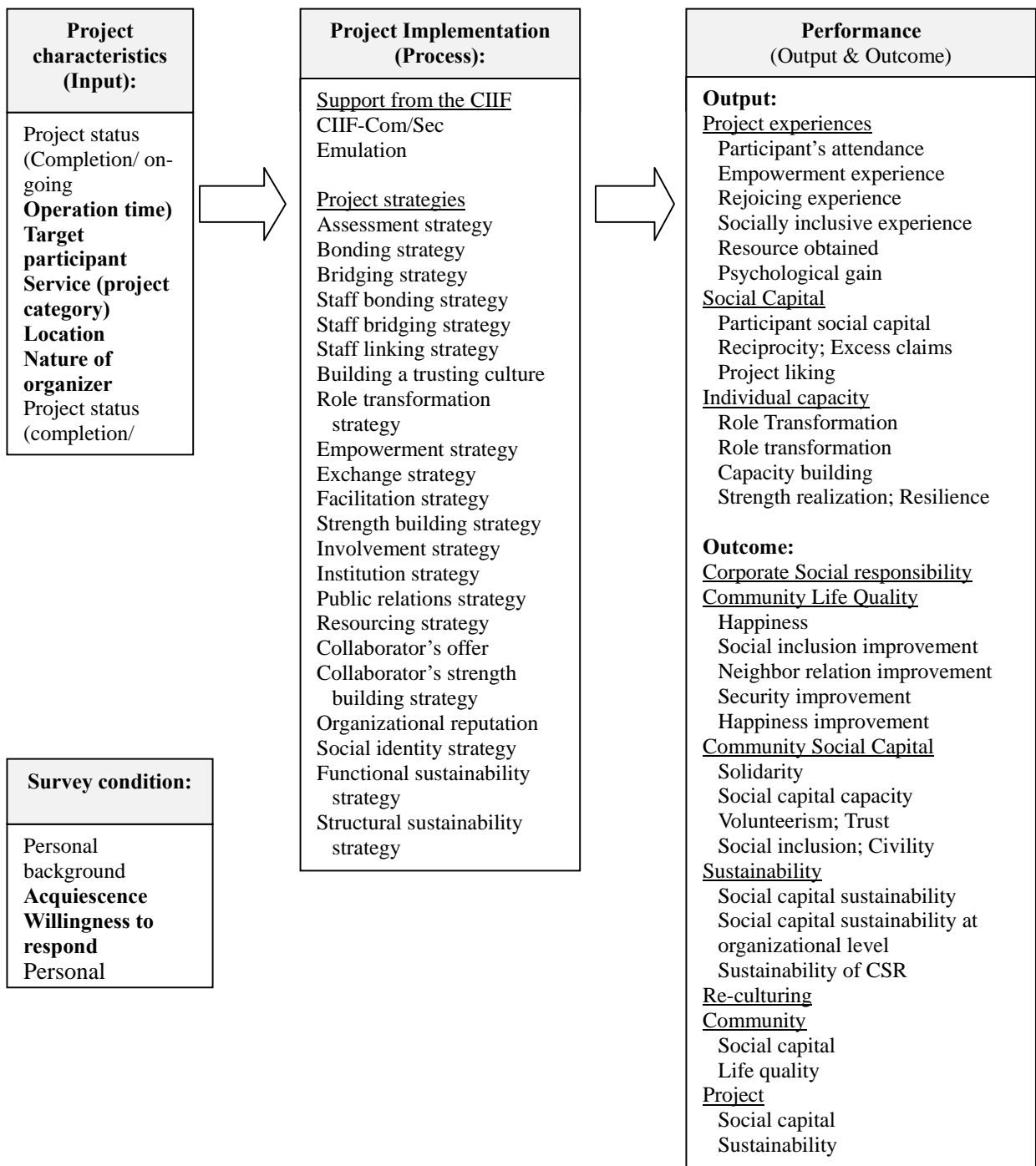


Figure 5 Conceptual Framework of Stakeholder Survey and Observation

3.13 These inputs and strategies derived from the survey of project executives, operators, and collaborators, and the documentary study and on-site observation. They applied to the CIIF-funded projects in which the participants enrolled. Through the procedure of

matching data among participants, executives, operators, collaborators, documents, and observations, each participant merged the participant's own data and project-level data.

- 3.14 Background characteristics included all those of the participant, executive, operator, collaborator, and on-site activity, and those documented. Notably among them were project operation time, project targets, organization types, and demographic characteristics of various informants. The characteristics mainly functioned as control variables in the analysis.
- 3.15 The statistical analysis employed was the linear regression analysis, which could estimate effects of many predictors and tested their statistical significance. Essentially, the analysis proceeded by steps, first examining effects of significant predictors found among background characteristics and then examining effects of significant predictors drawn from inputs, strategies, and project experiences.

### **Data Collection and Analysis**

- 3.16 In October 2010, the CIIF sent an initial letter of contact to all the 213 projects to announce for the commencement of the Second Evaluation. In order to solicit project teams' participation in the Plenary Executive Survey, invitation letters from the CityU were sent out through email and post.
- 3.17 The data collection rolled out in two folds. First the Preliminary Exploration, then the Case Study. Table 3 shows the research methods, tools, target participants and the response rates of the two stages.
- 3.18 Whereas the Plenary Executive Survey involved all the funded projects, the Focus Groups and Case Study engaged projects by invitation. The latter involved 42 projects selected by the stratified random sampling with stratifying variables included location, funding amount, project category and funding duration. This sampling method was to ensure a complete coverage of various types of projects. For project refusing to participate in Focus Group Interviews or Case Study, another project with the same category was chosen as a replacement.
- 3.19 The Plenary Executive Survey was passed to the project leaders or operators through email or post, and was collected with the same manner. All of these questionnaires were self-administered, except one was completed with the help of research officer through phone. Stakeholder Survey, on the hand, was partly self-administered and partly completed with the help of project operators, other project participants and research officers.
- 3.20 Focus Groups and personal interviews were conducted at time and places that were convenient to both the research participant and the researchers. The durations of them were generally 1.5 hour and 1 hour respectively. Informed consent was obtained from each of the research participants before the start of the data collection. For children aged below 18, parental consent was also sought in addition to the consent from research participants.



### ***Data Analysis***

- 3.21 Qualitative data in this study included the information obtained from focus group interviews and individual interviews. All data collection sessions were audio-taped for later references. Content analysis approach was adopted. All focus group interviews were transcribed and data were processed through the familiarization process; meanwhile, the data from individual interviews were managed through NVivo, note taking and discussion.
- 3.22 To ensure the reliability and validity of the data analysis, all the data were visited and revisited by more than two researchers. Coding was done with reference to the research objectives. Re-occurring themes and new themes were identified for further processing. Data from both focus group interviews and individual interviews were synthesized, while the views from different stakeholders were compared and contrasted.
- 3.23 All quantitative data were entered into excel files and were double-checked by researchers. Data were then loaded into the SPSS for analysis and report preparation.

### **Limitation of Data Collection**

- 3.24 Self-selection bias was found in the data collection with projects in later batches were more likely to participate.
- 3.25 The data collection used a cross-sectional approach. Nevertheless, the questionnaires differentiated events and experiences that happened at different time points, such as the latest or last quarter and earlier quarters. This differentiation was to facilitate the assessment of the influences of earlier factors on the later outcomes. As such, social capital at different levels and capability were supposed to be outcomes that would result from strategies and various experiences happening earlier.
- 3.26 With such a wide range of project type and each having its own development process, this study inevitably encountered a difficulty to design data collection tools which catered for all the needs. Acknowledging this challenge, this study sought not to drill into the uniqueness of each project category, but to focus on the commonality shared across projects - the social capital development process.

## 4 RESEARCH RESULTS

- 4.1 The CIIF was found to be effective in developing networks in the community, and fostering the norm of trust, reciprocity and volunteerism. Though this stock of social capital was not an antidote for all social problems, it knitted a social support web to provide a basic structure for mutual help, thus offer a primary prevention from the public health perspective.
- 4.2 Presented in this chapter is the integration of the qualitative and quantitative results from different data collection methods. The findings are organized in accordance to the core research aspects set forth by the CIIF:
- a) Impact of the CIIF (the Fund as a whole, the CIIF Committee and the Secretariat, the CIIF-funded projects)
  - b) The effectiveness of social capital strategies
  - c) CSR and social entrepreneurship
  - d) Critical success factors of the CIIF-funded projects
  - e) Good practice model
  - f) Development of social capital outcome indicators
  - g) Preliminary study of LD-CIIF projects
- 4.3 Quantitative results were measured by and expressed in mean scores. The higher the score, the better the performance. For the negatively phrased items, the scores have already been reversed. Interpretation of results: very high for a score of 80 or above, rather high for a score of 60 to 79, modest for a score of 40 to 59, rather low for a score of 20 to 39, and very low for a score below 20.

**(A) IMPACT OF THE CIIF**

4.4 The success of the CIIF cannot be achieved without the efforts of the stakeholders of its funded projects. Following the discussion of the operation of the CIIF Committee and the Secretariat, this part shifts into the operation of the projects for the sake of corroborating the achievements mentioned in the above and unveiling the uses of project strategies.

**Social capital at individual and group levels**

4.5 Social capital at the individual and group levels was found in both horizontal and vertical dimension.

4.6 In the Plenary Executive Survey, four items of participants’ bonding social capital, 10 items of participants’ bridging social capital and 14 items of participants’ linking social capital arrived at a satisfactory level of reliability. Results showed that the CIIF-projects, as a whole, had achieved its goals in developing participants’/ volunteers’ assisted social capital. The mean scores during the last quarter of the project operation were 96.5 for bonding social capital, 90.3 for bridging social capital and 88.6 for linking social capital.

<b>Assisted social capital created</b>	<b>Last quarter</b>	<b>Earlier quarters</b>	<b>Growth</b>	<b>95% Lower bound</b>	<b>95% Upper bound</b>
	<b>Mean</b>	<b>Mean</b>	<b>Mean</b>		
Participants’ bonding social capital	96.63	95.16	1.47	-0.56	3.50
Participants’ bridging social capital	90.54	91.32	-0.78	-2.16	0.60
Participants’ linking social capital	88.83	90.14	-1.31	-2.89	0.26

**Table 6 Development of participants’/ volunteers’ assisted social capital in Plenary Executive Survey**

4.7 Echoing the above were the positive results of Participant/Volunteer Survey. Apart from the development of bonding, bridging and linking social capitals, the tool also revealed that the project participants and volunteers experienced reciprocity (mean = 69.3) during project operations. Though some stakeholders were too dependent and tended to claim excessively from the networks, they remained the minority with the reversed score of 67.1 for items of the excess claim.

<b>Assisted social capital created</b>	<b>Mean</b>
Participants’ bonding social capital	69.2
Participants’ bridging social capital	58.0
Participants’ linking social capital	57.0

Reciprocity	69.3
Excess claims	67.1

**Table 7 Scoring of Development of assisted social capital in the survey of participant/volunteer**

### ***Manifestation of bonding social capital***

4.8 Bonding social capital manifested itself in relationships among participants and volunteers. Participating in and serving the communities, on one hand, was a “give” as one was required to investment resources such as time and physical strength; on the other hand, it was a “take” as the exchanges with others enriched individuals’ lives and helped build a social support network. In the interviews with volunteers, around half of them shared that they had received support from and/or offered help to other participants/volunteers. For example, when one got sick, his/her neighbors met in the project had taken him/her for medical consultation. When a mother was occupied, a parent from her volunteer team, offered to temporarily look after her children.

(L4 – Project volunteer)

我們會自發一起辦生日會，一起做一些事，一起玩，其實是一邊做(義工)、一面建立關係，再一起去合作。我最記得我們有一些家庭主婦，很喜歡烹飪，我很深刻的是每一次我們生日一起慶祝，拍了很多照片，而這些只是一些小的片段。

(W3 – Project participant)

除了每個月舉辦活動外，我在參加 [計劃] 之餘認識了許多志同道合的朋友。本來大家是不認識的，但認識了後便發現他們的其他興趣也適合自己。那時候引起我其他興趣，亦了解到透過參與這個 [計劃] 可以認識到更多志同道合的人。

(O6 Project participant)

我也有參加其他婦女會的義工，我會覺得這裡的義工比較好。她們沒有勾心鬥角，要做什麼就大家一起去，完全沒有計較要多或做少。外面很多人愛炫耀，喜歡標榜自己做義工。我在其他會就有這種情況出現。但在這個計劃的隊伍中，他們沒有這些，當指定了工作，大家就合力去做...

(IPVQ3 – Project volunteer)

我雖然是義工，但義工與義工之間也有互相幫忙。我們有一個義工朋友病了，我們也算是跟他熟絡。那時，他的小朋友跟我們的小朋友一起上學，有時候他需要覆診，我便替他照顧小朋友。他的小朋友會先到我家，他覆診後就來接回孩子。

### ***Manifestation of bridging social capital***

4.9 Just as bonding social capital was observed, the bridging social capital at group level was also identified. The bridging social capital was commonly found in linkages among groups of women, among different social groups in the community, and among volunteers from different batches of the same program. These bridges across groups connected forces in the community and further extended the members’ network. By having more common friends in the network, the interlocking relationships created more closures, and induced a

stronger collective sanction which secured the trustworthiness of the social structure (Coleman, 1988).

(O6 - Project collaborator)

我們跟 [主辦機構] 商議舉辦一些共融活動...我們各自邀請了一些 [自己組織的] 會員參加，組成一個恆常的組織。我們區內的婦女須要接觸一些狀態較差的婦女 [精神病康復者]，大家彼此交流，互相學習。

(Y3 - Project operator)

在長者中心內，長者對著的都是其他「老友記」。當他們看見一班婦女到來時，長者可以教導她們，又可以跟她們談天。由此，長者一來可以得到關心；二來，長者又可以教婦女一些養生運動。感覺很特別。

(P5 - Project volunteer)

除了探訪外，我們 [義工團隊，包括婦女、青年人及傷健人士] 有茶會。茶會其實都很有趣的，就是我們都盡量會邀請一些曾被探訪過的長者參加。透過茶會，長者可以認識更加多的朋友，而我們也可以與他們更加熟絡... 大家的關係是可以維持。

(IOC01 - Project leader)

(我們的核心義工有四五十人，他們有一半是來自第一梯隊... 我們有一些薪火相傳，第一梯隊傳給第二梯隊，第二梯隊傳給第三梯隊... 到現在是第三批一起開大會。

### ***Manifestation of linking social capital***

- 4.10 Most of the funded projects strived to develop linking social capital between participants/volunteers and resourceful community stakeholders. Despite the obvious difference between the two parties, these relationships were not always one-way (top-down). Two exchange models with reciprocated help were identified.
- 4.11 The first model applied to all types of projects. In it, the project participants took up the responsibility to liaise with resourceful community stakeholders. While the stakeholders provided resources for project development, the project participants/volunteers also gave a hand to volunteer work organized by the resourceful parties. The second model mainly concerned youth development projects. Here, the business sector provided training and employment or internship opportunities to the youths; in return, the young people worked for them as internship or even as full time.

(IOC01 - Project leader)

經過慢慢的培訓，婦女們可以開始自己發聲，有更多參與的意識。我們會組織一些籌備委員會，過程由她們去構思、去討論、去統籌。之前會是由社工去聯絡社區持份者，如校長。到近年 [她們在運作上] 成熟了，已開始自己承擔聯絡的工作。

(R5 - Project leader)

當民政署主任看見我們... 舉辦社區活動的經驗後，覺得值得邀請我們去參與這區的青年委員會工作。

(IOL01 – Project operator)

我們成功增加了一些就業機會。例如，我們曾經和一間壽司店合作。它的經理為我們的服務對象 [青少年] 提供技術培訓及實習。另外，有一家保險公司，他們經常都會需要人手。那個經理很有心，說可以替我們訓練人手，要是 [計劃服務對象] 適合的話，就可以入行。

### *Sustainability of social capital outcomes at individual and group levels*

- 4.12 The sustainability of assisted social capital developed by the projects could be seen at different levels. At the individual and group levels, it was the continuation of relationships among participants and volunteers. At the organizational and project levels, it was the maintenance and extension of working relationship between the partnering organizations.

(M8 – Project collaborator)

我感到深刻的地方是，除了問及計劃自負盈虧的能力外，其實它有甚麼價值可以留下的。因為我覺得他們 (計劃參加者) 經歷那階段 (計劃) 後有些強項可以繼續發展，可能有些在計劃內發掘的強項可以用於其他 platform，可能是工作... 我有信心 [他們] 可以重投社會... 即使沒有能力工作，都可以到學校栽培下一代。我覺得這 values 是十分寶貴的。這些不是用金錢可以衡量得到的。

(E2 – Project leader)

基金計劃已經完了，當中我們組織了一班網主。因為他們喜歡唱歌，歌聲也好，所以他們定期都有來到中心... 練歌。另外，我們其實雖然計劃完了但仍有一些嘉年華凝聚居民。聖誕節或者中秋，通常我們都會有活動。

(E8 – Project collaborator)

我會說我在這個基金計劃內贏到很多友誼... 現在我們也會經常有見面... 即使我現在不在舊有的崗位，但我都會打電話給他們教他們怎樣做。或者是 E7 (另一位合作伙伴) 已退休，他也回來幫手。這個就是社會資本，我不認識那些名詞。是資本凝聚回來的... 我們就算已經調走了，我們的凝聚力在，他們一來電，我們就回來。

(ICK01 – Project collaborator)

我們 [透過計劃] 認識了小學校長及導師... 沒有基金 [資助]... [我們之間的合作] 不但沒有斷絕，反而和更多學校 [合作]。

- 4.13 When compared with bonding and bridging social capital, the linking social capital appeared to be less sustainable. Four observations might explain this phenomenon: (1) the exchanges between resourceful project stakeholders and the participants/volunteers were infrequent. Their interactions were mainly constrained to their participation in the activities arranged by the projects, but they seldom initiated further contacts. (2) Some collaborators were not prepared to actively engage in the projects or cultivate a long term relationships with other stakeholders. (3) Even when the resourceful stakeholders had the willingness to participate in projects' activities, they were always occupied by other businesses. Therefore, the time they could squeeze for the projects was limited. (4) The last critical obstacle shared among project participants and volunteers was the perceived

difficulties in communicating and relating with people of high social status. Many of them did not even have the motivation to get to know the professionals.

(IOR – Project operator)

有時一些人來只是一次性的服務，就沒有繼續... 他們對我們這個服務的社區的印象是否真的很深刻呢？我不擔保... 我們現在聯絡它幫手，即使做了我們的愛心社團，它都不會立即答應幫手，都要考慮。

(M1 – Project operator)

我體會很深的是要在建議書上寫上合作伙伴的名字會比實際容易，但實行時卻時常碰釘。有些機構未必認同我們的立場，有一些則願意跟我們在活動的層面上合作，未必可以維持一段合作伙伴的關係。這會影響服務的進展及持續性。

(IPVN01 – Project volunteer)

有些 [前期] 義工需要上班，變得少 [到中心] 做義工，... 有些要照顧孫兒，... 我四年前 [到中心] 做義工，有兩年停止沒有做義工，因為我丈夫 [有病]，需要照顧他。

(IOR01 – Project operator)

他們 (義工) 是很有心的... 有數位我們稱呼為「龍頭大佬」。他們仍然需要上班，所以不能把時間、花機全放 [在計劃上]。要他們幫手是沒有問題的，但要他們長期 [處理計劃上的事務]，他們沒有時間。

(IPVB01 – Project volunteer)

我開會時就會見到 [不同界別的計劃持份者，如商家]，但我這個人比較被動，不懂如何結識他們... [結交] 高層？高層就少。應該我們的經理有 [跟商家及政府官員有接觸]，但我們就少... 有一些是跟他們一起開的，在過程中我們有互相交流，那就可以認識一些，但我就不會主動找他們。

### Structural sustainability of social capital outcomes

- 4.14 According to participants/volunteers in the completed CIIF projects, the structural sustainability of social capital as a whole was slightly lower than the mid-level ( $M = 46.5$ ). Expressed in an alternative way, 43.5% of the participants/volunteers regarded the structural sustainability to reach the mid-level (50) or above. As regards items of the structural sustainability, it was highest in the item about not stopping to offer help to other project participants ( $M = 87.1$ ). It was rather high in the item about not forgetting people in the project associated as friends in the project ( $M = 64.7$ ). In contrast, it was lowest in the item about staying in touch with the members of the business sector met in the project ( $M = 22.0$ ). Low levels of structural sustainability also transpired in staying in touch with the members of government or political bodies and professional bodies met in the project ( $M_s = 22.4$  &  $28.6$ ).
- 4.15 This implied that the project participant/volunteer had more frequent contact and maintained closer networks with other participants and collaboration units than the linking parties, such as professional bodies, business sector and governmental or political bodies.

<b>Social capital structural sustainability</b>	<b>Mean</b>	<b>SD</b>	<b>% ≥ 50</b>
(not) Stopped offering help to other project participants	87.1	23.2	93.3
(not) Forgot people in the project with whom you befriended	64.7	32.1	82.8
Stayed in touch with other project participants	48.1	32.7	71.6
Stayed in touch with members of project collaborators whom you met in the project	44.5	36.0	64.1
Stayed in touch with members of professional bodies whom you met in the project	28.6	34.2	37.5
Stayed in touch with members of government or political bodies whom you met in the project	22.4	30.2	32.2
Stayed in touch with those members of business sectors whom you met in the project	22.0	27.9	32.8
Overall	46.5	20.1	43.5

**Table 8 Scoring of Social capital structural sustainability in the survey of participant/ volunteer**

Functional sustainability of social capital outcomes

4.16 According to participants/volunteers in the completed CIIF projects, the functional sustainability of social capital as a whole was rather low ( $M = 33.6$ ). Expressed in an alternative way, 36.2% of the participants/volunteers regarded the functional sustainability to reach the mid-level (50) or above. In terms of the items of functional sustainability, it was highest in receiving help from other project participants when being in need ( $M = 41.3$ ). In contrast, it was lowest in receiving help from the members of the business sector met in the project when being in need ( $M = 26.7$ ). It was also similarly low in receiving help from the members of government or political bodies and professional bodies met in the project when being in need ( $M = 26.7$  &  $27.9$ ).

<b>Social capital functional sustainability</b>	<b>Mean</b>	<b>SD</b>	<b>% ≥ 50</b>
When you were in need, you received help from other project participants	41.3	30.2	55.2
Received help from members of project collaborators when you were in need	38.4	33.0	62.1
When you were in need, you received help from members of professional bodies whom you met in the project	29.7	33.6	41.7
When you were in need, you received help from members of government or political bodies whom you met in the project	27.9	30.6	39.0
When you were in need, you received help from members of business sectors whom you met in the project	26.7	33.4	37.9
Overall	33.6	25.3	36.2

**Table 9 Scoring of Social capital functional sustainability in the survey of participant/ volunteer**

*Some correlational analyses between project inputs and outcomes*



4.17 **Effect of duration of participation:** Results showed that duration of participation had a significant positive effect on the participant’s social capital capacity, social capital functional sustainability, and happiness. The longer the participation, the better was the outcomes.

4.18 **Comparison of projects commenced before 2006 and projects commenced after 2006:** A project that started operation in 2006 or after, as compared with a project starting operation before 2006, had its participant significantly higher on bonding social capital, social inclusion, social capital functional sustainability, social capital structural sustainability, and reciprocity. For other items such as linking social capital, no significant correlation was found. These results, on one hand, reflected the improvement of the CIIF’s effectiveness in developing social capital in the current years; on the other hand, they might also reveal the need of longer time for the not-yet matured projects commenced after 2006 to cultivate and consolidate bridging and linking social capitals.

Outcome	Projects commenced after 2006	Size of project team	Project duration
Bonding social capital	.205**	.002	.077
Bridging social capital	-.018	.000	.128*
Linking social capital	-.019	.082	-.026
Community social capital	.077	-.048	.047
Trust	.111	-.052	.074
Volunteerism	.093	.007	.219***
Social inclusion	.228**	.141*	.122
Social capital capacity	-.053	.080	.140*
Social capital functional sustainability	.540***	.226*	.227*
Social capital structural sustainability	.410**	.256*	.176
Happiness	.060	.035	.010
Resilience	.016	.060	-.037
Civility	.011	.052	.195**
Facilitation	.124	.085*	-.055
Reciprocity	.163*	.011	.123
Strength realization	-.057	.068	-.088
Dependency	-.053	.124	-.039
Building of a trusting and mutual-aid culture	.058	.037	.046
Role transformation	.004	.015	.107**
Public assistance expected	.016	.006	.029

Note. The regression analysis controlled for all significant background characteristics.

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Table 10 Standardized effects of project and participant basic characteristics on participant social capital and well-being**

4.19 **Effect of size of project team:** A project team that had more staffs showed significantly higher social cohesion, and facilitation in the project participant. (Remark: Question in Plenary Executive Survey: Please report the participation – no. of project staff and no. of resigned staff)

- 4.20 **Effect of project duration:** A project that had operated for a longer time at the time of the survey witnessed higher volunteerism, social capital capacity, civility, and role transformation in the project participant. The operation time did not show any significant negative effect on social capital and well-being. Therefore, project operation time was generally conducive to development in social capital and well-being.
- 4.21 **Effect of time since project completion:** For completed projects, time from project completion to the survey showed significant negative effects on both the structural and functional sustainability of social capital (including all relationships). Nevertheless, for those structural and functional sustainability concerning fellow project participants, the negative effects of time since project completion were not statistically significant. These findings indicated that although the time eroded the sustainability of social capital as a whole, it did not necessarily diminish that among fellow participants.

Outcome	Time since project completion	Multiple phasing
Social capital structural sustainability	-.634***	.114
Stayed in touch with other project participants	-.298	.043
(not) Stopped offering help to other project participants	-.104	-.176
Social capital functional sustainability	-.725***	.297*
When you were in need, you received help from other project participants	-.101	.086

Note. The regression analysis controlled for all significant background characteristics.

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Table 11 Standardized effects of project completion and phasing on participant social capital sustainability**

- 4.22 **Effect of multiple phasing:** For completed projects, the multiple phasing of the project displayed a significant positive effect on social capital functional sustainability. The positive effect of multiple phasing on social capital structural sustainability, nevertheless, was insignificant. On sustainability dealing with fellow participants, multiple phasing did not give significant effects. Hence, multiple phasing mainly facilitated the functional sustainability of social capital associated with collaborators, government, enterprises, the community and others, but not directly with project participants.
- 4.23 **Effect of size of service unit:** The project that had more staffs in its service unit had the project participant having significantly higher social capital and wellbeing generally. Significant findings applied to the participant's bridging social capital, linking social capital, community social capital, volunteerism, civility, facilitation, reciprocity, and strength realization. Moreover, the participant was significantly lower in expectation for public assistance. These findings would illustrate the strength of staffing in social service (Cleary 1997; Cowan et al. 1999; Fafehamps and Minten 2002; Brudney and Nezhina 2005). Hence, the unit staffs of the project were likely to boost the effectiveness of the project. (Remark: Question in Plenary Executive Survey: Please report no. of staff of your working unit)

Outcome	Size of service unit	Collaborator unit staff	Number of collaborators	Project-collaborator or contact
Bonding social capital	.048	-.088	-.187**	-.160
Bridging social capital	.392***	.053	-.012	-.222**
Linking social capital	.339***	.048	-.058	-.190*
Community social capital	.240**	-.014	-.069	-.343***
Trust	.060	-.246**	-.163**	.004
Volunteerism	.344***	.053	.085	-.045
Social inclusion	.050	-.210**	-.082	-.330***
Social capital capacity	.121	-.034	.056	.017
Social capital functional sustainability	.161	-	-	-
Social capital structural sustainability	-.044	-	-	-
Happiness	-.051	-.209**	.025	-.004
Resilience	-.238**	-.118	-.067	.002
Civility	.375***	.105	.063	-.036
Facilitation	.279***	.111	-.112	-.349***
Reciprocity	.306***	.008	-.046	.113
Strength realization	.367***	.265***	.008	-.174*
Dependency	-.099	.066	-.109	-.217*
Building of a trusting and mutual-aid culture	.101	.145	-.098	-.038
Role transformation	-.044	-.009	-.035	-.064
Public assistance expected	-.428***	-.037	-.112	-.265**

Note. The regression analysis controlled for all significant background characteristics.

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Table 12 Standardized effects of project and collaborator organizational characteristics on participant social capital and well-being**

4.24 **Effect of size of collaborator:** The collaborator that had more staffs in the unit had the project participant having significantly higher in strength realization, but significantly lower trust, social inclusion, and happiness. This finding might have revealed that the success of the project did not merely determine by the quantity of staffs but the quality of service. (Cleary 1997; Cowan et al. 1999; Fafehamps and Minten 2002; Brudney and Nezhina 2005). Discussed in the existing literatures is the role of organizational size in company's effectiveness and company's culture, and it appears that both large company and small company have their unique competitive edges. While the larger companies generally reports more intellectual capital as they have a larger pool of stakeholders (An, Davey & Eggleton, 2011), the small scale organizations also enjoy a more positive organizational culture with higher morale and the management is usually perceived to be more consultative and democratic (Connell, 2001). Acknowledging advantages of different companies, it is suggested the accent of collaborator recruitment is not on the size of the organization, but whether the advantages of the organizations can be mobilized to contribute to the service.

- 4.25 **Effect of number of collaborator:** The project that had more collaborators turned out to have significantly lower bonding social capital and trust in the project participant. Having more collaborators was unlikely to result in stronger social capital in the project participant. This might be because the presence of more collaborators would create more diffusion and distraction that weakened project effectiveness (Hasnain-Wynia Romana et al. 2003). This might have underscored the importance of cultivating constructive collaboration rather than simply having a large number of collaborators on paper.
- 4.26 **Effect of frequency of contact:** The project participant associated with a project with more frequent project-collaborator contact was significantly lower in social capital and wellbeing generally. This happened to the participant's bridging social capital, linking social capital, community social capital, social inclusion, facilitation, and strength realization. Hence, frequent project-collaborator contact was unlikely felicitous to the participant. One possibility was the generation of more interference from the collaborator with the project due to more frequent contact with the project. This might happen when the interference impaired the chain of command and therefore performance of the project (Morgan 1997).
- 4.27 **Effects of organizational type:** Due to the limited number of projects involved in the case study, organizations to which the projects attached were primarily professional, service service, religious organizations. Significant results showed that the social service organization had its project participants showing higher social capital in various aspects. In contrast, the religious organization had lower social capital in various aspects among its project participants. This finding was consonant some existing findings about the advantage of the social service organization in building social capital through organizational expertise and resources (Graybeal 2007).

Outcome	Professional	Social service	Religious
Bonding social capital	.109	.322***	-.068
Bridging social capital	-.057	.145*	.029
Linking social capital	-.036	.083	-.171*
Community social capital	-.063	.145**	-.162**
Trust	-.039	.266**	-.108
Volunteerism	.003	.322***	.142*
Social inclusion	-.186**	.011	-.125
Social capital capacity	.047	.332***	-.138*
Social capital functional sustainability	-	-	-
Social capital structural sustainability	-	-	-
Happiness	-.064	.282***	-.284***
Resilience	-.107	.141	-.011
Civility	-.017	.181*	.085
Facilitation	-.066	.089	.054
Reciprocity	-.056	.256**	.075
Strength realization	-.073	.027	.071
Dependency	.079	-.116	-.250***
Role transformation	-.065	-.007	.056

Outcome	Professional	Social service	Religious
Role enhancement	-.034	.087	.076
Public assistance expected	.007	.030	-.015

Note. The regression analysis controlled for all significant background characteristics.

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Table 13** Standardized effects of project organization type, based on project participants' data

4.28 **Large enterprise as collaborator:** When the collaborator was a large enterprise, the project participant showed significantly lower linking social capital, community social capital, and social inclusion. Some of the large enterprise did not appear to participate actively in the project on a long-term basis. This finding was consistent with research and theory that the larger enterprise has more difficulty in mobilizing participation within the enterprise (Giugni and Nai 2009). Echoing this quantitative finding is the qualitative findings suggesting that business partners tend to be less active in building relationship with participants and volunteers, hence their contributions to the cultivation of linking social capital, community social capital and social inclusion are limited. It is not how large the enterprise that matters, it is the amount of contributions to the project that makes a difference.

Outcome	Large enterprise	Small or medium enterprise	Local	Professional
Bonding social capital	-.038	.162*	-.072	-.047
Bridging social capital	-.033	-.147*	-.120*	-.076
Linking social capital	-.191**	.050	-.042	-.154*
Community social capital	-.121**	.065	.031	-.033
Trust	-.030	.224**	.089	.087
Volunteerism	-.004	-.439***	-.043	-.154*
Social inclusion	-.139*	.092	-.086	-.150*
Social capital capacity	-.047	-.175*	-.231**	-.106
Social capital functional sustainability	-	-	-	-
Social capital structural sustainability	-	-	-	-
Happiness	-.088	.170*	.038	-.046
Resilience	-.017	.159	.054	-.044
Civility	-.058	-.200*	-.030	-.100
Facilitation	-.046	.049	.094	.055
Reciprocity	.096	-.231**	-.038	-.047
Strength realization	-.012	-.144*	-.071	-.007
Dependency	-.043	.257**	-.039	-.059
Building of a trusting and mutual-aid culture	-.025	.161*	.142*	.174*
Role transformation	.072	-.049	-.254***	-.166*
Public assistance expected	-.029	-.013	-.011	-.027

Note. The regression analysis controlled for all significant background characteristics.

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Table 14** Standardized effects of collaborator organizational type on participant social capital and well-being

- 4.29 ***Small or medium enterprise as collaborator:*** When the collaborator was a small or medium enterprise, the project participant did not show consistently higher or lower social capital and wellbeing.
- 4.30 ***Local organization as collaborator:*** When the collaborator was a local organization, the project participant displayed significantly lower bridging social capital, social capital capacity, and role transformation. The local organization, whose networking or social capital was limited, was unlikely to be a collaborator that helped participants reach out to the wide community. This finding was compatible with existing research evidence (Mosca and della Porta 2009).
- 4.31 ***Professional organization as collaborator:*** When the collaborator was a professional organization, the project participant exhibited significantly lower social capital, volunteerism, social inclusion, and role transformation. Such a collaborator might not be especially proficient in enhancing project participants' social capital, as the professional organization was unlikely well-versed or experienced in social service. The finding was consistent with some existing evidence (Greenberg and Walters 2004).
- 4.32 ***Social service organization as collaborator:*** When the collaborator was a social service organization, the project participant maintained significantly higher bonding social capital, community social capital, trust, and happiness but significantly lower strength realization. The finding might illustrate the strength of social services (Graybeal 2007).

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Outcome	Social service	Religious	Youth	Women
Bonding social capital	.166*	.056	.081	.001
Bridging social capital	.021	-.003	-.060	.025
Linking social capital	-.088	-.074	-.047	-.082
Community social capital	.188**	.080	.117*	.032
Trust	.262**	.015	.167	.025
Volunteerism	.011	-.151*	.055	.067
Social inclusion	.119	-.026	-.002	-.071
Social capital capacity	-.059	-.078	-.050	-.025
Social capital functional sustainability	-	-	-	-
Social capital structural sustainability	-	-	-	-
Happiness	.188*	.191**	.041	-.005
Resilience	.087	.071	.060	.103
Civility	-.018	-.108	.032	.001
Facilitation	.054	.074	.019	.046
Reciprocity	.097	-.087	.045	.107
Strength realization	-.128*	-.100	-.075	.136**
Dependency	.038	.108	-.036	-.183**
Building of a trusting and mutual-aid culture	.104	.029	-.016	.138*
Role transformation	-.026	-.054	.174**	.064
Public assistance expected	.023	-.005	.003	-.052*

Note. The regression analysis controlled for all significant background characteristics.

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Table 15** Standardized effects of collaborator organizational type on participant social capital and well-being

- 4.33 **Religious organization as collaborator:** When the collaborator was a religious organization, the project participant enjoyed significantly higher happiness but displayed significantly lower volunteerism. The former would indicate the effectiveness of the religious organization (Corbin 1999). Nevertheless, the effects of the religious organization was not pervasive and consistent.
- 4.34 **Youth organization as collaborator:** When the collaborator was a youth organization, the project participant manifested significantly higher community social capital and role transformation. This would be some evidence for the effectiveness of youth organization (Brudney and Nezhina 2005). Nevertheless, the effects of the youth organization were only sporadic.
- 4.35 **Women organization as collaborator:** When the collaborator was a women organization, the project participant was significantly higher in strength realization and building of a trusting and mutual-aid culture, and significantly lower in dependency and public assistance expectation. The women organization might help in empowerment or capacity building. This would be evidence for the effectiveness of the women organization (Brudney and Nezhina 2005)

#### Effectiveness of different types of activity in engendering social capital

- 4.36 **Visiting:** Among project activities observed, the activity of visiting tended to have the project participant having higher social capital, compared with unspecified activity. Statistically significant advantages appeared in the participant's bridging social capital, volunteerism, and strength realization. The participant also had a significantly lower expectation for public assistance. Nevertheless, the participant had significantly lower resilience.
- 4.37 **Training:** Moreover, the project with training activity observed had the project participant showing higher social capital and wellbeing. Notably, the participant was significantly higher in bridging social capital, linking social capital, community social capital, volunteerism, civility, facilitation, strength realization. The participant also had a significantly lower expectation for public assistance. However, the participant had significantly lower resilience.
- 4.38 **Seminar and carnival:** In contrast, the project that had its seminar or carnival observed witnessed mixed findings in its participant's social capital and wellbeing, as compared with the project that had an unspecified activity observed.
- 4.39 In all, the project that had its training observed exhibited the highest levels of social capital and wellbeing in its participant. This finding attested to the merit of training for the project to sustain participants' social capital and wellbeing, provided that training was a project focus that was open to observation. The importance of training or empowerment for social

capital and capacity building is already noteworthy (Lee et al. 2004; Letendre 1999; Werner 2004).

Outcome	Visiting	Seminar	Training	Carnival
Bonding social capital	-.074	.005	.051	-.068
Bridging social capital	.218**	.189*	.406***	.159*
Linking social capital	.000	-.182*	.226**	-.016
Community social capital	.121	-.015	.359***	.005
Trust	-.082	-.220**	-.129	-.175*
Volunteerism	.185**	.228**	.270**	.154*
Social inclusion	-.026	-.154*	.023	-.175**
Social capital capacity	-.010	.074	-.098	-.099
Social capital functional sustainability	-	-	-	-
Social capital structural sustainability	-	-	-	-
Happiness	-.098	-.181*	-.115	-.202**
Resilience	-.294***	-.348***	-.242**	-.316***
Civility	.148*	.112	.292**	.101
Facilitation	.076	.054	.403***	.229**
Reciprocity	-.006	.149	.077	.063
Strength realization	.198**	.139	.360***	.165*
Dependency	-.018	-.126	-.032	-.071
Building of a trusting and mutual-aid culture	.121	-.069	.256**	.065
Role transformation	.068	.035	-.165*	-.014
Public assistance expected	-.283***	-.295***	-.172*	-.103

Note. The regression analysis controlled for all significant background characteristics.

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Table 16 Standardized effects of type of activity on participant social capital and well-being**

## Social capital at project and organizational level

### *Bonding social capital*

4.40 As shared by some of the collaborators, participating into the CIIF projects as corporate volunteers provided them a joyful platform to interact with their colleagues, thus improved their relationship.

(K7 - Project collaborator)

[企業義工同事於活動] 前會 [一起] 做很多預備功夫，例如：想一想主題故事可以有什麼配合的活動。[義工們] 會有小組討論：「我們這次故事可以利用什麼工具去令內容更加有趣、生動活潑呢？怎樣可以吸引小朋友有更互動？」...他們很好，由計劃到現在都覺得可以參與其中，實在很開心。

4.41 Project operators also observed the development of bonding social capital among corporate volunteers.



(IOP01 – Project operator)

[有些商界的合作伙伴] 也講究 [公司內部] 同事的參與，因為他們看到同事做義工對機構形象、團隊精神、同事之間的合作和包容等的正面提升... 另外，因為他們參與義工服務，所以話題也增多了、共識也建立了... 對於同事之間的關係，他們見面時並不只是談公事... 大家在公事之外也有合作的話，沒有了那種公司的利益，便能夠很自由地交流，對同事來說也是一件好事。

4.42 Not only the collaborators enjoyed this engenderment of bonding social capital, the organizers also witnessed this outcome in their own organizations.

(IOI01 – Project operator)

這個計劃讓員工有一個向心力... 透過非政府機構的活動，可以凝聚員工的團結性。

### ***Bridging and linking social capital***

4.43 As said by project collaborators, for the organizations involved in the CIIF-funded projects, one of the most significant rewards would be the bridging and linking social capital cultivated – the cross-sectoral connections among organizations from the tripartite working relationship.

(E2 – Project leader)

我們四個 [社福] 機構... 本身不是太熟絡... 各有各的，但這個計劃令大家知道有同一目標... 我們這四個機構的服務對象是不同的，他們的對象是長者，我們的對象就是青少年。

4.44 The tripartite working relationship was evaluated in the Plenary Executive Survey with index, project linking social capital. All items in this construct achieved a satisfactory level of reliability. When asked to rate the frequency of the exhibition of social capital between the project staffs and resourceful stakeholders, including business sector, government and professional bodies, in the last quarter of the project, the scoring reached 73.1, which was between “sometimes” and “often”.

<b>Assisted social capital created</b>	<b>Last quarter</b>	<b>Earlier quarters</b>	<b>Growth</b>	<b>95% Lower bound</b>	<b>95% Upper bound</b>
	<b>Mean</b>	<b>Mean</b>	<b>Mean</b>		
Project linking social capital	73.1	-	-	-	-

**Table 17 Development of project linking social capital in Plenary Executive Survey**

4.45 Sharing across project operators and collaborators, these networks benefited the organizations mainly in three ways: (1) The organizers were provided with financial and physical resources from the other supporting institutions; (2) the partners were able to promote their projects; (3) the partnership multiplied the human resources one could mobilize.

(G1 – Project leader)

當然應是因爲互惠互利。他們會問及贊助的用途及推廣地點，藉此宣傳產品。曾有一個代理真的把嬰兒產品拿來，完結後留下給我們，並沒有取回。

(V7 – Project collaborator)

因爲我們公司的取向就是希望能融入社區... 作爲一家上市的建築公司，要負責製作品牌和形象，我們需要作出一些社區性的服務。在環觀來說，我們困在廠內，與外界的溝通渠道少。在偶爾的機會下，我們認識了基金計劃主辦機構的一位同事，然後透過他/她認識了這個機構。上一年的九月份，我們一起舉辦了一個清潔海灘的活動... 其實，[我們] 以前已經想與社區內的朋友一起參與類似活動，但我們所能動員的人手不足夠應付。恰巧他們有這類似的活動，我們可以在資源上配合。

### ***Sustainability of organizational structure and social capital outcomes***

- 4.46 According to the operators of the completed CIIF projects, the structural sustainability of social capital of the project was moderately high ( $M = 67.7$ ). In terms of items, it was highest in continuing to gain support from community stakeholders ( $M = 78.1$ ). In contrast, it was lowest in continuing to obtain enough resources to support project operation ( $M = 56.3$ ).
- 4.47 It appeared that the operators found it easier to maintain human resources, operation structure and support from community than to obtain adequate resources for the continuation of operation. This lack of resources after the funding period resonated in interviews with project leaders, operators, volunteers and collaborators.

<b>Social capital structural sustainability at organizational level</b>	<b>Mean</b>
Continue to gain support from community stakeholders	78.1
The social participation platforms and mutual-aid networks continue their operation after the funding period	82.1
Members (not) gradually leave	62.5
Resources have (not) been gradually depleted	62.5
Continue to obtain enough resources to support project operation	56.3
<b>Overall</b>	<b>67.7</b>

**Table 18 Scoring of Social capital structural sustainability at project level in the survey of operator**

### ***Sustainability of networks and the pro-social culture***

- 4.48 According to the operators of the completed CIIF projects, the functional sustainability of social capital of the project was rather high ( $M = 74.6$ ). In terms of items, it was highest in the spirit of trust and mutual help remaining in the project participants, volunteers, organizer, and collaborators ( $M = 85.7$ ). It was also high in avoiding the increase in distance in the mutual-aid networks ( $M = 82.1$ ). Meanwhile, the lowest was in the continuation of operation of mutual-aid networks developed by the project ( $M = 62.5$ ).

<b>Social capital functional sustainability at organizational level</b>	<b>Mean</b>
The spirit of trust and mutual help remained in the project participants, volunteers, organizer and collaborators	85.7
Distance has (not) been gradually built up in the mutual-aid networks	82.1
Continue the success in enhancing community capacity	78.1
The spirit of trust and mutual help continue to expand in the community	75.0
Volunteer team continuously operate in the community	75.0
Continue to promote the collaboration between residents in the community and organizations to solve problems in the community	71.4
The mutual-aid networks developed by the project gradually (not) stop their operation	62.5
<b>Overall</b>	<b>74.6</b>

**Table 19** Scoring of Social capital functional sustainability at project level in the survey of operator

***Input from collaborators for the sustainability of organizational structure and social capital outcomes***

4.49 According to the collaborators of the completed CIIF projects, the structural sustainability of social capital of the project was moderately high ( $M = 71.4$ ). In terms of items, it was highest in not withdrawing from the collaboration with other project collaborators ( $M = 89.3$ ). It was also very high in not stopping to invest in the extended activities or mutual-aid networks of the project and not withdrawing from extended activities or mutual-aid networks of the project ( $M_s = 86.1$  &  $80.6$ ). In contrast, it was lowest in facilitating the project to keep obtaining resources to maintain its operation ( $M = 53.6$ ).

4.50 While the collaborators generally disagreed that the social participation platforms, mutual-aid networks, and collaborations developed in the projects would gradually lose their effects when the funding ended; they had also indicated their support for the continuous functioning of these structures and systems. However, same as operators, obtaining resources to maintain the operation was perceived to be the greatest challenge to all.

<b>Input from collaborators for social capital structural sustainability</b>	<b>Mean</b>
(Not) Withdraw from the collaboration with other project collaborators	89.3
(Not) Stop investing in the project's extended activities or the mutual-aid networks	86.1
(Not) Withdraw from the projects' extended activities or mutual-aid networks	80.6
Assist the project to sustain the social participation platforms and mutual-aid networks built	75.0
Assist the volunteer teams formed in the project to continue to serve the community	59.4
Assist the project to gain support from other stakeholders in the community	56.3
Facilitate the project to keep obtaining resources to maintain its operation	53.6

<b>Input from collaborators for social capital structural sustainability</b>	<b>Mean</b>
<b>Overall</b>	<b>71.4</b>

**Table 20** Scoring of input from collaborators for social capital structural sustainability in Collaborator Survey

***Input from collaborators for the sustainability of networks and pro-social culture***

4.51 According to the collaborators of the completed CIIF projects, the functional sustainability of social capital of the project was very high ( $M = 82.5$ ). In terms of items, it was highest in the avoidance of loss in the effectiveness of social participation platforms and mutual-aid networks ( $M = 100.0$ ). It was also very high in the continuation of operation of social participation platforms and mutual-aid networks, impact of the spirit of trust and mutual help, and continuation of the spirit of trust and mutual help ( $M_s = 85.7, 83.3, \& 80.0$ ). In contrast, it was lowest in continuing to assist the project in community capacity building ( $M = 56.3$ ).

<b>Input from collaborators for social capital functional sustainability</b>	<b>Mean</b>
(Not) Realize that the social participation platforms and the mutual-aid networks gradually lose their effectiveness	100.0
(Not) Realize that the social participation platforms and the mutual-aid networks gradually stop operating	85.7
(Not) Realize that the spirit of trust and mutual-help promoted by the project has no impact to the community	83.3
(Not) Realize that the spirit of trust and mutual-help gradually fade away	80.6
Continue to assist the project in community capacity building	56.3
<b>Overall</b>	<b>82.5</b>

**Table 21** Scoring of input from collaborators for social capital functional sustainability in Collaborator Survey

***Performance of different types of projects***

4.52 From the Plenary Executive Survey, when comparing the development of social capital outcomes in different project category, Elderly Support project performed the best with an average mean score of 95.2, the Cross Generation project was the second with mean of 94.6, and Youth Employment the third. Although the effectiveness varied, the range was indeed quite narrow, with a discrepancy of 5.9.

4.53 The difference between the most effective and least effective category came larger when project's linking social capital was of concern. With Youth Employment projects scoring an average mean of 78.7, the Social Integration projects only yielded a score of 64.2. The discrepancy between the two was 14.5.

4.54 While these quantitative analyses provided some references to determine the fruitfulness of the funded projects, the interpretation of them should take more factors into account in order to achieve an objective conclusion. One of the considerations, for example, was the varied amount of projects in each category.

Types of social capital	Youth Employment	Health Care	Cross-generation	Social integration	Community and capacity building	Family and child welfare	Elderly support
Participants' Bonding	93.7	93.8	100.0	98.2	98.5	96.4	100.0
Participants' Bridging	90.3	88.0	94.4	90.1	91.2	89.5	100.0
Participants' Linking	93.9	86.2	89.4	87.2	85.5	88.2	85.7
<i>Average</i>	92.6	89.3	94.6	91.8	91.7	91.4	95.2
Project's Linking	78.7	77.0	72.1	64.2	73.0	71.7	73.1

**Table 22 Performance of different types of projects in Plenary Executive Survey**

- 4.55 With reference to the review of recent studies in Hong Kong, the project that targets EM or operates in Tin Shui Wai or the Southern District was particularly of concern. The review suggests that the Southern District would fare better in social capital and capability, while Tin Shui Wai and minorities had comparatively less social capital and capability. Statistically significant results showed that the participant in the project operating in Tin Shui Wai was lower in bridging social capital, community social capital, trust, social inclusion, social capital capacity, social capital structural sustainability, happiness, resilience, and reciprocity. These results consistently indicated that the participant was lower in various indicators and social capital and capability. In contrast, the participant in the project operating in the Southern District was higher in bridging social capital, linking social capital, trust, volunteerism, social capital capacity, civility, facilitation, reciprocity, strength realization, and role transformation. Furthermore, the participant was lower in dependency or the excess claim.
- 4.56 These results showed the participant's greater social capital and capability. However, the participant was also lower in resilience and higher in expectation for public assistance (i.e., CSSA). Overall, the findings generally echoed the arguments noted in recent studies, and this was testimony of the repeatability and consolidation of knowledge about social capital in Hong Kong. The findings also indicated the need for strengthening social capital in Tin Shui Wai and demonstrated the fruitful performance of social development building in the Southern District.

Outcome	Tin Shui Wai	Southern	Targeting minorities
Bonding social capital	-.054	.093	.050
Bridging social capital	-.294***	.229***	.011
Linking social capital	-.022	.144**	.002
Community social capital	-.185***	-.069	-.024
Trust	-.133*	.146*	-.096
Volunteerism	-.098	.151*	-.014
Social inclusion	-.246***	.051	.010
Social capital capacity	-.447***	.248***	.178**
Social capital functional sustainability	-.059	-	-
Social capital structural sustainability	-.326**	-	-

Outcome	Tin Shui Wai	Southern	Targeting minorities
Happiness	-.239**	-.060	-.061
Resilience	-.142*	-.192*	-.127*
Civility	-.065	.353***	-.010
Facilitation	.013	.191***	.023
Reciprocity	-.229***	.245***	.042
Strength realization	.006	.142**	-.100*
Dependency	.097	-.295***	.012
Building of a trusting and mutual-aid culture	-.098	.218**	-.127*
Role transformation	-.047	.029	-.042
Public assistance expected	-.006	.039*	.047**

Note. The regression analysis controlled for all significant background characteristics.

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Table 23** Standardized effects of the project location and target on participant social capital and well-being

4.57 The participant in the project targeting EM was higher in social capital capacity. Nevertheless, the participant was lower in resilience, strength realization, and role transformation, and higher in expectation for public assistance. The participant was also not different from others in most aspects of social capital. Hence, the participant in the project targeting minorities was not consistently lower in social capital and capability. This finding might already purport that the project targeting minorities did a good job in making the participant's social capital and capability on par with those of the participant in other projects.

## Re-culturing

4.58 Re-culturing, in this context, was about changes in work culture.

### *Re-culturing in organizers*

4.59 Revealed in the scoring of re-culturing in Operator Survey, the organizers being interviewed generally expressed their likelihood to adopt the social capital strategies into their mainstream services to foster mutual-aid networks.

Application of social capital concepts in organizers	Mean
Your organization (not) disapprove the use of social capital strategies in other services	77.0
Apply the social capital strategies to other services provided by your organization, as to foster participants' self-efficacy and expand their mutual-aid networks	70.2
Apply the concept of the social capital in connecting community stakeholders during everyday operation	64.4
Your organization have (no) difficulties applying the social capital strategies to other services	60.6
<b>Overall</b>	<b>68.1</b>

**Table 24** Scoring of application of social capital concepts in organizers in the survey of operator

4.60 Meanwhile, the qualitative results also confirmed this sustainability.

(IOP01 – Project participant)

我們於計劃完結後仍能將 [社會資本的理念] 配合到自己的工作手法中... 就是做了很多搭橋鋪路和結網的工作。但一邊做，我會想到不同界別的需要不同，文化也不同，我覺得社工的彈性和敏銳的程度 [要高]，即溝通能力要強。

4.61 Besides the acquaintance of social capital strategies, the tripartite working model emphasized by the CIIF also made a difference in organizers' working culture. To solicit involvement from multiple agencies, the operators, who served in the CIIF-funded projects, were pulled out from their comfort zones to reach out to people in business and professional sectors. Shared by the frontline social workers who were in charge of this liaison work, the stretching was really a challenge to them in the beginning.

(IOD01 – Project operator)

我們社工不懂得如何跟商界接洽。其實商界有一套自己的語言，我們跟他們協商時須花上許多時間。

(D1 – Project operator)

坦白說，那時候我剛剛畢業投身社會，工作範圍只不過是負責中心活動，和一些青少年傾談。忽然間，我接手了這個計劃，須要走出社區，邀請一些商戶和師傅加入。對我來說，我覺得困難，因為我並不是一個愛交際的人，即是要我和其他人打交道，找一些人加入活動，我也覺得很困難。

4.62 Though there were struggles to build relationships with the profit-making organizations and to negotiate with them, the project staffs found the experience rewarding.

(IOB02 – Project leader)

我們(社工)本已有參與社區工作。但 CIIF 在這之上會問：「我們怎樣做連線工作？」以往我們可能會有探訪，也有找義工協助，模式也差不多。不過，我不會在腦海想著把服務再昇華，繼而去問：「怎樣把商界連繫到老人家身上？... 怎樣出去社區推廣我們的服務呢？」CIIF 讓我的專業推至另一個層面。

(D1 – Project operator)

我覺得這計劃是一種創新的服務思維。我們可以主動出擊，走進社區尋找熱心人。因為如果沒有這個計劃，我們不會打算到區內找 [企業] 義工，邀請他們幫助青年人。

(IOQ02 – Project leader)

以前做事的方式是在社區找一些問題去解決，覺得社區有問題。現在我對社區的看法擴闊了很多。因為我體會到很多人都不計較，一人貢獻一些，同心合力。社區有很多寶藏，在乎我們是否去發掘和使用。其實社區的人可以幫助自己區的人，不一定要靠索取政府的資源。

4.63 This reaching-out not only benefited the social welfare agencies by developing their workers' communication skills, but also allowed them to tap into the resources in the bonding, bridging and linking social capital which they seldom secured previously.

(IB02 – Project leader)

因為透過這個平台 (CIIF 基金計劃)，我們凝結了許多力量。無論是長者、婦女或是與整個社區的關係，對於我們這個自資營運單位，這些力量就是資源。誰替我們製作工藝品？就是我們的義工、半義務人士或是專業人士。

(IOP01 – Project operator)

最初有官員參加了這個計劃的嘉許禮。因為他很認同我們這個計劃的服務，所以就找他的朋友幫手。當然我們..並不是立即要他提供數十萬資助，而是先讓他認識我們的服務，令他覺得自己對這些「外展細路」有責任感，然後才跟他討論新的計劃。於是，他就變成計劃其中一個的支持者。我想這跟社區資本的手法和理念是一脈相承的。

### ***Re-culturing in collaborators***

4.64 The re-culturing, meanwhile, was also found in collaborators. Through the volunteer worked in the projects, the collaborators came to realization of participants' and volunteers' capabilities. The abilities of marginalized groups were validated. In contrast, the values such as trust and mutual help promoted by the CIIF seemed to have penetrated into the collaborators' working culture. As indicated in the Collaborator Survey, "recognizing the capabilities of project participants and volunteers" was the most significant transformation, and "building a trusting and mutual-help culture in organization" the second.

<b>Collaborators' recognition of the values and practices promoted by the CIIF</b>	<b>Mean</b>
Recognize the capabilities of project participants and volunteers	84.4
Build a trusting and mutual-help culture in your organization	76.0
Realize the advantages of partnership in the cross-sectoral collaboration	69.6
Build a culture of trust and mutual help in cross-sectoral collaboration	67.7
Recognize the ability of the groups that are marginalized	67.4
<b>Overall</b>	<b>73.02</b>

**Table 25 Scoring of collaborator's recognition of the values and practices promoted by the CIIF in the survey of collaborator**

4.65 Measuring the sustainability of social capital concepts in collaborators was through four items in Collaborator Survey - "apply the concept of social capital to cultivate the spirit of mutual help among the members of your organization" (68.5), "apply the concept of social capital to foster the spirit of mutual-trust among the members of your organization" (62.5), "apply the concept of social capital to collaborate with cross-sectoral partners" (59.4), and "the members of your organization recognize the concept of social capital and apply it to the daily operation" (58.3).



4.66 With the first-hand experiences of applying social capitals to real practices in the funded projects, the partners found themselves have a good grasp of the concepts and were able to cultivate and foster a trusting and mutual-help culture. However, furthering the social capital ideas to the cross-sectoral partners and inculcating the ideas into their colleagues minds might sometimes beyond their control.

<b>Sustainability of social capital concepts in collaborators</b>	<b>Mean</b>
Apply the concept of social capital to cultivate the spirit of mutual help among the members of your organization	68.5
Apply the concept of social capital to foster the spirit of mutual-trust among the members of your organization	62.5
Apply the concept of social capital to collaborate with cross-sectoral partners	59.4
The members of your organization recognize the concept of social capital and apply it to the daily operation	58.3

**Table 26 Scoring of sustainability of social capital concepts in collaborators in the survey of collaborator**

### **Rewarding project experiences**

4.67 Project experiences, in the CIIF-funded projects' context, were the direct outputs of the operation. These experiences included obtaining psychological gain and physical resources, being socially included, joy, building personal capabilities, attending group activities, and being empowered. Through the positive experiences accumulated in the projects, the participants and volunteers gradually develop skills and confidence to relate with others. These project experiences were perceived to be essential for social capital development.

<b>Project experiences</b>	<b>Mean</b>
Psychological gain	75.2
Socially inclusive experience	73.0
Rejoicing Experience	72.9
Participant's attendance	63.1
Empowerment experience	60.9
Resources obtained	58.4

**Table 27 Scoring of Project experiences in the survey of participant/volunteer**

4.68 Among them, psychological gain was the most usual experience that participants had in the project. Second to psychological gain was the socially inclusive experience, which meant that participants had fair access to other groups in community. Resources obtained

scored the lowest; the finding implied that the projects had a slight intention to offer direct service or benefits and this act matched the intervention approach suggested by the CIIF.

***Participants’ gain from projects***

4.69 The participant’s gain from the project covered resource obtained, psychological gain, and capacity building. It included “enjoying benefits provided by the project,” “enjoying services provided by the project,” “improving problem-solving skills and working capabilities,” “not feeling lonely,” “not feeling that participating in the project was a waste of time,” “strengthening social skills,” “being in a win-win situation with different project stakeholders,” “feeling happy because of participation in the project,” “not feel exhausted because of participation in the project,” and “expanding social networks.”

**Participants’ gain fostered reciprocity**

4.70 The strongest effect of project gain was the positive effect on the participant’s reciprocity ( $\beta = .545$ ). Reciprocity encompassed “not being estranged from helped people,” “offering help to others when they were in need, after having received help in the project,” “receiving help from other project participants, after having helping them before,” and “not being estranged from people giving help.”

4.71 Participants’ gain displayed positive effects on the participant’s bonding social capital, bridging social capital, linking social capital, community social capital, trust in the community, civility, facilitation, social capital structural and functional sustainability, happiness, resilience, and strength realization. Moreover, the gain delivered a negative effect on dependency. These effects indicate that the project was effective in promoting social capital and capability when it made the participant feel gainful.

4.72 This finding was reasonable in light of exchange theory, which hinges on a give-and-take logic in the reciprocity of effects (Molm 2008; SunWolf 2008; Turner 1988). It means that social capital develops in response to gain received. The logic also underpins the substitution or conversion between social capital and another kind of capital, financial or physical (Robison et al. 2002). Specifically, existing research has documented the contribution of exchange to the service user’s development of social capital (Laser and Leibowitz 2009).

4.73 In addition, trust has appeared to result from reciprocity and gain (Barrera 2007; Molm et al. 2007). Other existing research findings have also noted the contributions of gain to resilience and happiness (Dibb and Yardley 2006; Greeff and van der Merwe 2004; Schiff and Bargal 2000). In this regard, gain from the project may provide resources for developing capability and well-being.

<b>Outcome</b>	<b>Project gain as a whole</b>	<b>Psychological gain</b>	<b>Resource Obtained</b>	<b>Capacity building</b>
Bonding social capital	.439***	.385***	-	-
Bridging social capital	.273***	.255***	-	-
Linking social capital	.225***	.238***	-	-

Outcome	Project gain as a whole	Psychological gain	Resource Obtained	Capacity building
Community social capital	.107**	.161***	-.105*	-
Trust in the community	.215**	.235***	.178***	-
Volunteerism	-	.400***	-	-
Social inclusion	-	-	-	-
Social capital capability	-	-	-	-
Social capital functional sustainability	.339***	-	-	.531***
Social capital structural sustainability	.420***	-	-	.518***
Happiness	.195**	.263***	-	-
Resilience	.130*	.253***	-	-
Civility	.385***	.279***	-	-
Facilitation	.256***	.181***	-	-
Reciprocity	.545***	.365***	.140*	-
Strength realization	.183***	-	-	.213***
Excess claims	-.148*	-.231***	-	-
Building a trusting culture	-	.159*	-	-
Role transformation	-	-	-	-
Expectation for public assistance	-	-	-	-

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Table 28** Significant standardized effects of participant project gain experience on participant social capital and well-being

### *Participants' psychological gain*

4.74 The participant's psychosocial gain or uplift from the project appeared to account for much of the contribution of the overall gain to various outcomes. Such uplift comprised "not feeling lonely," "not feeling that participating in the project was a waste of time," "feeling happy because of participation in the project," "not feeling exhausted because of participation in the project," and "expanding social networks."

### Psychological gain fostered volunteerism

4.75 Particularly, uplift manifested the strongest and unique contribution to volunteerism. Volunteerism covered "devotion to volunteer work," "willingness to do volunteer work," "not being unwilling to take up more volunteer work," and "encountering no difficulty in motivating people to do volunteer work."

4.76 The finding was consonant with existing research findings about the contribution of satisfaction, and lack of depression or anxiety to volunteering (Bengtson et al. 1994; Handy and Cnaan 2007; Thoits and Hewitt 2001). In general, the finding might reflect reciprocity, as posited in exchange theory (Barrera 2007; Molm et al. 2007). As such, volunteering would represent a return to benefit in terms of uplift gained from the project. Besides, uplift displayed contributions to bonding social capital, bridging social capital, linking social capital, community social capital, trust in the community, happiness, resilience, civility, facilitation, reciprocity, and building a trusting culture. Uplift also appeared to discourage the participant's dependency.

### ***Resource Obtained***

- 4.77 Resource obtained referred to “enjoying benefits and services provided by the project” and “being in a win-win situation with different project stakeholders.”

#### Resource obtained fostered trust and reciprocity

- 4.78 Resources received from the project showed contributions to the participant’s trust in the community and reciprocity. Trust in the community covered “feeling that residents in the community deserve helping,” “not thinking that the residents are only concerned about their own interest,” “believing that the residents would offer a hand,” and “not being defensive against other residents in the community.”
- 4.79 The finding about the increase in trust by tangible gain is consistent with existing research showing the contribution of gain from exchange to trust (Barrera 2007). It also agreed with the more general finding that engagement in exchange fosters trust (Bushens and Raub 2002).

#### Resource obtained undermines participants’ community social capital

- 4.80 Nevertheless, reception of aid tended to reduce the participant’s community social capital. Community social capital involved “participating in public service activities,” “organizing activities with other residents,” “having mutual help among neighbors,” and “cooperation with residents of different ages.” At least, reception of aid did not raise the participant’s community social capital. This finding is consistent with those of existing research about the negative effects of community support availability on volunteering (Reed and Selbee 2003). Other research findings also showed that social support received has no effect on volunteering (Tang 2006).

### ***Participants’ capacity building***

- 4.81 Simply putting people together did not guarantee a development of social capital. To establish relationships with others, people would need to be equipped with communication skills, which enabled them not only to establish but also to maintain networks. In most of the CIIF-funded projects, social skill training was available to the participants/volunteers who did not actively engage in society.
- 4.82 In addition to promoting communication skills, other specialized training was also designed to empower participants/volunteers and stretch their strengths. With improved awareness about their own abilities, individuals would develop refreshed self-efficacy. This confidence built, and then acted as internal power to motivate them to reach out.

(J4 – Project participant)

我覺得透過這一類的平台能夠幫助婦女重新認識自己。我相信每個人都有一把刀是鋒利的，不在乎他是否認同自己或要靠身邊的人告訴。[婦女們]需要有一個平台去幫助她們以自己為榮，是需要這樣的。

(L1 - Project leader)

首先，我對自己的要求高，對義工也有一定期望，希望他們做到獨立。... 有幾個義工經常說自己沒有能力帶活動，我叫他不要說：「我不可以！」我鼓勵他們要試一下。要改去他們的口頭禪和想法，就要他們親身嘗試。嘗試過之後，他們發現自己可以做到，沒有再說「我不可以」... 即使他們[嘗試未能成功，我也鼓勵他們]不可以放棄。或者，他們可以在另一方面做多一些。這個思想在我們的團隊中建立了，是[我們一個]很成功的地方。

(L5 - Project collaborator)

大家一起接受培訓時很開心。大家一起排除萬難，好像我們攀牆，其實每個人也一把年紀，義工也不是年輕，身形方面高矮肥瘦都有，但年紀肯定不輕。攀牆的時候，每個也怕有危險，開始時都會擔心... 有一些義工會說：「你不行的，你曾經跌過，不要玩。」即是，會向大家說一些氣餒的說話。但大家最後也可以做到，每一個人都會嘗試去做，原來自己有信心就可以做到。加上，攀牆時要有人幫手支撐才可以令自己爬得上，我記得玩的時候每個人都很辛苦，因為有些人是重一點，他們用腳踏在其他人的腳上，被踏完之後，腳也腫了。我看見大家為了完成一件事，每個義工都很努力地去做，大家不會說：「你這樣笨重，不要玩。」只會鼓勵人更加要做好這件事，令大家更加有信心。

(G1 - Project leader)

課程完結後，我們看到她們的轉變，再加上我們在過程中邀請她們一起管理本社，我們明顯看到她們待人處事時較前成熟。這是一步步、一個階段接著另一個階段，不斷提升的。

(G4 - Project volunteer)

這份工作須面對人群，你需要張開口，要經常跟別人溝通，以致你會變得主動。以前並不是這樣的... 如果你想繼續工作，又喜歡這份工作，你便須有改變。

(G2 - Project volunteer)

我在[基金計劃的]工作中不斷學習，累積經驗。現在面對僱主，照顧嬰兒時，學會隨機應變。自己找到工作，有收入。

- 4.83 The participant's capacity building revealed a contribution to strength realization. Such capacitation consisted of improvement in problem-solving skills and working capabilities, and strengthened social skills. Strength realization combined the use of unique strengths and advantages, and collaboration with other stakeholders by using each other's unique strengths to compensate for the individual's weakness. Conceivably, capacitation naturally enables one to realize one's strength.

*Socially inclusive experience*

- 4.84 The experience encompassed "encountering obstacles when living in the community," "not being excluded from the community," "having opportunities to participate in the community," and "gaining opportunities to interact with others in the community."
- 4.85 The experience of social inclusion manifested four positive effects, on trust in the community, social inclusion, building a trusting culture, and role transformation. In addition, the experience indicated a negative on excess claims.

4.86 In contrast, social inclusion involved “having no reservations about accepting certain people in the community,” “helping groups in the community that were once marginalized,” “participating in community-based activities with rarely associated people,” and “not sensing that certain people in the community might cause harm to others.” The effect of being socially included on social inclusion simply represented a case of reciprocity.

Outcome	Socially inclusive experience	Empowerment experience	Rejoicing	Participant's Attendance
Bonding social capital	-	-	-	-
Bridging social capital	-	-	-	-
Linking social capital	-	-	-	-
Community social capital	-	-	-	-
Trust in the community	.314***	-	-	-
Volunteerism	-	-	-	-
Social inclusion	.217***	-	-	-
Social capital capability	-	.317***	-	-
Social capital functional sustainability	-	-	-	-
Social capital structural sustainability	-	-	-	-
Happiness	-	-	-	-
Resilience	-	-	-	-
Civility	-	-	-	.128*
Facilitation	-	.109**	-	-
Reciprocity	-	.111*	-	.156*
Strength realization	-	.273***	-	-
Excess claims	-.381***	-	-	-
Building a trusting culture	.229***	-	.122*	-
Role transformation	.153**	-	-	-
Expectation for public assistance	-	-	-	-

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Table 29 Significant standardized effects of participant project experience on participant social capital and well-being**

### *Empowerment experience*

4.87 When many other social service programs also promoted empowerment, the CIIF was distinctive in advocating the use of “role transformation” to empower the socially disadvantaged groups. With project participant taking up the volunteer role and project volunteer taking up the operator role, the individuals had their unique potentials and strengths unleashed. Voiced out by the transformed participants, the shift to a steering role in the projects was a gratifying experience.

(IOC01 – Project leader)

她們有了多一個熱誠。她們不是要去聽社工的話，而是有主導權去決定計劃的運作。她們的想法在過程中不斷轉變，她們現在知道自己可以當家作主。她們有時候未必會贊成社工的建

議，會另提出反方案。因著參與，她們得到充權及充能。

(O5 - Project volunteer)

[參加計劃後]，整個人都變了。我的女兒說：「... 你現在很開心。」我有時去家訪... 自己變得快活了、開心了。

- 4.88 The change of participants and volunteers not only benefited them, but also transformed their families. For instance, seeing their wives' enhanced capabilities and independence, the husbands of female participants increased their appreciation for their wives' abilities, and they now learnt to show more respect to their family members.

(G4 - Project volunteer)

我說話的聲音大了，女性的尊嚴提高了。以前 [丈夫] 是不會聽我的，但現在他會考慮我的說話，不會視我的意見如無物。以前，我們是沒有說話的空間，照顧小孩、煮飯...

(Q3 - Project volunteer)

作為母親，我們很容易只看到他們頑皮、不聽話的一面。在這裡，因為每個小孩都不同... 那時候，他們很頑皮，又會到處亂跑，又很噪吵。有些同學的學習能力真的較低，你要很專注的教他，他/她才可以吸收一點。你真的需要很有心機。參加計劃後，當我看到自己的孩子時，我能夠發現他們的優點，不單是缺點。自己的態度改變了，跟小朋友的關係也更融洽，這是第一個改變。

(ICN01 - Project collaborator)

從 [婦女] 口中得知，「師奶」給別人的印象是什麼也不懂，說話沒有論點。但有一次，有一位婦女告訴我，她女兒覺得她成為義工後認識了很多東西，「叻左好多」，所以很開心，即是，女兒覺得媽媽並不是想像中的不濟。因為我們有健康講座、家居安全大使的訓練，在健康、衛生、如何照顧病人、跟病人溝通及了解病人的心態 [等方面都有學習。另外，我們] 還有 CPR (心肺復甦法)、醫院的講座、生死教育... 她覺得自己學會了很多東西，回到家中，女兒也覺得媽媽擁有很多知識，於是她的自我形象提升了。... 當中還可以增加家庭中的和諧。

- 4.89 Empowerment experience measured in the Participants and Volunteers Survey included “not feeling personal development limited by the project,” “the project allowing self-determination,” and “discussion with project staff and collaborators about the future development and strategy of the project.”
- 4.90 The experience of empowerment showed contributions to the participant's social capital capability, strength realization, reciprocity, and facilitation. In contrast, social capital capacity involved “encountering no difficulty in resolving conflicts among residents in the community,” “encountering no difficulty in interacting with other residents in the community,” “participating in volunteer work,” and “using the power of division of labor.” Facilitation comprised “organizing and participating in mutual help networks that served as platforms for the community,” “sharing experience and learning in the project with other project participants,” and “recruiting others in the community into the project.” Apparently, empowerment in the project was effective in raising the participant's capability and social capital.

**Correlational analyses between roles played by project stakeholders and social capital outcomes**

4.91 **Role of Executive:** A participant who played the role of an executive in the project was significantly higher in linking social capital, but significantly lower in bridging social capital and social capital functional sustainability perceived. The net contribution of the executive role to social capital development did not appear to be consistent.

Outcome	Duration of participation	Executive	Leader	Volunteer	Help receiver	Client
Bonding social capital	.063	-.038	.117*	.151**	.012	.172**
Bridging social capital	-.087	-.105*	.107*	.027	.061	.039
Linking social capital	-.059	.165**	-.069	.119*	.084	.043
Community social capital	-.075	.027	.064	.094*	-.026	-.035
Trust	.027	-.035	.033	.115*	-.011	-.041
Volunteerism	.015	-.012	-.019	.339***	.009	-.199**
Social inclusion	-.026	.018	-.004	.024	.089	.103
Social capital capacity	.145*	-.017	.055	.298***	-.051	.094
Social capital functional sustainability	.026	-.351**	.081	-.248*	-.106	.148**
Social capital structural sustainability	-.085	-.024	.098	.030	-.101	.127*
Happiness	.184**	-.088	.111*	.165**	-.007	-.010
Resilience	.112	.026	.002	.227***	-.005	.054
Civility	.019	-.002	.096	.217***	-.085	-.114
Facilitation	.053	.030	.027	.066	-.027	.055
Reciprocity	-.034	.056	.093	.199	.008	.024
Strength realization	.043	.038	-.041	.188***	-.041	-.034
Dependency	-.139	.065	-.015	-.285***	.024	.056
Building of a trusting and mutual-aid culture	.102	-.065	.015	.043	.090	.083
Role transformation	.012	.108***	-.014	.798***	.034	.025
Public assistance expected	.025	-.008	-.012	.008	.016	-.028

Note. The regression analysis controlled for all significant background characteristics.

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Table 30 Standardized effects of participant roles on participant social capital and well-being**

4.92 **Role of leader:** A participant who played the role of a leader was significantly higher in bonding social capital, bridging social capital, and happiness. Such a role did not show a significant adverse effect. Hence, the leader role was conducive to development in social capital and well-being.

4.93 **Role of volunteer:** A participant who played the role of a volunteer was significantly higher in bonding social capital, linking social capital, trust, volunteerism, social capital capacity, happiness, resilience, civility, and strength realization, and significantly lower in dependency or excess claims and social capital functional sustainability perceived. This finding represented evidence for the validity of the measures, as the volunteer role would



be the criterion factor to uphold social capital development. The favorable role of the volunteer was therefore empirically justifiable.

- 4.94 ***Role of client:*** A participant who took the role of a client was significantly lower in volunteerism, but significantly higher in bonding social capital. As such, clients who benefited from the project would be able to maintain better social capital, at least among themselves.

#### ***Participants' attendance***

- 4.95 Participants' attendance was about exposure to or maintaining relationships with the community. It covered "allowing others in the community to get to know you in activities arranged by the project" and "participating in the community-based activities arranged by the project."
- 4.96 The participant's attendance at project activities generated positive effects on the participant's reciprocity and civility. A plausible explanation for the contributions of attendance is that the project helped raise the participant's reciprocity and civility through attendance at project activities. This is an instance of project effectiveness.

#### ***Rejoicing***

- 4.97 This experience meant encountering things that was rejoicing. The experience of rejoicing in the project exhibited a positive effect on building a trusting culture. The contribution of rejoicing experience is consonant with the existing research finding that life satisfaction is conducive to volunteering (Bengtson et al. 1994). Accordingly, rejoicing experience might be the basis for life satisfaction for building a trusting culture, which involved volunteering.

#### **Contributions to the community**

- 4.98 Adding to the positive influences of the CIIF-funded projects on the project stakeholders, the social capital development process also generated positive externalities to the community.

#### ***Collaborator's corporate social responsibility***

- 4.99 The Collaborator Survey used six perspectives to examine the existence of this value in the partnering organizations. Results indicated that most project collaborators agreed on the importance of promoting social well-being in the community, and would like to offer their assistance, either in terms of providing human resource or financial resource, as to fulfill their social responsibility. By participating in community service activities, project collaborators built a better corporate image.
- 4.100 Telling from the responses to these items, the project collaborators seemed to have made effort in cultivating social wellbeing. Other than contributing to campaigns and community projects, they also set community's sustainable growth as one of their organizational goals and encouraged their staffs to participate in network building.

4.101 These contributions, however, did not merely stem from altruistic thinking, but were also energized by the social norm. Indicated by the organizational partners, they were taking part in the social development process as to comply with the norm of CSR, and they did not often take the lead to solve local problems or make investments for future generations.

<b>Corporate social responsibility</b>	<b>Mean</b>
Contribute to campaigns and projects that promote the well-being of the society	69.0
Set community's sustainable growth as one of your organizational goals	68.0
Encourage the members of your organization to participate in network building	66.7
(Not) Comply with the norm of corporate social responsible for the consideration of your own interest	59.8
Initiative to show your concern for local problems with other community stakeholders	57.0
Make investment to create a better life for future generations	47.7
<b>Overall</b>	<b>61.4</b>

**Table 31 Scoring of CSR in the survey of collaborator**

***Sustainability of corporate social responsibility***

4.102 Whether the collaborators would continue to align with CSR was also explored. Suggested by the partners, whether they would continue to observe the norm of CSR depended on the consideration of their own interests. The mean score of this item was as high as 78.1. This finding might support the promotion of CSR in society and the emphasis on the win-win situation in collaboration.

4.103 About the practices of CSR, the partners indicated that their likelihood to continue to contribute to community social wellbeing. Other than maintaining support for campaigns and projects, the companies were also willing to continue to encourage their staffs to cultivate networks and set the community's growth as their mission.

4.104 Compared with the existing contributions in the projects, the partners gave a higher score to “comply with CSR norm”, “encourage members to build network” and “take initiative to solve local problems with other community stakeholders”.f This might imply that the projects had successfully inculcated the CSR concepts into the project stakeholders' mind so that they were willing to contribute in long term. However, they remain conservative towards making investment to create a better life for future generations.

<b>Sustainability of corporate social responsibility</b>	<b>Mean</b>
Continue to comply with the norm of corporate social responsible for the consideration of your own interest	78.1
Continue to contribute to campaigns and projects that promote the well-being of the society	69.0

Continue to encourage the members of your organization to participate in network building	68.0
Continue to set community's sustainable growth set as one of your organizational goals	64.6
Continue to take initiative to solve local problems with other community stakeholders	62.5
Continue to make investment to create a better life for future generations	33.3
<b>Overall</b>	<b>62.6</b>

**Table 32 Scoring of Sustainability of CSR in the survey of collaborator**

4.105 The measurements of corporate social responsibility in Stakeholder Surveys were not without limitation. First, the sample size of the collaborators involved was small and this inevitably limited the representativeness of the findings. Also, other than business sectors, collaborators from other organizations such as NGOs and schools were also included in the analyses. Hence, quantitative findings about CSR could only be seen as a reference showing collaborators' supportiveness towards the projects.

***Residents' bonding, bridging and linking social capital***

4.106 In Plenary Executive Survey, we tapped into the residents' social capital in the community to explore how they benefited from the funded projects. In the last quarter of project operation, the means of the residents' bonding social capital, bridging social capital and linking social capital were 86.6, 83.7 and 79.1 respectively. All items were found to be reliable.

4.107 The results of linear regression analysis unveiled that the projects might have contributed to residents' bridging social capital by involving indirect project participants and adopting the social-identity approach. Both variables were significant positive predictors of residents' bridging social capital.

4.108 The indirect participants, those who were non -registered residents who participated in some one-off activities (such as the residents who attended carnivals/fairs or exhibitions organized by the projects) in the context of the CIIF-funded projects could get to know each other and strengthen their relationships through the interactions. As a result, bridging social capital was promoted.

4.109 In the social-identity approach explored, there was an item about the use of activities to cultivate a common identity in the project participants/volunteers and the other residents in the service regions. In these activities, not just the project stakeholders received an opportunity to expand their networks and reinforce their social identity; other residents involved also had the opportunities offered by the project. This approach brought different groups together and allowed them to build connections not simply through network, but a shared identity.

***Cultivation of volunteerism in communities***

4.110 Unlike the usual social work practice, which encouraged a provision of direct services, the CIIF positioned the project staffs as an agent to recruit, empower and transform community stakeholders to provide services. In other words, the CIIF supported intervention at the volunteer level. Through the development of volunteers, the community stakeholders could come together to stride towards the same goal, and exert the power of synergy and solidarity to meet the needs in the end.

(C5 - CIIF Committee)

每個層面都要改變。如果社工(計劃執行員)不能由一個助人的角色，轉化成一個結網者的角色，是不能令計劃成功。

4.111 This shift of intervention focus generated benefits which otherwise could not result from the direct provision of service. First, the aggregation of individuals' capacities was augmented through training provided to equip community members with skills, knowledge and attitude to serve others. Second, social inclusion was promoted as volunteers from different backgrounds were teamed up and shared with the same social identity. Third, once the volunteers were aware of the abysmal condition the other community members were in, they were likely to be motivated to take up more volunteer work; this self-reinforcement in volunteerism then became an asset of the community.

(IOB02 - Project collaborator)

因為我們多接觸老人家，就會知道他們有很多需要，這跟 [沒有參與義工服務的人] 沒有接觸 [老人服務]，是兩碼子的事。他們要有體驗才行。要有體驗，眼光要前線... 唯有你下去 [參與活動] 方能親身感受如何去幫助他們 (老人家)... 及認識他們是需要幫忙的。

(O6 - Project volunteer)

(這個婆婆感染了我，令我很想去探這些人。因為這個婆婆說平日沒有人關心她，只有她一個，自己有癌症... 只有在教會時，她才接觸到其他人，她平時在家呆著，就似等死一樣。自從我們這班義工，不只是這個計劃的人，還有其他關心老人的組別去探訪她，令她開朗了，整個人生變了，不會再為自己的病而孤立自己，會多些和我們聊天... 自此，我就很喜歡去探訪長者，我希望可以幫到一些需要別人聆聽的人。

4.112 When the CIIF Committee saw a barricade in involving middle-class people, recruiting them as volunteers appeared to be a way out. Although they were not interested in receiving services, they were excited to develop their special skills such as photography and put them into their community service to help others.

(W1 - Project leader)

對中產人士，我們的經驗告訴我們應將重點放在資源互用、如何將他們的專長帶到社區，帶回中心去服務其他人。W2 剛才提到他們有攝影的專長，我們 [組成] 攝影義工，雙方都有成長及得著。另外，計劃也涉及累積中產的社會資本。你可以看到他們很開心，不願意搬離開。他們出外時，會跟人打招呼。他們的網絡擴大了。

(W6 - Project participant)

我之前須要上班，由早上八時至下午八時。甚麼是社區服務，我真的不知道。直至最近幾年不用上班，才發現社會服務。... [現在] 因為我們很悶，沒有上班，這裡 (基金計劃) 有活動不

但可以玩，又可以增值自己。另外，當我們參與服務時，就可以知道現時正推廣甚麼活動。我們在推廣活動同時與街坊建立網絡，其實從中我們也有學習。...我發現 [機構] 舉辦講座時需要義工，我想到自己年青力壯也可以幫忙。雖然我退了休，但發覺自己都有價值。這個會對我的幫助非常大。

4.113 Volunteerism was also explored in the Plenary Executive Survey. While the operators generally saw passion (mean = 71.1) and willingness (mean = 66.5) of residents in doing volunteers, it appeared that recruiting residents to be volunteers was sometimes a challenge (mean = 50). These results might have implied that although bonding among residents was quite high, not many of them had spent extra time to take up volunteer work in communities. However, when they were involved, they were dedicated and committed.

Community volunteerism in Plenary Executive Survey	Mean
Residents exhibited slovenliness when doing volunteer work	100
Residents' exhibited their passion for volunteer work	71.1
Residents exhibited their willingness to do volunteer work	66.5
(Organizations in the service region) encountered difficulties when recruiting residents to be volunteers	50
Overall	70.8

**Table 33** Scoring of community volunteerism in Plenary Executive Survey

### *Contributions to community well-being*

4.114 Other than the engenderment of social capital, other contributions to community included the integration of the people from different ethnic groups, a reduction in stigmatization to the once marginalized groups, improvement in community members' mental health, and support for children with special need. Apparently, the operation of the funded projects contributed to the betterment of community wellbeing.

(M3 – Project volunteer)

我覺得 M8 那邊的婦女雖然沒有病，但她們都能體會我們的情緒，很接受我們，沒有歧視精神病。她們認為每一個人都有情緒，我認為她們很接受我們。

(I5 – EM Project volunteer)

We work slowly together and know each other more, so we have gained more courage by having integrated into the group with Chinese and non-Chinese. Just like they have Chinese kids, right? The kids the volunteers teach are Chinese, that's why they find it difficult at the very starting, difficult to understand them because Chinese kids are a bit different from our kids at their age. The way they behave, they learn are different from us. So, they may find it a bit difficult to handle them, but slowly they have knowledge now, they can comfort them, can play with them.

(I1 – EM Project operator)

The community has changed by having a better understanding about each other. EM ladies

and Chinese ladies have more opportunities to work together. There are cooking classes for the Chinese ladies to learn how to cook Palestine dishes, so it is really helpful for them to share their experience. The Chinese women's thoughts might be changed. There is more understanding about each other's culture.

(IOP01 Project operator)

因為「外展細路」在社區上義務表演，以致令社區知道他們並不是只懂得索取服務。社區現在有很多不同的活動，都需要這類型的表演。我們有一些「細路」表演得很好，社區上都會有人邀請他們表演。透過這些表演，令大家知道外展「細路」不是麻煩製造者，其實他們跳舞不錯，可以幫助社區。

(J4 - Project participant)

[基金計劃] 這個平台是很重要的。無論育兒還是教小朋友都要透過這類工作坊，令大家有互補的機會，有溝通。這樣，人才可以變得更堅強，抗逆力亦會提高些，不會鑽牛角尖。因為都市病很嚴重... 其實家庭主婦都很大壓力，我們需要減壓。

(Q1 - Project operator)

以往，我們會服務一些學習有困難的 [小朋友]，如情緒有問題、讀寫障礙及過度活躍等。他們在行為上會出現些問題，如打人。如果他們在補習社，一個老師對八至九個，是應付不來的。反而，我們姨姨的人手比例比較低的時候，就可以個別去照顧小朋友，我們的小朋友一般都是比較弱的。

4.115 The results of the Plenary Executive Survey also revealed the contributions of the funded projects to the community wellbeing. The dimensions explored in the survey included social inclusion, security, hygiene, employment and happiness. All the items in employment and happiness had good reliability, while the other three constructs had one item expunged from the indexes.

4.116 In the last quarter of the project operations, the overall mean of social wellbeing increased by 5.9 (from 56.9 to 62.8), when compared with the earlier period. Among the different domains, social inclusion had the highest mean score. This might have reflected that the CIIF-funded projects contributed to alleviating local social problems such as stigmatization and marginalization.

Community wellbeing in Plenary Executive Survey	Items with good reliability levels <i>Other residents in the service region...</i>	Last quarter Mean	Earlier quarters Mean	Growth Mean
Inclusion	Different associations participated in community-based activities together	78.7	73.2	5.5
	Blamed other associations			
Security	Discriminated against some social groups			
	Raised problems concerning social security	67.7	58.5	9.2
	Had family tragedy			

<b>Community wellbeing in Plenary Executive Survey</b>	<b>Items with good reliability levels</b> <i>Other residents in the service region...</i>	<b>Last quarter Mean</b>	<b>Earlier quarters Mean</b>	<b>Growth Mean</b>
Hygiene	Raised problems concerning public hygiene	71.3	62.3	9
Employment	Raised problems concerning infectious disease	32.5	27.1	5.4
	Suggested that there was improvement in local employment situation			
<b>Happiness</b>	Sought assistance on job search	67.2	59.2	8
	Raised problems concerning employment			
	Suggested that it was happy to live in the community			
	Observed that there was/were resident(s) committed suicide			
	Raised emotion problems in the community			
<b>Overall</b>		<b>62.8</b>	<b>56.9</b>	<b>5.9</b>

**Table 34 Comparison of participants' bonding social capital in the last quarter and the whole project operation except the last quarter in Plenary Executive Survey**

## **(B) EFFECTIVENESS OF SOCIAL CAPITAL STRATEGIES**

### **Effectiveness of social capital strategies at CIIF committee and the Secretariat level**

#### ***Interventions at community level***

##### **Achieving initial success in promoting the CIIF to wider public**

4.117 According to the CIIF Secretariat, with the Fund leaving its burgeoning stage which heavily emphasized building up initial social capital models, the CIIF now allocated more resources to fostering a positive public image and spreading the social capital ideas to wider public. Although most of the organizers of the past funded projects were from the social welfare sector, the CIIF endeavored to involve more organizations from different sectors through out-reaching.

##### **(B1 – CIIF Committee)**

大約於兩年前，我們意識到要讓更多機構參與基金活動，不應單單依賴社福界。此後，我們有不少的地區工作都有商界的參與。基金有一個演變。我們現在愈來愈向外發展，會去網絡我們的摯友，利用自己的網絡去建立自己的社會資本。同時，我們亦在委員會轄下成立了小組，譬如建立商界網絡、地區網絡等。

4.118 The promotions were well-received by the project staffs. Through the use of the media, activities organized by the funded-projects could be introduced to people in every corner of the region. Following the wider exposure were recognition and reputation, which indirectly assisted the projects to recruit collaborators and volunteers.

##### **(IOP02 – Project operator)**

我覺得 [CIIF] 的支持很足夠，例如：將我們的服務理念透過不同的傳媒大氣電波，讓公眾人士知道，讓更多人明白及了解 CIIF 的概念之餘，亦明白我們機構如何利用這個 CIIF 概念去幫助我們的服務對象，我覺得這是 CIIF 給我們很大的支持和推動。

##### **(IOD01 – Project operator)**

CIIF 做得好的就是去鼓勵商界多與我們 (計劃組織) 合作，這點真的很好。

4.119 For further using this strategy of promotion, suggestions had been raised by some project stakeholders who had direct contact with participants and collaborators. First, there was still room to reach a wider public such as the people in low social economic status (SES) class. Second, it would be better to use even more laypeople's terms to elucidate the concept of social capital. The current dictions sometimes sounded too technical. Third, based on the initial success in strengthening the idea of CSR, the CIIF could consider further encouraging the business sector to engage the diversified and sustainable services instead of participating into the social service activity in one go. When the business volunteers interacted with the participants, they were also encouraged to transcend their current contribution and stepped out from their comfort zones to initiate conversation,



offer compliments and build linking social capital with project participants and volunteers of different backgrounds.

(IOR01 – Project operator)

CIIF 在宣傳層面方面始終未夠普及。我們這些非政府組織當然知道它的存在，但它在基層方面的宣傳始終欠缺一些...我們這裡得到它的資助，當然認識，但其他人很少會知道。例如某委員會或某基金，即使基層一聽，都會認識。但 CIIF 資助的資金比這基金來說不少，但宣傳始終未普及至基層。

(ICI02 – Project collaborator)

我們從事傳播媒介，經常須要將 [訊息] 告訴讀者，所以要說得淺白一點，或是只用一句句子令人明白。但我覺得他們 [CIIF] 所用的字眼，普通人並不容易理解。就算在廣告中所提及的「結網」等字眼，一句口號，如果要令大眾也認識這句口號，也有很大的難度。他們不用一些顯淺的字眼，而是用一個比較專業的用語，是有很高難度 [令公眾明白]。

(B1 – CIIF Committee)

市民對 [社會資本] 這個抽象理念的認識很粗疏... 所以，我們已經用 CIIF 這個品牌去代替，我們強調自己是去幫助串連社會，以加強鄰舍網絡。我們沒有刻意提及社會資本，但它就在社會中無形地發展起來。

(IOD01 – Project operator)

商界所定義的義工服務，就是一群人站在一起，出席對他們來說已經算是參與，但這就足夠了嗎？他們到來時，可以讚賞一下那些孩子 (計劃參加者)，可以幫忙作一些體力勞動嗎？

(IOC01 – Project leader)

商界本身也有自己的難處，即使我們想跟他們有更多的合作，他們亦未必能夠提供。在提供物資或參與大型的活動方面，其實他們恆常也有。不過，如果你說一些仔細的活動，如小組 [活動]，則比較少。他們的員工曾教我們的家長串珠，[不過]，這些大家互相分享的活動，只是一次起，兩次止。

#### Transferring knowledge across organizations by the mobilization of linking social capital

From knowledge receivers' perspective:

4.120 Endeavoring to implant the social capital concepts into the society, the CIIF organized a large variety of sharing activities such as seminars, briefings, workshops and summits for the public and the funded projects. In these knowledge transfer sessions, the CIIF Committee and Secretariat functioned as linking social capital for transmitting evidence-based strategies from flagship projects and erudite professionals to the interested parties. Recognizing the advantages of these programs, project operators further suggested organizing district-wide sharing as to gather local resources.

(IOP03 – Project operator)

CIIF 為我們提供的訓練，我覺得是好的，我出席過幾次 [CIIF 舉辦的活動]，如：周年大會、分享會。[從活動中]，我們有機會認識 CIIF 的理念... 我很認同他們的理念，其實也就正正是我們所做的事，怎麼可以感染身邊的人，感染這個社區，而社區願意接納他們... 我覺得那些

訓練可以幫助我，[因為 CIIF] 的工作手法和我們的很相似，但我們很少接觸商界，當套用他們的理念，可以刺激我們思維。

(IOP03 – Project operator)

我覺得始終要因應地區，在地區有的是哪一種類型的資源，要不然我勉強 [套用別人的一套]，會事倍功半...我覺得是要因應地區的特性、需要，就著需要，並要有這方面的資源，[才可以令計劃發展出成果] ... 所以，如果在地區上多辦些分享會，可以幫助社區資源共享，擴大資源來源... 如果可以在地區產生這種效應，資源會來得更快、更直接。因為參考計劃時，如果自己計劃的地區沒有某方面的資源，我們只能羨慕別人。可是...如果地區上有不同的服務機構也同時 [獲得 CIIF 的撥款]，[資源] 在地區內可以一起分享，可能這種效應會更廣、更闊...甚至鼓勵地區內所有的資源可以共享，這種連繫、配對是很重要的。

4.121 While organizing sharing sessions was a rather cost-effective approach, its effectiveness to influence staffs of the organizers was hindered by the problems in intra-organization knowledge transfer. First, the attendants of the programs might not pass on the information to their colleagues, as some of the project operators indicated that they seldom heard about their project collaborators' learning from the CIIF sharing sessions. Second, even if the attendants did share their insights, the second-hand information inevitably contained some fallacies.

有些上層 [計劃員工] 在和 CIIF 的討論過程中，吸收了一些理念，然後他們演繹給下層的同事。可是，下層的同事已是 [間接得悉 CIIF 理念]，當中可能對 CIIF 的理念產生誤解。

From knowledge givers' perspective:

4.122 For the project stakeholders who shared in front of the media and a large audience, the experiences were challenging yet transforming. After combating the fear of public speaking, the project volunteers and collaborators were empowered.

(G3 – Project volunteer)

我的性格轉變也很大。我本來是頗內向的，不習慣面對人群說話，這是我很大的弱點。但當時環境不由我去選擇，[如果] 我不幹，誰幹？如分享會等。我不斷強迫自己，發現有些東西是可以由此鍛鍊出來的... 當中學習了許多，我不但有機會面對不同的人及事物，自己的接觸面也擴闊了。

(IOQ01 – Project operator)

(我對著這麼多人說話，其實心裡很害怕，他們全都是專業人士，可是我是非專業的一個...後來鍛鍊了自己，變得大膽了。

4.123 However, sharing in the CIIF functions was also a heavy burden on the project staffs of the flagship projects, especially when the events were quite frequent and ad hoc.

(IOD01 – Project operator)

CIIF 不時召集我們於研討會、工作坊內分享。我們要回應他們，其實也很吃力。尤其我們在傳媒曝光率比較高，所花的時間就更多。有時候完成這些「任務」後，我已沒有氣力去服務街坊。

## *Interventions at project level*

### Sowing quality seed by selecting projects with good potentials

4.124 Looking into the development of the CIIF, the Fund had become more mature in selecting organizers. As described by the CIIF Committee members, when the Fund first commenced to operate, the public barely heard of “social capital, let alone the knowledge about the concept. Hearing that there was a new funding to bid, many organizations submitted their applications; but turned out to find it difficult to align with requirements set forth by the CIIF. With the efforts of the CIIF to coach the projects and to select projects carefully, the funded-projects in the later batches started to achieve the goal of engendering social capital.

(A1 – CIIF Secretariat)

我看到早期較多計劃書未必以建立「社會資本」為重心，不過時至現在，我覺得有更多團體及機構認識了「社會資本」概念。他們亦會嘗試去 [運用社會資本概念]，去認同它。

### CIIF's promotion of corporate social responsibility

4.125 Traditionally, registered social welfare agencies initiated to serve people in need; however, for the CIIF, every community member, as a stakeholder of the society, carried a responsibility to contribute to social wellbeing. Hence, not just the social service agencies were encouraged to apply for the seed money; other organizations of different backgrounds were also welcomed. This openness to the type of grantees sent a clear note of CSR to society and upheld corporate social participation.

(C5 – CIIF Committee)

社會資本是一個平台，不論你是屬於社福界、醫療界、商界也好，你都可以加入。所以，我認為既然社會資本是一個平台，它不應只是勞工及福利局的一部分，更不要把它局限於某一層面，它是一個平台給不同界別去合作的。

(B3 – CIIF Committee)

我們亦有學會、商會等，即有一些團體本來完全沒有考慮過會申請政府基金的都到來申請。

4.126 Besides inviting the business sector, professional body and educational body to be the organizers of the cross-generational and cross-ethnicity programs, the CIIF also contributed to the promotion of CSR by insisting on tripartite collaborative efforts to achieve the social welfare ends. Examples of these partnerships were home/school/community, medical/welfare/community, housing/welfare/community, and community/business/public sector. In these practices, the service agencies no longer worked alone to meet local needs; rather, the project organizers functioned as bridges to align individuals and corporate stakeholders in the community with effort to serve their own communities. Through these cross-strata platforms, not only participants and volunteers formed assisted social capital in horizontal and vertical dimensions; the participating organizations also managed to develop bonding and bridging social capital with one another.

(A1 – CIIF Secretariat)

早年的社福界多從「治療」的角度出發，資助一些不能自助的團體身上。但我們的基金不認同只將資源傾側在一處... 我們希望多做一些發展性的工作，如建立地區網絡... 時至今日，大家可以看到「凹凸互補」。原來大家各有所長，互補長短時所發揮的功效，並不是「一加一等於二」。

(B1- CIIF Committee)

我們成功將多項目計劃串連到社會，這方面真的很成功。這令社會明白，如果他們不走出社區是沒有前景的。在一個「醫、福、社」合作的計劃裡，(合作伙伴) 醫生、護士、教會及學校的人員親口對我說，他們明白到要拆走圍繞自己的四面牆，走出社會。他們是指傳統學校的家長、學生，教會就是教眾，醫院就是病人和家屬。

(C5 – CIIF Committee)

我是一個 networker，整個轉變就是要他們(計劃執行員) 變得能夠穿針引線。不是直接幫助[計劃參加者]，而是負責穿針引線。

Maximizing gains from diversity by recruiting organizations of different sizes and with different backgrounds

4.127 When large and established organizations received most of the attention from the social welfare funds, the CIIF had another angle towards the values of organizations. From the strength-based model, every organization had their unique competitive edges, regardless of size and background, hence diversifying the range of organizers and collaborators could cash in on the different strengths and delineate a culture of active social participation and integration.

(C2-CIIF Committee)

社區團體、社區組織的長處就是和基層的聯繫。非牟利機構有他們的專業知識。大家一起合作時，我覺得有新的協作力。本區的計劃中。我們看到社區團體在新社區裡冒起，有了一個新角色。

(A3 – CIIF Secretariat)

大型機構有他們的優勢，中小型機構也有自己的強項。例如規模較小的機構會較為靈活，跟他們商討時... 他們會覺得：「對! 可以試行[這建議]。」... 他們因為同事少，所以就動員街坊。當成功以後，他們就可以慢慢發展。

Bridging resources

4.128 The CIIF Committee and Secretariat, as the valuable linking social capital, not only served as a channel for exchanging information, but also a channel for referring professional bodies to the funded-projects. From project staffs' view, this was the most down-to-earth support from the CIIF.

(A3 – CIIF Secretariat)

我們透過委員的網絡，去聘請公司一個負責財務及會計的同事去教導[計劃參加者] 如何去預備報價單。

(IOP01 – Project operator)

CIIF 有一個好處，就是它本身有自己的網絡，它有政府、傳媒的網絡，很多事情單靠我們機構是做不到的。我記得有一次會考放榜，CIIF 找了幾份報章傳媒去訪問 [參與我們計劃的] 「後生仔」。如果那次是由我們機構去邀請 [傳媒] 的話，它們是不會來的... 這樣令更多人認識機構及計劃。當更多人對我們 [計劃] 有信心，我們再去建立網絡時就容易多了。

### Coaching the projects for re-culturing

4.129 To mold the funded projects towards the goal of developing social capital, the CIIF coached the project staffs by various means. For each of the funded project, one CIIF Committee was assigned as the project mentor, one CIIF Secretariat was to support and monitor the project development, while the members of SC.Net also offered their insights into strategy formulation.

(A3 – CIIF Secretariat)

當初基金計劃內沒有一些突出的跨界別合作。當我們的委員會覺得有一些計劃有潛質時，他們會於計劃開始前跟 [計劃] 團隊一起討論如何強化計劃書，希望可以給他們一些靈感。

(A3-CIIF Secretariat)

我們希望能在申請階段的前期已經可以把計劃優化，優化了計劃後才申請。這避免出現以往須在計劃後期作重大改動的情況。

(B3-CIIF Committee)

我們現在有 SC.NET。當中的成員有一百多位。他們都是以往參與基金計劃的職員或合作伙伴，所以 [對社會資本及社會資本策略] 有掌握。如果我們現有的計劃員工對旗艦計劃有興趣... 那 SC.NET 的成員會樂意分享及提供意見。

4.130 The support was recognized by the project staffs. As shared, the CIIF Committee and Secretariat were passionate and considerate. Their coaching and advice arrived just in time, and were helpful to generate ideas that aligned with the objectives of the CIIF.

(D2 – Project leader)

和 CIIF 的溝通，他們也給我們意見，說我們應該就那方面去做，有一個指引去做。如果他們不和我們討論，我們也沒有一個動力去想。在傾談過程中，和我們一同探索計劃將來的方向，應該要如何走。我覺得這樣做有一個好處，因為如果要到計劃完結後才去討論，我覺得動力不大，所以我想當時 CIIF 團隊給我很大的支持。

(IOD01 – Project operator)

我認為 CIIF [Secretariat] 對我們是體諒的。他們處理行政工作時，不會立時表示反對，而是跟我們有商有量的... 我覺得 [CIIF Committee] 亦是有心的。我們的顧問會到來觀察活動，也會協助我們推行 [計劃]...

(IOG01 – Project leader)

我經常都會問 [CIIF 秘書處的] 一個職員，請他/她給予意見。我會問他/她計劃當中有甚麼策略，請他/她給我提供一些解決方法，我覺得這個關係不錯。

4.131 Indicated in the Operator Survey, exchanges between the CIIF and its funded projects were of moderate level. From the view of the project operators, the CIIF was most helpful as a channel for obtaining information and suggestions, and functioned as a motivator at a moderate level.

<b>Coaching and monitoring from the CIIF Committee and Secretariat</b>	<b>Mean</b>
Have (not) been criticized by the CIIF Secretariat or Committee	75.0
(not) Feel the pressure from the CIIF Secretariat and Committee	66.0
Receive information provided by the CIIF Secretariat and Committee	59.0
Have been coached by the CIIF Secretariat and Committee	55.8
Consult and discuss with the CIIF Secretariat and Committee	54.0
Have (not) been supervised by the CIIF Secretariat and Committee	51.0
Have been encouraged by the CIIF Secretariat and Committee	49.0
Receive compliments from the CIIF secretariat and committee	46.0

**Table 35 Scoring of CIIF's facilitation in the survey of operator**

<b>Emulation</b>	<b>Mean</b>
Identify areas which can be learned from the CIIF or other funded projects	69.2
Apply knowledge from the CIIF or other funded projects to project operation	59.0
Share your experience with the CIIF or other funded projects	52.0

**Table 36 Scoring of Emulation in the survey of operator**

#### Managing the operation of projects by reviewing documents and field visits

4.132 The CIIF mainly monitored the funded-projects by intervening into the proposal writing and quarterly reporting from the project staffs. During the project operation, there were also field visits. From the experiences of the CIIF Secretariat, this administrative procedure helped best to track discrepancies between the expected goals and the actual performance, hence triggering remedial actions.

(A3 – CIIF Secretariat)

當我們從報告中，發現 [未能達標的情況] ... [CIIF 秘書處] 會有進度檢討會議，跟團隊商量。我們會看看計劃於過去是否有困難或不方便的地方，在推行時是否有一些突發事情影響了計劃的步伐。在會議結束時，我們會訂定一些協議。計劃的目的不變，但策略可能會有修訂。

(IOQ02 – Project operator)

表面上，CIIF 很麻煩，初時有所謂「三上三落」，即呈交計劃書三次，再被它退回三次。我們自己交計劃書時，CIIF 也會給予建議，提出問題，要求我們修改。初時我們也感到麻煩，但後來覺得這是好事。因為我們第一次申請時，坦白說，對社會資本的概念不熟悉... 我們一直在做社福機構 [工作]，也有自己的一套想法，[CIIF 的] 想法跟我不同。其實它願意教導我們，令我們更清晰知道社會資本要依靠什麼方法去做，才達到成效。雖然多花了工夫... 但令我們有成長和得著，知道應該如何推行... 有些基金只是提供了資助便算，不會理會你，不像 [CIIF] 這樣勤力。他們只是需要決定批或不批資助，不須要多次閱覽 [修改的建議書]，然後再要求修改，所以我覺得它們比起其他基金有承擔。

- 4.133 However, feedback from the funded projects on the CIIF's managing approaches was not always positive. There were complaints about lacking flexibility, understanding and personal interaction when there was only one field visit during the 3-year operation. From the views of terminated projects, the criticisms and suggestions came too late so that they didn't have enough time to adjust directions.

(M2 – Project leader)

要與參加者同行及跟隨他們 (CIIF) 步伐的同時，這不是說我們希望於什麼階段完成了甚麼就可以做到。計劃的要求限制了我們每季要達到的數目，有時候我們的發展未達到那階段，而我們又不希望只為了滿足要求而強行去做，我認為參與者的投入才是真正體現共融的過程。

(U2 – Project operator)

坦白說，[CIIF] 中止 [我們的計劃] 是因為覺得落差太大，他想我們做一項，我們卻做了五項。[CIIF] 不如早些提出，在第一年評估時提出... [CIIF] 覺得誤差太大，它想你射中紅心，但卻射中了樹，浪費了箭枝。這 [其實] 可以 [預先] 通知管理層，因為執行團隊通常不覺得自己有問題，但如果管理層知道，不會想失敗，會想辦法去幫一把，[令計劃] 走對方向再射中目標。

(IOS01 – Project leader)

那時我聽說有 CIIF 的 mentor 會跟進計劃，但當我接手第二期的計劃時，CIIF 很少與我溝通，其實我都不知道哪位 CIIF 的員工負責我的計劃。報告我會照常遞交，每季都會交代數字。但交了之後沒有人會熱心查問，可能最初會有，但他們自己員工也轉了很多次... 有兩次 [CIIF 員工] 來到探訪，它很厲害地責備我們，我想是因為大家溝通不足，但它的要求太多... 到計劃後期，它說我們方向錯誤。如果方向是錯的話，他們看報告時應該發覺，而不是考察完才說... 如果這些不是溝通問題，會是什麼問題呢？結果就此各有各說的一樣。

- 4.134 Meanwhile, this paper work was consistently perceived as time-consuming by the project staffs. The burden, shared across projects, was not simply from the frequent report writing and change of reporting format, but also from the top management of the organizers. After drafting the reports by the frontline staffs, the management sometimes rectified the reports for many times which could consume almost a month to finish a 3-month report.

(IOG – Project leader)

因為 [我的上司] 不滿意我在數字上未能達標，所以他修改了我的季度報告共六次。這些修改的過程直至 CIIF Secretariat 發出警告信才結束。

(IOQ02 – Project operator)

坦白說，三個月紀錄得的變化不會太大，尤其是網絡性的工作，我覺得一年一次最合適。總

結的話我們是可以做到，因為我們不會等到一年後才開始計數。而在報告內回顧計劃一年的成效、變化和對比，我們就會較容易看到轉變。如果行政工作可以減省一些，我們便有多一些時間處理一些前線工作。我覺得這不是因為懶惰而不去做，而是不需要投放太多時間在做這些工作之上。因為人手方面，有時我們只有兩、三個人，我們要投放很多時間在這些行政工作，花了很多時間，令推行服務的人手少了。

(IOC01 – Project leader)

首先，CIIF 的基金申請不要那麼繁複，不要那麼多行政的交代，不要給予社福界那麼多限制... 例如，我們寫計劃書的時候，已經要訂定三年後有甚麼境象出現，達標的情況會是如何？這也不算是過份。有時候，他們又會想，基金的錢是不能用作吃喝玩樂的，也不能用作交通費或旅行... 但是，你要想一想，一班家長，如果沒有優惠，他們為什麼會參加？我們是需要有介入點的。

4.135 On the other hand, the changes of the formats of the report also induced extra workload to the project staffs and caused frustration.

(IOQ02 – Project operator)

CIIF 改了季度報告 [會報格式]，我們不太掌握，因為我們適應了原來的格式，突然要轉變報告格式，數字上我們不能函接，這是一個問題... 函接不到的意思是我們要用的統計方法需要改變，表格中的項目也變了，所以不可以接著以往的報告做，要重新適應。

## **Effectiveness of social capital strategies at project level**

### *Utilization of existing social capital to recruit participants and volunteers*

4.136 Both the CIIF Secretariat and project staffs voiced out the difficulty in recruiting volunteers and participants, especially when they were reaching out to community members one by one. Summarized from the experiences of successful cases, there were two efficient ways to create and consolidate social capital: (1) Collaborating with institutions and seeking to line up the existing groups in community; and (2) mobilizing project stakeholders' social capitals and recruiting volunteers in their ecological systems.

### Recruitment via institutions

4.137 As seen in the projects, collaborating with institutions rendered three benefits to the organizers. First, it allowed a share of resources such as venues for organizing functions. Second, it sometimes assisted the project to promote its activities to a wider public. Third, volunteers from institutions usually came in a group which saved a lot of time to recruit them one by one.

(ICJ02 – Project collaborator)

我們是 [計劃機構] 的附屬會，所以 [計劃機構] 辦了這個活動，也邀請了我們一起協辦。... 我們是配合這個活動去推展的，例如：他們需要場地，會使用到我們中心的會址開辦課程。其實，他們也想網絡擴闊一點，也希望我們中心的義工或是其他人可以參與，我們是作為一個協辦的性質。... 我們中心也有一群義工團，當他們需要一些... 如托管、教導小朋友的 [活



動，我們會組織一群義工，義工們也很樂意為這個社區服務的。

- 4.138 Whereas women association was the most available group to offer human resources, schools appeared to be the most resourceful partner. On one hand, it had the facilities for community programs to take place; on the other hand, it helped engage students, parents, teachers and school staffs who could join as project participants or volunteers.

(J1 – Project leader)

因為她們中產人士都很忙，她們很難有一個時間參加活動。星期日很多人都希望是家庭日，而星期六則已是參加了其他活動... 和學校合作時，家長可以在小朋友上學時，她們就可以過來上堂。

(IOC01 – Project leader)

當我們聯繫了一些中、小學後，就可以請它們替我們宣傳。去發回條及收回條。是一個活動宣傳的跳版，令我們可以接觸到更多服務對象。有時候，我們需要場地時，它們也能夠提供。

#### Recruitment in project stakeholders' ecological system

- 4.139 Recruiting participants and volunteers via strong ties seemed to be more effective than relying on weak ties. The reason was obvious. Through the “words of mouth”, the passionate project stakeholders shared their excitements with people around, and this was effective. The snowballing effect, thus, connected individuals to form a larger volunteer team.

- 4.140 Apart from the straight-forwardness of this finding, an insight emerged. Before the projects were occupied by promotion work in the community, they had to first secure their resources in their existing ecological system and sought to activate social capital inherent in their networks.

(IPVQ03 – Project volunteer)

我們會跟身邊的朋友介紹，邀請他們加入我們的義工團隊。我們見到人就會宣傳：「我在 XX 當義工，很有趣的。」我又跟他們介紹義工的工作內容，大部份人都覺得能夠幫助人實是一件樂事。

(Q7 – Project collaborator)

當家長見到子女的正面改變，他們也來當義工。你也知道家長不一定懂得如何教導子女，在參與當中，他們可以有所學習。由此，中心不單幫助小孩，更幫助了家長。

- 4.141 Reported in the Operator Survey, a majority of operators have already acquired this strategy - Recruit participants and volunteers through the existing network of your organization (mean = 84.6), encourage project participants, volunteers and collaborators to introduce the project to others (mean = 80.0), and recruit collaborators through the existing network of your organization (mean = 76.0).

#### ***Assessing availability and capability of project stakeholders***

4.142 Bringing up by some of the CIIF Committee members, recruiting professionals as volunteers and professionalizing the services were approaches to foster positive outcomes and project sustainability. However, the working professionals were always busy with other tasks, and the time they spared for the community projects was limited. This unavailability, inevitably, hampered the quality of linking social capital built in the project.

(D6 – Project collaborator)

過了一陣子，因為工作忙碌太辛苦，所以過了一陣就沒有當義工。

(IPVT01 – Project volunteer)

中產人士...要維持高收入就要投入工作。以我的兒子為例，他是會計師，每晚八點放工，九點回到家也要吃飯，然後有很多事要處理。星期六休息，他都希望休息多一些...我有嘗試請他和我一起做義工，但他都不願意，因為很累了，想休息多一些。我自己是自僱人士，工作時間不固定，可能早上很忙，有時又會很空閒，我自己將工作放下了，才多了時間做義工。以前我一年賺一百萬，現在我放下很多工作，才有時間。但如果我真的要繼續賺錢，維持一年賺一百萬，我哪會有這麼多時間做義工呢？

4.143 When capability was of concern, the organizers needed to take availability into consideration as well. According to the project volunteers, having flexible working hours was a useful strategy to optimize housewives' involvement.

(IPVQ03 – Project volunteer)

我們這群主婦，除了照顧孩子及煮食外，分分鐘都可以幫人。我們的探訪可以早上去，也可以晚間才去。那我們就可以選擇合適自己的時候，分工去不同的家庭探訪。義工可以彈性調配... 現在都是以女性的義工為多，因為她們不用外出工作。

4.144 Besides homemakers, retired professional was another type of community members who was capable and available to serve the society. These middle-class people usually shared a characteristic – they enjoyed contributing rather than receiving help.

(W2 – Project operator)

不過，中產都是一些有知識、有學歷的人，我們的重點便放於發掘的專長。中產多些專業人士，例如律師、會計師。他們都要上班，很難做。於是，我們就想出一些專長，如插花、煮食、電腦的知識、攝影的知識等等。剛巧一些退休人士沒有接觸點，這就成為接觸點去讓他們參與及互相分享自己的專長。他們都會幫助公屋的居民，他們會教電腦、閱讀英文信件等。

(IOP01 – Project collaborator)

我們的義工多為中產人士，在計劃過程中，我們發覺到不是我去幫他們，而是他們去幫我。他們利用專業 [知識] 去幫助我們這條邨... 他們也很享受 [這個做義工服務的過程] 。

(W2 – Project operator)

接觸中產人士的時候，我發現他們原來是個寶，有許多專長，如攝影、煮食等，可以在社區內發揮。他們都可以有自己的支援網絡，一個連一個。概念是相似的，但手法卻不同... 可能因為中產人士很少接觸社會服務，他們都是工作工作，早出晚歸... 他們會認為社會服務都是救濟，去幫助窮人。當我們舉旗表明這是為發揮專長，為社會服務，就開展了這計劃 [發掘及發揮中產人士的專長去服務社區]。

### *Social capital development strategies*

- 4.145 There were altogether five social capital approaches examined in the Plenary Executive Survey, two of them were from the functional perspective and three were from the structural perspective.
- 4.146 For the functional side, the lens was on the project participants and the volunteers. The strategies explored included the exchange approach (activities to promote mutual help), and social-identity approach (activities for constructing common identity). Among them, only the social-identity approach yielded a good level of reliability.
- 4.147 For the structural side, the focus shifted to the projects staffs. In order to develop assisted social capital at different levels, the organizers had to cultivate its own social capitals, so that their connections between their staffs and the community stakeholders would allow them to recruit project stakeholders and obtain resources.
- 4.148 In the end of the projects, the use of all these social capital development approaches declined a little. The decline was statistically significant. These reductions, however, should not be regarded as a decline of social capital, as the results did not support a direct causal relationship between these project staffs' network building approaches and the social capital outcomes. Instead, using these strategies less intensively in the final stage might merely tell that different strategies played different roles in different stages of the project life cycle. At the closing phase, the foci of the projects should be more on sustaining the strategies, outcomes and impacts, rather than expanding the networks of project staffs.

<b>Social capital development approaches</b>	<b>Last quarter Mean</b>	<b>Earlier quarters Mean</b>	<b>Growth Mean</b>	<b>95% Lower bound</b>	<b>95% Upper bound</b>
Staff bonding approach	72.68	80.20	-7.52	-11.10	-3.94
Staff bridging approach	72.35	77.65	-5.30	-8.87	-1.73
Staff linking approach	74.23	83.08	-8.85	-13.73	-3.96
Social-identity approach	56.87	67.94	-11.07	-15.21	-6.92

**Table 37** Comparison of social capital approaches in the last quarter of the operation and the earlier stage

### *Project sustainability strategies*

- 4.149 The sustainability emphasized by the CIIF is mainly on the social capital outcomes and the projects' strategies / impacts. However, as the institutional setting does have an impact on their maintenance, this Plenary Executive Survey also scrutinizes the continuation of the projects after the funding periods. The discontinuation of the projects does not directly lead to a decline of social capital. It affects the effectiveness of the projects mainly when the project staffs have not planned well in advance. The planning of projects' sustainability, in this study, was labeled as the sustainability-maintenance approach.

### Sustainability-maintenance approach

4.150 All the items in the sustainability-maintenance approach were proved to be reliable in the statistical testing. Indicated by the project leaders, the sustainability-maintenance approaches were mostly adopted during the earlier stage of the project, meaning that the staffs had long term planning for the continuation of the projects. The discrepancy of mean scores between the last quarter and the earlier stage was 4.69.

<b>Social capital development approaches</b>	<b>Last quarter</b>	<b>Earlier quarters</b>	<b>Growth</b>	<b>95% Lower bound</b>	<b>95% Upper bound</b>
	<b>Mean</b>	<b>Mean</b>	<b>Mean</b>		
Sustainability maintenance approach	79.98	84.67	-4.69	-7.35	-2.03

**Table 38 Comparison of the social capital sustainability approach in the last quarter of the operation and the earlier stage**

4.151 With insights from the quantitative analyses, the sustainability of projects' operations and social capital outcomes were results of deliberate efforts and thorough planning. Reflected in the Plenary Executive Survey and Document Observation, the project staffs mainly prepared the sustainability by five sustainability-maintenance strategies: (1) developing strategies for project sustainability in advance, (2) summarizing project experiences to promote project sustainability, (3) preparing human resources, (4) preparing other resources, and (5) instituting an organizational structure ahead. Shared across both sets of results, "conducting research" was a less common strategy employed by the projects to promote project sustainability.

<b>Items of sustainability-maintenance approach</b>	<b>Plenary Executive Survey</b>		<b>Document Observation</b>
	<b>Last Q (Mean)</b>	<b>Operation (Mean)</b>	<b>(Mean)</b>
Developed strategies for project sustainability in advance	89.8	97.0	84.6
Conducted research to promote project sustainability	38.5	46.2	44.4
Summarized project experiences to promote project sustainability	82.2	87.9	100.0
Prepared human resources for sustaining the projects	88.9	90.8	77.8
Prepared resources for sustaining the projects	89.5	91.6	90.0
Instituted an organizational structure ahead for sustaining the projects (e.g. organized self-help group)	81.4	89.9	93.8
<b>Overall</b>	<b>79.3</b>	<b>84.7</b>	<b>81.8</b>

Remarks: Last Q = last quarter of the project operation; Operation – the whole project operation period except the last quarter; D – discrepancy measured by the scoring of social capital in the last quarter minus the one during the whole operation period except the last quarter.

**Table 39 Comparison of sustainability-maintenance approaches in the last quarter of the operation and the earlier stage in Plenary Executive Survey**

## Project Strategies in Stakeholder Survey & Observation

- 4.152 Three types of strategies adopted by the funded projects were explored in the Stakeholder Survey and Observation. They were Social Capital Development Strategy, Transformation Strategy and Project Management Strategy.
- 4.153 Most of the items in Social Capital Development Strategy obtained a moderate to high mean score, with Involvement Strategy and Facilitation Strategy scored the highest while the Staff Bonding and Staff Linking Strategy scored the lowest. These results might indicate that the projects focused heavily on building the networks among stakeholders, whereas little attention had been paid to cultivating the relationships among staffs in the projects.
- 4.154 For the Transformation Strategy, the mean scores of the items clustered at moderate level. From the scoring, it appeared that a majority of the projects endeavored to assist participants recognizing and utilizing their strengths, and encourage them to take part in the projects by giving a hand as volunteers.
- 4.155 Project Management Strategy had the largest range of mean scores for its items, with the lowest at 40 and the highest at 100. This revealed that the strategies tested in this study were used inconsistently across projects. Many of the projects recognized the positive engagement with the Fund and agreed that they had received encouragement, compliment and information from the Fund. The area which performed the least satisfactory was the contributions from the collaborators. While the collaborators recognized the work of the projects, not many of them had offer trainings, opportunities for obtaining resources, advices, financial assistance and other benefits to the projects. These results might have pointed out that the collaborations built by the projects seldom touched on physical and financial assistance.

Social Capital Development Strategy	Source of information	Items	Mean
Bonding strategy	On-site Observation	Arrange activities for project participants to demonstrate the power of division of labor	66.7
Bridging strategy	On-site Observation	Arrange activities for project participants to help residents in the community	62.5
Institutional strategy	Onsite Observation	Arrange activities that allow project participants to connect with people from other sectors	50.0
		Arrange activities that allow project participants to connect with other local residents	87.5
		Arrange activities that allow project participants to build connections with one another	100.0
Staff bonding	Documentary Observation	Arrange activities to strengthen the relationship between project staff and staff of other organizations	52.9
		Arrange activities to strengthen the relationship among project staff	6.7
Staff bridging	Documentary Observation	Arrange activities to strengthen the relationship between project staff and residents in service region	57.9

<b>Social Capital Development Strategy</b>	<b>Source of information</b>	<b>Items</b>	<b>Mean</b>
		Arrange activities to strengthen the relationship between project staff and other service organizations	61.1
Staff linking	Documentary Observation	Arrange activities to strengthen the relationship between project staff and government	44.4
		Arrange activities to strengthen the relationship between project staff and professionals	47.1
		Arrange activities to strengthen the relationship between project staff and business people	58.8
Social identity strategy	Documentary Observation	Arrange activities to cultivate common identity between project participants and people from other sectors	28.6
		Arrange activities to cultivate common identity between project participants and other residents in the region	77.8
Exchange strategy	Documentary Observation	Arrange activities that promote mutual help, so that project participants can gain benefits from it	76.2
		Arrange activities that promote mutual help, so that both project participants and people from other sectors (including business sector, government and professional bodies) can gain benefits from it	86.4
Involvement strategy	Documentary Observation	Allow others in the community to get to know project participants and volunteers in public activities arranged by the project	86.4
		Allow others in the community to get to know project collaborators in the public activities arranged by the project	60.0
		Allow others in the community to get to know project staff in the public activities arranged by the project	76.2
		Arrange community induction activities for project participants/volunteers	90.9
		Arrange community induction activities for project collaborators	85.7
Facilitation strategy	Survey of Operator	Recruit participants and volunteers through the existing network of your organization	84.6
		Establish social platform to promote the continuous participation of project participants, collaborators and others	70.2
		Connect volunteers and collaborators with different background and from different sectors	77.9
		Assist project participants in socializing with stakeholders or collaborators from other sectors	69.2
		Invite former project participants to share their experience so as to transfer their knowledge about social capital to other participants	58.7
		Recruit collaborators through the existing network of your organization	76.0
		Assist project participants in obtaining more information	72.1
		Expand project participants' social and mutual-help network	81.7
		Encourage project participants, volunteers and collaborators to introduce the project to others	80.0
Facilitation strategy	Documentary Observation	Recruit participants and volunteers through the existing network of the project organization	100.0
		Recruit collaborators through the existing network of the project organization	100.0

<b>Social Capital Development Strategy</b>	<b>Source of information</b>	<b>Items</b>	<b>Mean</b>
		Connect volunteers and collaborators with different background and from different sectors Invite former project participants to share their experience so as to transfer their knowledge about social capital to other participants Establish social platform to promotion the continuous participation of project participants, collaborators and others Assist project participants in obtaining more information Expand project participants' social and mutual-help network Assist project participants in socializing with stakeholders or collaborators from other sectors	100.0 70.6 100.0 100.0 <b>100.0</b> 95.5
Facilitation strategy	Onsite Observation	Connect volunteers and collaborators with different background and from different sectors Expand project participants' social and mutual-help network Assist project participants in socializing with stakeholders or collaborators from other sectors	70.0 <b>100.0</b> 77.8
Collaborator's involvement strategy	Survey of Collaborator	Participate in the community-based activities arranged by the project Allow others in the community to get to know your organization in the activities arranged by the project	71.9 72.0
Project Strength building strategy	Survey of Operator	Discuss the strengths of your organization and project collaborators Use the competitive edge of your organization and project collaborator Expand or strengthen the competitive edge of the project (not) Realize that the project has its own limitations (not) Have not discovered the competitive edge of the project (not) Realize that the unique strengths of the project have been limited by some environmental factors Help the community to learn more about the capabilities of the marginalized groups	67.0 71.2 70.2 58.7 73.0 58.0 70.2
Project Strength building strategy from Collaborators' point of view	Survey of Collaborator	( Not) Realize that the project has its own limitations Expand or strengthen the competitive edge of the project Use your competitive edge of your organization Collaborate with other project stakeholders by utilizing each other's unique strengths to compensate for the individual weaknesses, so that all parties can bring their competitive edges to the full extent	63.0 53.3 76.0 68.0

<b>Tranformation Strategy</b>	<b>Source of information</b>	<b>Items</b>	<b>Mean</b>
Transformation strategy	Survey of Operator	Discuss the project's development with project participants Transform project participants so that they would be motivated to participate in matters concerning the community Transform project participants and collaborators to be a part of cross-sectoral network Promote the establishment of cross-strata mutual help network among community stakeholders	66.4 72.1 65.4 63.5

		Help project participants to recognize and use their own strengths	81.7
		Support the stakeholders from different sectors to build a culture of trust and mutual help	77.9
		Support community stakeholders to build a culture of trust and mutual help	75.0
		Transform project participants to be volunteers	86.0
		Encourage project participants to take charge of the project and try to transform them from service recipients to service providers	63.5

<b>Project Management Strategy</b>	<b>Source of information</b>	<b>Items</b>	<b>Mean</b>
CIIF's facilitation	Documentary Observation	Have been coached by the CIIF Secretariat and Committee	91.7
		Have been encouraged by the CIIF Secretariat and Committee	80.0
		Receive compliments from the CIIF secretariat and committee	80.0
		Receive information provided by the CIIF Secretariat and Committee	85.7
		Consult and discuss with the CIIF Secretariat and Committee	87.5
		Have (not) been criticized by the CIIF Secretariat or Committee	55.6
Assessment strategy	Documentary Observation	Evaluate the growth of participants' social capital	95.0
		Evaluate the needs of local residents	90.5
		Evaluate participants' capacities	100.0
		Evaluate the participants' willingness to serve	95.2
Institutional strategy	Documentary Observation	Arrange activities that allow project participants to connect people from other sectors	77.3
		Arrange activities that allow project participants to connect other local residents	72.7
		Arrange activities that allow project participants to build connections with one another	95.5
Public relations strategy	Documentary Observation	Convene a public meeting	35.7
		Organize activity that promote public relationships	71.4
		Announce news through public media	68.4
Resourcing strategy	Documentary Observation	Collect information that aid the operation and development of the project	90.0
		Raise funds	55.6
Collaborator's Offer	Survey of Collaborator	Compliment the project	83.3
		Offer voluntary services to the project	75.0
		Facilitate network building between the project and other organization	62.0
		Provide training to the project	55.4
		Collaborate with the project in carrying out community activities	<b>58.3</b>
		Facilitate the acquisition of external resources	46.9
		Encourage the project to participate in activities hosted by your organization	55.0
		Advise the project	56.3
		Subsidize the project	45.8
Provide benefits to the project	40.0		
Functional	Documentary	Develop strategies for project sustainability in advance	84.6



<b>Project Management Strategy</b>	<b>Source of information</b>	<b>Items</b>	<b>Mean</b>
sustainability strategy	Observation	Conduct research to promote project sustainability Conclude the project experiences so as to ensure project sustainability	44.4 100.0
Structural sustainability strategy	Documentary Observation	Plan the manpower for project sustainability Plan the resources for project sustainability Institute an organizational structure ahead so as to ensure project sustainability	77.8 90.0 93.8

**Table 40** Scoring of Project Strategies measured in Stakeholder Survey and Observation

### *Effective strategies in creation of social capital*

4.156 Participant outcomes that were significantly predictable by strategies were bonding social capital, trust in the community, civility, social capital structural sustainability, happiness, resilience, and role transformation. They were variously predictable by bridging strategy, empowerment strategy, emulation strategy, functional sustainability strategy, institutional strategy, involvement strategy, linking strategy, and staff bonding strategy. The significant effects ranged from .086 to .191.

<b>Predictor</b>	<b>Outcome</b>	<b>Effect</b>
Functional sustainability strategy reported by the operator	Resilience	.191**
Empowerment strategy reported by the operator	Happiness	.151*
Emulation strategy reported by the operator	Trust	.134*
Staff linking strategy documented	Bonding social capital	.121*
Staff bonding strategy reported by the executive	Civility	.118*
Involvement strategy documented	Social capital structural sustainability	.113*
Bridging strategy observed on-site	Role transformation	.105*
Institutional strategy documented	Strength realization	.086*

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Table 41** Significant standardized effects of strategy on participant social capital and capability

### *Functional sustainability strategy and participants' resilience*

4.157 The effect of functional sustainability strategy reported by the operator on the participant's resilience exhibited the strongest effect of .191.

4.158 Social capital functional sustainability means the maintenance of functions, notably mutual help in the social network. It was composed of "continuing to promote the collaboration between residents in the community and organizations to solve problems in the community," "maintaining the spirit of trust and mutual help in the project participants, volunteers, organizer, and collaborators," continuing the success in enhancing community capacity," "continuing the spirit of trust and mutual help to expand in the community," "not building up a distance in mutual-aid networks," and "not ceasing to operate mutual-aid networks developed by the project."

- 4.159 Resilience referred to adjustment in the face of adversity. It was composed of “not losing confidence facing difficulties,” “being determined to solve problems when facing challenges,” “maintaining an optimistic view amid hardships,” and “not giving up halfway when facing difficulties.”
- 4.160 The positive effect indicated the contribution of social capital to capability generally. This finding is consistent with the finding in the literature about people in general that having access to social support and particularly a mentor promotes resilience (Notter et al. 2008). Existing research involving service users has also shown that the reception of social support escalate the user’s resilience (Greeff and van der Merwe 2004).
- 4.161 The present finding, furthermore, indicates sustaining the function of social capital is particularly helpful to foster the participant’s resilience. This contribution may reflect that the persistent function of social capital sustains the participant’s persistent adjustment to adversity. The finding is therefore logical in terms of consistency between persistency in social capital and persistency in adjustment. Conceivably, just because the maintenance of social capital functions is difficult, the maintenance would become a good lesson for the participant to learn to be resilient to adversity.

***Empowerment strategy and participants’ happiness***

- 4.162 The effect of empowerment strategy reported by the operator on the participant’s happiness displayed the second strongest effect of .151.
- 4.163 Empowerment strategy, as an organizational strategy, referred to the practice of the organization to strengthen the operator’s capability. It was composed of “supporting the operator to learn and develop the concept of social capital,” “giving the operator’s autonomy”, and “the operator’s receiving training from the organization to enhance capability of engendering social capital.”
- 4.164 The participant’s happiness covered “feeling happy living in the community,” “not feeling dissatisfied with some community issues,” and “not feeling depressed.”
- 4.165 The contribution of organizational empowerment strategy and participant happiness might hinge on the operator’s competence and quality work life, in view of the dialectic and contagion perspective on service input to the service user (Cheung and Chow 2011a, 2011b, Gerson 1976; Jackson 2003).
- 4.166 In the first place, empowerment in the organization is an indicator of quality that is consonant with the prevailing ethos (Alvesson 2002; Gaucher and Coffey 1993). Organizational empowerment would strengthen the worker’s satisfaction, commitment, expertise, performance, and productivity (Spreizer 2008; Wilkinson 1998). Empowerment can contribute to information, autonomy, decision-making, and responsibility in the worker (Seibert et al. 2004). The empowered worker just has more power to perform more competently (Caspar and O’Rourke 2008).
- 4.167 Notably, the worker’s broadened competence is the basis for improved performance (Biron and Samberger 2010). The raised performance, particularly in human service, would in

turn lead to the client's satisfaction (Keith 2005; Schmid and Bar-Nir 2001). In the present case, performance in raising social capital would therefore boost the participant's satisfaction or happiness.

#### ***Emulation strategy and participants' trust***

- 4.168 The effect of emulation strategy reported by the operator on the participant's trust in the community was the next strongest ( $\beta = .134$ ).
- 4.169 Emulation strategy meant the strategy that promoted learning in project operation. The strategy consisted of "sharing experience with the CIIF or other funded projects," "applying knowledge from the CIIF or other funded projects to project operation," and "identifying areas for learning from the CIIF or other funded projects."
- 4.170 Trust comprised "feeling that residents in the community were worth helping," "not thinking that residents in the community were only concerned about their own interests," "believing that other residents in the community would offer a hand," and "not being defensive against other residents in the community."
- 4.171 Generally, organizational emulation or learning is a successful strategy to upgrade organizational effectiveness (Mintzberg et al. 1998). It is especially conducive to the timely change and therefore sustainability of the organization (Rushmer et al. 2003).
- 4.172 Emulation is significant because of the societal condition for learning and knowledge enhancement (Casey 2006). That is, the ever-changing societal condition requires constant updating and furthermore innovation, which in entails learning from others in order to emulate and innovate. Organizational emulation might raise the participant's trust through the enhancement of project performance in social capital development and contagion of trust from the project to participant. Obviously, upskilling based on organizational emulation would heighten job performance (Gallie et al. 1998).
- 4.173 In addition, organization emulation is a manifestation of inter-organizational trust, and this would induce the participant's interpersonal trust. One way that organizational emulation increases inter-organizational trust is echoing, such that organizations share and echo their ideas (Burt 2005). The influence of organizational trust on the participant's interpersonal trust tends to rely on the transmission belt process, such that trust in one party would extend to trust in another party (Uslaner 2002). Accordingly, trust is particularly contingent on such extension or expansion throughout the social network. That is because both organizational trust and interpersonal trust have a basis in cooperation, reciprocation, and fraternity, which regards one another as similar (Newton 1999).

#### ***Staff linking strategy and participants' bonding social capital***

- 4.174 The effect of staff linking strategy documented on the participant's bonding social capital held the next strongest contribution ( $\beta = .121$ ).
- 4.175 Linking meant connecting to key or resourceful persons or organizations at another stratum of social formation, which was usually external and difficult to access. Staff

linking strategy consisted of arranging activities to strengthen relationships between project staff and government, between project staff and professionals, and between project staff and businesspeople.

- 4.176 Bonding social capital meant having structural and functional relationships with other project participants. The participant's bonding social capital registered "having no barrier to other project participants," "having mutual assistance with other project participants," and "participating in activities with other project participants."
- 4.177 The finding was that staff linking strategy contributed to the participant's bonding social capital, rather than linking social capital. This cross-domain contribution might be attributable to the gathering resources through staff linking strategy, which in turn facilitated bonding social capital built among participants.
- 4.178 One possibility was the enhancement of cooperation among participants in the project operator's linking to resourceful people or organizations, and this cooperation would solidify bonding social capital. Accordingly, in order to link to and access resources, participants would strengthen their bonding social capital to enhance the effectiveness of the linking. This would register an exchange between the participants and linked parties, which is a premise for social capital development (Laser and Leibowitz 2009).

#### ***Staff bonding strategy and participants' civility***

- 4.179 Staff bonding strategy reported by the executive was the next strongest influence found on the participant's civility ( $\beta = .118$ ).
- 4.180 The staff bonding strategy consisted of "arranging activities to strengthen the relationship between project staff and the staff of other organizations" and "arranging activities to strengthen the relationship among project staff."
- 4.181 Civility meant behaving in ways in favor of society. It involved "not avoiding contributing to society," "not unwilling to undermine own interest for the public good," "devoting oneself to improve the society," and "encouraging others to serve the society."
- 4.182 The contribution of staff bonding strategy to the participant's civility might hinge on the enhancement of project staff performance and setting an example for participants to strengthen their civility.
- 4.183 First, existing researching has shown that social capital and particularly bonding social capital is conducive to job performance (Burt 2005). In this connection, social capital functions as second-order resources to boost job performance (Volker and Flap 2004). Bonding social capital conceivably enhances the performance of teamwork, collaborative work, and mutual support at work.
- 4.184 Second, staff bonding strategy would enhance bonding and civility among staff, known as organizational citizenship behavior (Holmos et al. 2002). The behavior in turn would encourage participants' civility through a learning, modeling, contagion, or socialization process generally (Letki 2006).

### ***Involvement strategy and participants' social capital structural sustainability***

- 4.185 Involvement strategy documented demonstrated a positive effect ( $\beta = .113$ ) on the participant's social capital structural sustainability.
- 4.186 The involvement strategy was about the gathering of social resources or network building. It combined "allowing others in the community to get to know project participants and volunteers, project staff, and collaborators in public activities arranged by the project," "arranging community induction activities for project participants or volunteers and collaborators."
- 4.187 The participant's social capital structural sustainability involved "staying in touch with those members of business members of government or political bodies, and project collaborators met in the project, and other project participants," "not forgetting people in the project befriended," and "not stopping offering help to other project participants."
- 4.188 Involvement strategy then appeared to uphold participants' social capital structural sustainability, probably because of social resources or networking maintained by the strategy. This contribution of involving or social networking is consistent with existing research findings, which involve various kinds of engagement (Angelusz and Tardos 2001; Brisson and Usher 2005; Narayan and Cassidy 2001). The difference from existing research is that the present outcome is the structural sustainability of social capital rather than social capital in general.
- 4.189 As such, the present finding suggests that the broadening and strengthening of social networks are conducive to their structural sustainability. This is reasonable just because the enlarged and enriched social network would be capable of sustaining the structure or persistence of social capital. In theory, the social networking provides the structure for the continuity of social capital created through the project (Cattell 2004). Precisely, the larger social network would function to maintain the smaller social network formed through the project.

### ***Bridging strategy and participants' role transformation***

- 4.190 The next strongest effect ( $\beta = .105$ ) was that of bridging strategy observed on-site on the participant's role transformation.
- 4.191 Such bridging strategy meant arranging activities for project participants to help residents in the community, as observed in an activity held by the project.
- 4.192 Role transformation referred to the taking up of the role of an executive, leader, or volunteer after joining the project as a participant, help recipient, client, other role, or no role.
- 4.193 The contribution of bridging strategy suggested that helping residents was a basis for creating the role of a volunteer, leader, and executive. In addition, the finding implies the continuation of helping into the enactment of more active roles (Bekkers 2010; Uslaner 2002).

### ***Institutional strategy and participants' strength realization***

- 4.194 Another effect was that of institutional strategy documented in the project on the participant's strength realization ( $\beta = .086$ ).
- 4.195 Institutional strategy meant institutional arrangement, based on its rules and norms. The strategy consisted of arranging activities that allow project participants to connect people from other sectors and other local residents, and to build connections with one another. It represented a way of proactive networking, as arranged by the project.
- 4.196 Strength realization was an indicator of capability or well-being. It covered "using unique strengths and advantages," and "collaborating with other stakeholders by using each other's unique strengths to compensate for the individual's weaknesses."
- 4.197 The contribution of institutional arrangement might hinge on social network or social capital building, which is salutary and empowering (Oshio and Kobayashi 2010). The social network may give the participant opportunities to realize strengths or talents.

### **Hindrances to project development**

#### ***Competition among social welfare organizations***

- 4.198 The CIIF funded projects were not the only activities that required the involvement of volunteers, but there were other social service programs that recruited volunteers in the community simultaneously. Facing this keen competition for human resources, some projects unfolded that they were in a disadvantaged position when other organizations offered more subsidies to the volunteers.

(Y1 - Project leader)

當時[區內]亦有一些計劃提供的義工津貼很疏爽，甚至舉辦一些相同的活動，如美容、托管班、社區中的手部美容，這些都有提供津貼。令到有些義工質疑為什麼其他機構提供津貼，而我們沒有... 那時候機構之間真的存在競爭，這就是有一些義工轉到外面做義工。

#### ***Limitation on duration of funding***

- 4.199 The CIIF provided financial support as seed money to the organizers up to three years. Whilst some of projects agreed that this duration was enough to develop a service, some projects suggested that five-year financial support would be more desirable.
- 4.200 For those who supported the current cap of funding maintained that a halt at the third year gave room for projects to review their directions and strategies, while a shorter time frame would prevent problems from occurring in long-term programs.

(G1 - Project leader)

兩年計劃如果是由零開始，其實是不足夠的。我認為最少三年才可以達到種子基金的目的。

(IOP03 - Project operator)

我覺得有時也需要停一停，因為有時繼續運作，可能會變成「為做而做」... 如果就這三年撥款... 去回顧計劃書，再去想一想有哪些項目打算延續下去？應該如何延續？延續時又會有哪些成果？我覺得這會幫助有需要的社群。

(IOL01 - Project operator)

因為三年就有一個時間可以停下來，想一想，重溫和檢討，之後再開始另一個新計劃。... 我覺得三年是一個中間點，未必一定是很足夠，但三年其實是時候停下來想想，來作一個小總結。如果覺得 [計劃] 是好的、[社會上] 是真正需要 [這些服務]，那可以繼續新一個計劃，或是延續之前的計劃。[三年計劃] 總比六年計劃好。因為中途可能有太多變數，[時間] 越長，人事、社區、經濟等方面的變數越多。[這些] 問題其實你在寫 [計劃書] 時，是無法預計的；所以，我覺得兩、三年也是好的。

4.201 For those who considered the three-year funding was not enough stated that this arrangement did not match the normal project development process. As described by the project staffs and collaborations across projects of different natures, the first year of a new service was usually spent on familiarizing with the project objectives and recruiting project stakeholders. When teams were in place, volunteers started to undergo the acquisition of knowledge and skills. Moving beyond this burgeoning stage, the participants began to transform and started to serve the community. The project, then, stepped into its blossom phase in the third year with cross-strata interactions becoming more frequent.

(D1 - Project operator)

第一年計劃我們也是盲摸摸地運作，我們同事一開始時花了很大的努力邀請青年人加入計劃，透過學校的網絡、自身的網絡去尋找，我們也到社區去找，找到 D6、找到 D5，還有其他商界、師傅參與這個計劃。計劃開始第一年，主要是舉辦一些訓練，開辦培訓班給青年人，為他們作好裝備。踏入第二年，因為青年人已接受過訓練，所以我們開始在俱樂部安排一些服務給村內的小朋友和家長，由青少年負責。進入第三年，我們將這個計劃以一個「滾雪球效應」的方式，一直滾存下去，再托展至家庭層面。

4.202 When funding stopped at this moment, the projects had not been mature enough to self-finance and the networks were not secure enough to sustain without institutional support. To build a solid foundation for sustainability, most of the projects staffs proposed to have the cap set at five-year, instead of three-year.

(IOQ02 – Project operator)

如果要做 networking 的工作，其實需要一段很長時間，以及日積月累的關係和互信，[人與人之間的芥蒂]並不容易打破，我覺得這方面的努力需要 [比三年] 更長的時間。因如此，我們即使沒有資助，也要去做一些鞏固及延續網絡的工作。

(ICJ01 - Project collaborator)

我覺得既然是種子基金，並不是等到計劃成果萌芽便離開，起碼是等待他們能自行生長 [才離開]。但如何令他們自行生長呢？我覺得這也要靠機構在基金 [撥款] 後，將資源開拓不同的服務去維持運作，但我眼見很多機構也難 [將這一點] 做到。

(ICL02 - Project collaborator)

以我們和 [機構] 合作的話，[計劃] 有四、五年會比較理想。... 我們的店長也需要時間適應一

下，頭一年 [學員] 是怎樣，我們也需要調節心態。

**(M8 – Project collaborator)**

如果能夠有更多時間，以三、五、八、十年作里程碑，不斷發展，那我們的工作就更能著地。



(C) **CORPORATE SOCIAL RESPONSIBILITY AND SOCIAL ENTREPRENEURSHIP**

**Corporate social responsibility**

4.203 Corporate social responsibility is a rather modern concept which is still undergoing evolution. Leaving its burgeoning stage, the discussions have moved from macro-social effects to organizational analyses, and from explicitly normative and ethics-oriented studies to performance-oriented studies (Lee, 2007).

4.204 Due to the competition of research focus, there was not adequate data illustrating which social capital strategies should be used in different project development stage.

***Emphasis win-win***

4.205 From the experiences of project operators, to partner with profit-making companies, organizers had to focus on win-win achievement as well as CSR. If only social responsibility was emphasized, then the corporation might not feel the obligation to contribute altruistically; but if only benefits from community service were highlighted, then the organizers might feel exploited.

(X5 – Project collaborator)

我覺得這個計劃比較特別，和其他發展企業社會責任的計劃相比，如替其他人維修、做義工，性質是完全很不同，這個計劃真的能應用我們學校的知識去教授會計、管理及財務，是比較特別的。

(IOR01-project operator)

控制權不在我們這裡，很明顯，例如，一個大型商業機構... 到來探訪，日期及其他方面都要我們全部遷就它。當問它幾時有下一次，它不會回答，變了就是它有需要才來。有這些問題，並不是找的對象是否適合，而是它們參與的持續性不是可以控制。

(IOB02 – Project leader)

以往傳統的社福界會找人贊助，之後 [的關係] 就完結。其實不是的，我覺得 [我們的關係] 是平等的。商界參與服務，其實我們也在幫助他們，可能他們會因此建立了隊工。他們可能會想同事透過參與義務工作去感受社區。他們在「商界展關懷」中，可能我又會獎勵他們，去建立公司形象。我不同意他們只是出錢，當中其實是雙贏的。

(IOQ02 – project leader)

(找商舖合作) 都是我們初時的憂慮，他們做生意當然想賺錢，現在我們要他們做損本生意，所以我們接觸他們時都怕他們不理會我們。但發覺並非如此，回顧他們參與的理由，有些人說因為他們以往用過社福服務、參加過舊式街坊會的活動... 有些人分享過，以前在第二區做生意用過一些類似服務，覺得自己現在有能力，適逢我們找他幫手，他就接受。亦有一些在屋邨做生意，他們覺得自己靠居民賺錢，靠居民維生，所以他們幫助區內有需要的人都是互惠互利。一些人處身於這個社區已有一段很長的時間，對這裡有歸屬感，所以願意幫助區內的人... 亦有一個大型連鎖店，常常做生意，但我們一接觸他，他就答應幫忙... 因為他們都想

藉幫助社區建立公司形象，但沒有刻意接觸機構，又沒有人找他，其實他都等待這些合作的機會。

(G1 – Project leader)

當然應是因為互惠互利。他們會問及贊助的用途及推廣地點，藉此宣傳產品。曾有一個代理真的把嬰兒產品拿來，完結後留下給我們，並沒有取回。

## Social Entrepreneurship

4.206 Social capital was also found to be an important asset for the success of social enterprise.

Among the staffs of social enterprises interviewed, almost all of them underscored the actual benefits from social capital. Other than the provision of human resources for producing goods and providing services, the social capital also bonded the customers to the business which sustained the operation of the projects. A win-win situation has been achieved as the customers were able to expand their network and purchase products at a bargain, the project officers also managed to reach the service targets.

(IOB02 – Project leader)

我覺得社會資本給予我一個基礎，在較高層次裡，以致我 [成爲] 社會企業。沒有這些人力資源，我怎能夠賣東西？這些都是關係。

(IOQ02 – Project operator)

我們過去探訪過一些家庭，當發覺他們有需要的話，計劃的合作商戶都會給予支援。例如電器鋪，他們會提供義務維修服務，只是收取工具的成本；有間文具鋪會捐一些文具給有需要的家庭...那時應該是二零零八年金融海嘯，物價很貴，社區氣氛較為悲觀，所以我們的樓長商議一些方法去幫助社區。後來我們多邀請了一個商戶參與計劃... 希望它可以提供一些日用品，以較優惠的價錢出售。這成爲了我們計劃後來的發展項目，就是售賣這些貨品給綜援人士、低收入家庭及獨居兩老，以減輕他們日常生活的開支負擔。

**(D) CRITICAL SUCCESS FACTORS OF THE CIIF-FUNDED PROJECTS**

**Critical factors of the development of social capital**

4.207 Suggested in the CIIF’s pamphlets<sup>1</sup>, there were eight success factors for social capital development projects. The Plenary Executive Survey tried to examine the relevance of them in practice by asking the project staffs to indicate how often these factors manifested themselves during the project operation. All items achieved a satisfactory reliability level.

4.208 The overall mean of these factors was 75.7, which were somewhat between “often” and “always”. The factor that occurred most frequently was the “enthusiasm of the agency”, the second came the “responsiveness to local needs”, and the third was the “recognition of the concepts promoted by the CIIF”.

Ranking by frequency	Success factors for social capital development projects	Mean
1	Enthusiasm of the agency	81.0
2	Responsiveness to local needs	78.8
3	Recognition of the concepts promoted by the CIIF	77.9
4	Ability to break down organizational barriers, mobilize community resources, secure ownership from partners, and build mutual help networks	76.1
5	Maximization of strengths of local networks	76.1
6	Willingness to try new strategies	73.9
7	Clear mindset shifts from providing services to developing the strengths and giving potentials of even the most marginalized groups	73.5
8	Clear focus on social capital outcomes	68.3
	Overall	75.7

**Table 42 Success factors for social capital development projects in Plenary Executive Survey**

***Enthusiasm of the agency***

4.209 Underscoring by the CIIF Secretariat, project leaders and volunteers, the cornerstone of effectiveness of the project operation was the quality of the staffs of the organizers rather than the size of the organization, as they held the keys to decide whom to recruit as project stakeholders and what strategies to apply for the social capital engenderment process. While project leaders with an open mind would allowed them to compare and contrast

<sup>1</sup> Source: <http://www.ciif.gov.hk/dnld/promoinfo/pamphlet/schoolcare1.pdf>

different possible solutions and maximized their gains, projects operators with passion would motivate other stakeholders and glue them together towards the goals.

(A4 – CIIF Secretariat)

如果問及這個計劃的成功因素是甚麼，多年的經驗告訴我們... 計劃推行團隊的進取其實是一個很重要的因素。

(A3 – CIIF Secretariat)

那時 [CIIF Secretariat] 看到某個計劃的評估報告後指出，計劃的成功在乎同工有多用心，有多投入。... 對於規模較小的機構，我們看到整個計劃 [能夠] 起動，實在建基於同事 [的付出]。那同事真的很開心，他/她又很能幹。跟他/她討論後，他/她會自己回去再思索，當中很互動。那個計劃的成功，我們覺得他/她的功勞最大。

(IOK01 - Project leader)

[計劃的成功與否] 很在乎員工如何去帶領整個計劃，如何組織、統籌和協調，我們只是一間 [規模細] 的機構，但要是同事們用心... 也不需要有很多資金、人手也可以 [令計劃有成果]。

4.210 From the views of volunteers and collaborators, whether the project staffs were willing to dedicate themselves into the program and maintain their involvement depended on the performance of the staffs. For people who took up volunteer work, they usually shared a heart for community betterment; hence they had an expectation for the commitment and responsiveness of the project staffs who coordinated them. For instance, when volunteers reported the needs of their neighbors after the home visit organized by the projects, they would expect the project staffs to follow-up with the problems and updated them with the progress. If the project operators did not show their willingness to take up their responsibilities, then the volunteers would find no one to rely on, thus lacking the motivation to continue their work.

(IPVQ03 – Project volunteer)

[義工] 會很著重 [機構同事的素質]。有些 [機構同事/社工] 沒有把工作辦好，她們不喜歡就不會幫忙，有某些人有這樣的態度。我覺得 [就算義工] 也要 [令她們感到] 開心。有時候有些社工不懂得 [如何] 跟義工溝通，以致有義工流失。這裡的社工跟我們溝通得好，所以就能維繫一班義工。當我們義工間有不和時，也會向他們反映，那社工就會替我們轉換合作伙伴... 義工不高興的話就不會來了。這個社區能夠儲存多少義工，視乎當中的操作。

(ICI01 - Project collaborator)

[計劃員工 / 社工] 會在學員 [計劃參加者] 第一天上班時到公司探望他們... 對於我們私人機構來說，我們感受到他們很有心，並不是把學員交託給我們，接受訓練過後便算了。他們是有跟進的，會逐步去了解他們每一天所做的事。

4.211 Given the imperative role played by project staffs, the stability of the team would then be of concern when discussing the effectiveness of the operation and continuity of the projects. Mentioned by the CIIF Secretariat, project leaders and collaborators, some projects faced the problem of employee turnover.

(A4 – CIIF Secretariat)

如果以檢討失敗例子去尋找成功要素的話，我覺得計劃的人手流失問題都重要。例如，撰寫

計劃書的同事應是最了解計劃策略及社會資本概念的人，但當計劃開始了不久，他就離開了，或者是那位計劃負責的同事，他很有心，但他的同伴工作了三個月至半年就離開，即使有推行方法，亦不能產生成效，我覺得人手流失都是一個問題。

(M8 – Project collaborator)

同工可以在這裡留守多久呢？我聽到也覺得有點兒可惜，因為 M1 是我合作的第二位... 不是第二、是第三位同事了！我覺得服務裡如果可以有一個穩定性... 令發展有更多延續的話，那街坊及受助者將可以獲得更大的得著，這是我對這計劃最大的感覺。

- 4.212 Suggested by some project leaders, the two most critical reasons for this employee turnover were work pressure and inadequate financial resources to cover staff costs. Despite the increment in recent years, the current amount was sometimes only enough to employ a junior staff. With a tremendous workload in the CIIF-funded projects, many of the staffs were not able to cope with the demand, so they resigned.

(B2 – CIIF Committee)

CIIF 的缺點就是審批程序嚴苛；尤其在人力資源方面，他們所提供很少。

(ICJ02 - Project collaborator)

我明白 CIIF 只是預定 [有一位員工負責整個計劃]，而能做到這個計劃，機構也要有一定的網絡及人員配合。... 如果只是依靠一位職員，是不可以完成 [整個計劃] 的。

(IOB02 – Project leader)

當基金計劃的資助完了，有些單位就結束。為什麼？那是因為人手變動厲害。因為可能它們資深的同事因受不了高層的壓力，如縮減人手，就離開了。資深同事的薪金很高，CIIF 的金錢不能資助所有薪金，他就轉去另一個單位。這時候，可能基金計劃已經開始了，於是機構就聘請一些初畢業的社工。機構沒有了基礎班底，又要應付計劃運作，又要交報告，又要重新認識會員。這一切對於新同事一定是一個很大的壓力，工作表現一定不如理想，網絡建立的工作一定辦得不好。有些計劃會因此不斷更換人手，那成效一定不好。

### ***Responsiveness to local needs***

- 4.213 To create the synergy effect in the project team, project stakeholders accentuated the importance of addressing common concerns to solicit recognition from various stakeholders and making clear goals to direct the investment and efforts.

(E2 – Project leader)

我們四個 [社福] 機構... 本身不是太熟絡... 各有各的，但這個計劃令大家知道有同一目標... 我們這四個機構的服務對象是不同的，他們的對象是長者，我們的對象就是青少年。

(ICJ02 - Project collaborator)

因為計劃定了三年內我們需要 [完成] 些什麼，我們便按 [步驟] 完成，所以，大家也分擔了一些 [責任]。如：這次你負責活動，下一次負責其他的，或是計劃機構需要多少人幫手，我們便提供這方面的協助，所以，這使計劃在這三年運作順暢，也令計劃很有效益。

(ICS02 - Project collaborator)

合作的原因...地區上我和主辦單位的職員都是服務於同區。在本區內，我們都想做多一些服務，希望接觸多些基層勞工。第二，大家都是服務 EM，他們提供服務的歷史還要比我們早。

### ***Recognition of concepts promoted by the CIIF***

4.214 To successfully develop social capital, the initial and critical step would be for the project staffs to acquire good knowledge about social capital. Even if this technical term might not be used in communication among project staffs, the project leaders should ensure their teammates thoroughly grasp the concept. Not just the project staffs must have captured the essences of the concept and practice, all the project stakeholders involved should also be taught and equipped with this thinking. Applying the social capital orientation into the practices of social welfare services was not simply about the techniques, but was an attitude towards people. It required people to value trust, mutual help, reciprocity and long-term relationships.

(A4 – CIIF Secretariat)其實如果要成功，我們留意到最重要是個計劃執行員或整個團隊都明白社會資本是什麼。

(IOC01 – Project leader)

[要成功建立社會資本]，首先計劃同事要很了解社會資本的核心價值，那他們才可以帶動家長。

### ***Development and mobilization of community resources***

4.215 Throughout the social capital development process, there were a lot of challenges. As said by the CIIF Secretariat, some projects failed even at the start as they could hardly recruit participants and volunteers.

(A3 – CIIF Secretariat)

我們有些計劃未能成功的原因在於未能招募義工。

4.216 From the experiences of the project leaders, the most effective approach to recruit project stakeholders was to mobilize the existing networks of the organizers and the collaborators. Because of this, the CIIF is now trying to select organizations with established local connections as its grantees.

(A5 – CIIF Secretariat)

團隊本身在地區認識多少組織及人...我覺得這是一個成功因素。

(IOC01 – Project leader)

[要成功尋找合作伙伴] 就要視乎主辦團體是否有自己的網絡...

(A3 – CIIF Secretariat)

我們決定撥款資助項目時，其中一個很重要的考慮就是機構本身是否能掌握區情及於區內的網絡有多擴闊。

(D2 – Project leader)

因為當時計劃開始時需要一些商戶幫手。其實社會資本的概念也是「官、民、商」的合作，

所以我們需要找一些商戶一同合作幫手推廣及提供意見。我們還未談及到導航員的階段，最重要是工作機會。那時，我們需要找一些師傅、找一些商戶，但怎樣聯絡他們呢？我們有兩個渠道，第一個渠道就是自己本身機構的網絡，例如：有些網絡 (network) 是關於美容，我們機構另一個單位的美容班的導師，既是導師也是老闆自己開鋪，我們不認識他/她，但有其他同事認識，所以就網絡了他/她到中心幫手。

4.217 Shared by the project leaders whose organizations had a wide network and solid reputation in the district, the projects could not be successful without the initiative taken by the project staffs in reaching out to the community stakeholders and formulating service plans to secure their participation.

(IOC01 – Project leader)

[要成功尋找合作伙伴] 就要視乎主辦團體是否有自己的網絡、是否主動去叩門及是否主動去策劃活動。透過舉辦活動，我們就可以聯繫一些伙伴。我們需要有策略方向去串連他們。

(D2 – Project leader)

我們發覺，如果就業分配只有小部份選擇，根本不能吸引青年人參加。我們發現甜品、西餅製作反應不錯，但我們對此一無所知，亦不認為相關的專業人士，所以我們從網上找... 當我們看到鋪頭資料後，心想：「這裡也很不錯，又知道位置在那。」於是和 D1 二人大膽 (膽粗粗) 前去，詢問下商戶是否願意加入計劃。那時是以這種方式去取得單張、資料。當中我們找到 D6，D6 很熱心回應我們，之後我們開始去討論計劃內容、邀請他成為我們的合作伙伴。

4.218 From the perspectives of the CIIF Committee, the Secretariat and project leaders, the gist of sustainability was on the maintenance of social capital outcomes – the networks and the pro-social culture with trust, help and reciprocity.

(C2& C3 – CIIF Committee)

以往是其他人幫助你，你成長了，現在就去幫助人。這裡社會中就會漸漸建立一個[健康的]循環，從而得到很大的得益... 讓它有更大的持續性。

(IOB02 – Project leader)

我知道 CIIF 又提出 sustain 是養自己，有少少... 雖然他們不是很強調這方面。我的看法是 sustain 其實是一個共融氣氛，而不是一個財務上的畫面。

4.219 To sustain the relationships and the mutual-assistance culture, it was important to ensure that assisted social capital had been transformed into natural social capital during the project operation. In other words, the participants and volunteers had to own connections and approached people so that they would sustain them even without further reinforcement from the organizers.

4.220 A large number of project stakeholders saw the institutional factor as a necessity for the sustainability of social capital outcomes. On one hand, having a place to meet would help gather the people, so that they could continue their regular meeting. On the other hand, the organizers could function as a connection point to bridge the vertical link between participants and collaborators.

(IOD01 – Project operator)

商界不會直接找街坊去商量，很難找一個接頭人。所以，他們會找同事。這是無法轉變的。

### *Willingness to try new strategies*

4.221 Upholding the principle of creativity, the CIIF successfully developed various good practice models and identified them as flagship models internally. Despite the empirical evidence, the CIIF Committee and Secretariat did not encourage direct replication. Instead, it encouraged new projects to adapt the ideas espoused in the flagship projects with reference to local needs. In most cases, the CIIF Committee preferred attempting new strategies to enlarge the knowledge base and fruitfully challenged the project developers to think out of the box.

(A3-CIIF Secretariat)

現在我們可以參考過去一些成功例子，慢慢形成計劃模式，再利用這些例子去激發有意參與機構的思考。

(B4 – CIIF Committee)

我們不是要把旗艦計劃搬到另一地區，應用是須要因時制宜... 我們期望有更多新的模式，更多新的策略，而不是鼓勵新計劃去抄襲旗艦計劃...所以，當參考旗艦項目時，一定要視乎社區的需要。

4.222 For current projects to apply for another round of funding, they were required to create a new service plan and expand their scope of service to cater other local needs. Though this insistence yielded a development of new practice models, not all projects enjoyed its fruit. Sometimes, the development turned out to curtail the effectiveness of the projects because of over-stretching. On condition that the amount of resources remained constant, a new service would probably be provided at the expense of the old service.

(A5 – CIIF Secretariat)

[計劃] 無論是在規模、對象或是社會資本的層面上，可能開始時只是動員婦女及小孩，直到[計劃] 第二、三期時，我會期望它可以做更加多，可能是連繫家庭或年青人。不論在策略上或是人數上都要有進步。

(IOB02 – Project leader)

CIIF 有一個要求，就是當 [計劃] 再 [獲得] 資助時，要作出一些新突破。說實的，還能夠有多少創新概念？我只能 [加強現有的服務]，如果要我再加多一項服務，本來是好事... 但我的班底沒有改變，而又多了一班新的服務對象，再多一條支線，我實在接應不暇。

(IOB02 – Project leader)

開設一項新服務是有困難的，除非你增加人手和增加資金。再者，社區上的需要 [仍然存在]，還可以多加些甚麼 [服務] 呢？再有創意，也會江郎才盡。既然手法都是一樣，為什麼不可以深化呢？

(IPVB01 – Project volunteer)

[中心] 有時候補習多了，唱歌等班組又增加了，所以 [老人家] 就少來了。餘下的地方真的少了。

### *Mindset changes*



4.223 Raised by many project staffs, the CIIF's strategy of empowerment worked well to equip the deprived individuals with skills and autonomy, so that they had the confidence to contribute to the group, voice out their ideas and concerns, and cultivate relationships even in the face of difficulties.

(ICN01 - Project collaborator)

病者的自我形象較差。因為以前能做到的事，現在做不了，就會覺得周邊的人看他們越來越差，也自己覺得越來越差。當他整體 [健康] 調昇後，他們做義工或只是到外面接觸其他人時，別人和他們有交流。因為他們得到別人的認同，所以自我形象亦因此提升了，人變得開心了，也願意參與更多 [活動]。... 他們覺得自己可以幫助別人，不只是別人幫助他們。

(IOQ01 - Project operator)

初時義工和我一樣，只懂得去幫人，幫了人自己開心就算了，並沒有發掘受助者的專長，後來提點了他們之後，他們開始懂得發掘其他人的長處。了解之後才可以給機會這些人參與 [社區]。否則，這些人只會覺得自己永遠是受助者，自己有被標籤的感覺。我做完這個計劃之後，覺得可以給受助者 [參與的機會]，這是他們「站起來」的原因。

4.224 Even though the project leaders might have learnt the social capital concepts, adapting them into real practices would be a challenge to them. First, to shift from the role of providing direct service to training the service providers, it took time for the staffs and other project stakeholders to let the train-the-trainer model sink in.

(IOQ02 – project leader)

我以前做社會服務會刻意去幫有需要的人，覺得要靠社工和義工去幫他們，真的覺得他們是受助者，能力會低一些。但我們在幫助他們時，我們也要考慮他們其實有自己的長處。我也要經歷一段長時間才意識到這點。我也要花很長時間教導樓長、義工去發掘不同人士的專長。他們初時只是覺得幫助人自己會開心，之後每次我都提醒他們，他們現在都學到這點... 發掘到他們的專長時，便可以看看有沒有一些活動可以給他們參與。否則，受助者就永遠覺得自己是受人幫助，受到標籤效應，覺得自己無能，只會靠人幫助。經過這個計劃之後，我覺得可以給受助者另類的體會，這也是受助者「企番起身」的原因。

4.225 Second, the new model would require the workers to let go of their privilege from superior roles, and empower the participants to take the lead. This was an obvious struggle for the staffs.

(IOD01 – Project operator)

[有些基金計劃的執行員會問]：「假如真的可以當家作主，我的角色在哪?!」

### ***Clear focus on social capital outcomes***

4.226 It was observed that some projects did not yield much social capital despite the myriads of programs they organized. Merely creating a platform for people to participate was perceived to be ineffective in building relationships. The accent of the social capital development process should be on the cross-strata pro-social interactions, which allowed people from different groups to know each other and establish emotional bonding that glued individuals together. Told by some project volunteers and participants, they did not interact much with other people in the project, as they were oriented to finish the tasks

only. Furthermore, there was a phenomenon that when the bonding social capital was strong, in-group participants might exclude outsiders and obstruct the development of bridging and linking social capital.

(IOP01 – Project operator)

有一次，一個「細路」提醒了我，這就是三合會對於「細路」來說都是一種 bonding。以我的見解，Bonding 反而不須要發展得太強，因為當 [「細路」的 bonding] 太強的話 [對改變他們的想法和行爲] 都不是好事，但透過 networking 和 bridging [建立的社會資本] 反而對「細路」有幫助。

4.227 Seeking support from top management was, meanwhile, important for raising human, physical and financial resources, and anchoring the service direction on social capital.

(A3 – CIIF Secretariat)

我們也留意到不能單靠計劃的負責同事一個人去執行，他們背後須有一個很強的後盾，或者是他整個管理層也很認同社會資本，以致他們會動員整個機構的資源去支持這個計劃。我覺得這是一個好重要的成功因素。

(IOB02 – Project leader)

其實我都有限制。機構可能一下子提出要縮減人手，其實我很有心去做，但要應付整個 budget，可能會有點吃力... 始終面對現實時，機構可能會提出不再營運這個單位，因為沒有資助，或是要我走另一個路線。

4.228 To ensure that the project operations at different stages were aligned with the project objectives, the project leaders pinpointed that it was constructive to have regular internal progress reviews. It was proposed that this task could be shared among the project stakeholders so that the workload could be reduced by division of labor and feedback from more dimensions could be heard.

(IOC01 – Project leader)

機構要有定期的檢視，有一個機制去評估計劃的方向、目標及策略。很慶幸我們有計劃有學術團隊替我們扶正，可以定期檢視社會資本的建立。有時候，我們作為計劃執行者會因為工作太忙，而無法抽空去反思及檢討。

4.229 Whether the social capital strategies would continue to be applied by the organizers and collaborators after the funding period was first determined by the support from the management of these organizations; and second, the expectations of other funding bodies. Especially for social welfare organizations whose finance largely depended on their funders, they sometimes had limited control over their goals and operation strategies.

(ICC01 – Project collaborator)

一個機構如 NGO... 其實有時候你再沒有資源，很老實說，甚至沒有錢。那最高的總部是否會再投放錢去運作呢？

(IOB02 – Project leader)

其實我都有限制。機構可能一下子提出要縮減人手，其實我很有心去做，但要應付整個

budget，可能會有點吃力... 始終面對現實時，機構可能會提出不再營運這個單位，因為沒有資助，或是要我走另一個路線。

## **(E)GOOD PRACTICE MODEL**

### **Outcomes of social capital development process**

- 4.230 A good practice model is one generalized to incorporate practices that effectively engender outcomes. The pertinent outcomes of the project funded by the CIIF encompass the social capital of the stakeholders of project participants, project staffs, collaborators, and community residents at all individual, organizational, and communal levels, the sustainability of the social capital, and the capacity building or wellbeing of project participants and community residents.
- 4.231 Herein, social capital includes bonding, bridging, and linking forms and specific components of volunteerism, trust, social inclusion, reciprocity, and the capacity of social capital development. The sustainability of social capital is composed of the structural or organizational component and the functional component. Wellbeing comprises happiness, resilience, civility, strength realization, role transformation and enhancement, and reduced dependency and expectation for public assistance.

### **Underpinning principles**

#### ***Networking***

- 4.232 Networking is the accent of social capital development. The emphasis here is a holistic or 360-degree networking approach, which combines networking among project participants, between them and project staff, and between all of them and collaborators, community residents, and other stakeholders.
- 4.233 The primary task begins with the project staff's arrangement and facilitation of networking or social capital development among project participants. This is the step of institutionalizing, which means establishing the opportunity, norm, and rule for making networking a routine.
- 4.234 The strategy is particularly paramount for networking people who are initially strangers to each other. Subsequently, the task evolves to become encouragement, facilitation, and arrangement for networking with a broader spectrum of stakeholders. The networking is thus to accomplish the building of all the bonding, bridging, and linking social capital at individual, organizational, and communal levels involving project participants, project staff, collaborators, community residents, and other stakeholders.
- 4.235 Obviously, for the multiple forms and levels of social capital, networking needs to correspondingly multifaceted. More than this, networking for one form and level of social capital can facilitate the development of another form and level of social capital. It is important to avoid making the multiple forms and levels of networking mutually exclusive. Rather, the networking is to behave inclusively to supplement and complement the various

forms and levels of social capital. This makes networking really work for weaving a net, composed of stakeholders of various kinds.

4.236 Notably, project staffs are a crucial node needed and functional for networking, just because they are never sufficiently resourceful by themselves. Another remark of holistic networking is its full-swing involvement of stakeholders in the activities of the project and succeeding endeavor. The involvement includes participation in planning and decision making, such as those concerning community activity.

4.237 In all, holistic networking is to agglomerate resources to boost project effectiveness, as informed by the principle of the economies of scale. As such, synergy among different networked stakeholders is the working principle of the networking.

### ***Empowering***

4.238 Empowering means building individual and collective capacity. In the present case, networking is a vital basis for empowerment, in addition to empowerment through training and support on an individual basis. Meanwhile, capacity focused for empowerment is primarily that for networking or social capital development, and the stakeholders primarily concerned are project participants, project staff, collaborators, community residents, and others. Such capacity is essential in that participants and other stakeholders need to network among themselves eventually, without arrangement or other institutional assistance by project staff and other professionals. This is for the development of natural social capital and its sustainability. Hence, empowerment and highly associated with networking such that they feed each other. In this case, empowerment is to facilitate project participants and other stakeholders to network or involve among themselves in a holistic way.

4.239 One additional concern for empowerment is emulation or learning from each other, notably the good practices of other projects. The desirable outcome of empowerment is that participants and other stakeholders develop or experience autonomy, competence, and connectedness or social capital, importantly regarding networking. For this end, a necessary means is facilitating or supporting the autonomy of project staff, project participants, and other stakeholders.

### ***Sustainability***

4.240 Structural sustainability means the establishment of structure, organization, formality, roles, rules, and resources for the social capital development project or endeavor. This entails the solicitation and assignment of various resources for different uses or roles to operate in a routine or regular way. Meanwhile, functional sustainability means that the operation is functional, helpful, and beneficial to the whole and every party involved for accomplishing a win-win outcome to all.

4.241 The two constituents of sustainability essentially hinge on early planning and work for the sustainability. That is, early preparation, or acquisition of necessary resources and optimizing the function of social capital developed through the project are quintessential.

### ***Project experiences***

- 4.242 Securing favorable project experience as an output inherent in the project is a step conducive to obtaining favorable long-term outcomes. Such an output significantly happens in project participants to reflect networking and empowerment in terms of gratification, rejoicing, and social inclusion. Gratification works to erase project participants unmet needs, typically for physical or physiological cause. Rejoicing happens when project participants feel happy in the project. Social inclusion occurs when project participants feel accepted rather than rejected or discriminated in the project.
- 4.243 Through gratification, rejoicing, and social inclusion, eventually, project participants are to experience networking and empowerment personally and collectively. Hence, project participants are to experience and realize networking and empowerment, and these experience and realization would reinforce project participants' commitment to sustainable social capital development.

### **Capacity building Model**

- 4.244 Throughout the years, the CIIF has developed various social capital development models. This success has been amplified with the insights from the first evaluation in 2006, and at least five models are developed - home/school/community, medical/welfare/community, housing/welfare/community, community/business/public sector and CIIF-LD model. As an evaluation to assess the achievements of the Fund, the research team has compared and contrasted the practices, and derived the following Capacity building Model.
- 4.245 The Capacity Building Model is to assist disadvantaged residents to participate in community and promote social inclusion. These disadvantaged social groups include but not limited to people with mental illness, non-engaged youths and ethnic minorities. It is to raise participants' social skills and employability, for them to partake in the society. Offering chances of community service and providing job opportunities, meanwhile, help them solidify and validate their learning, thus empower them to further reach out to other groups. For example, in the Capacity Building Model, the projects invite people with mental illness to be community ambassadors, and train ethnic minorities to be teachers and technicians.

#### ***Objective:***

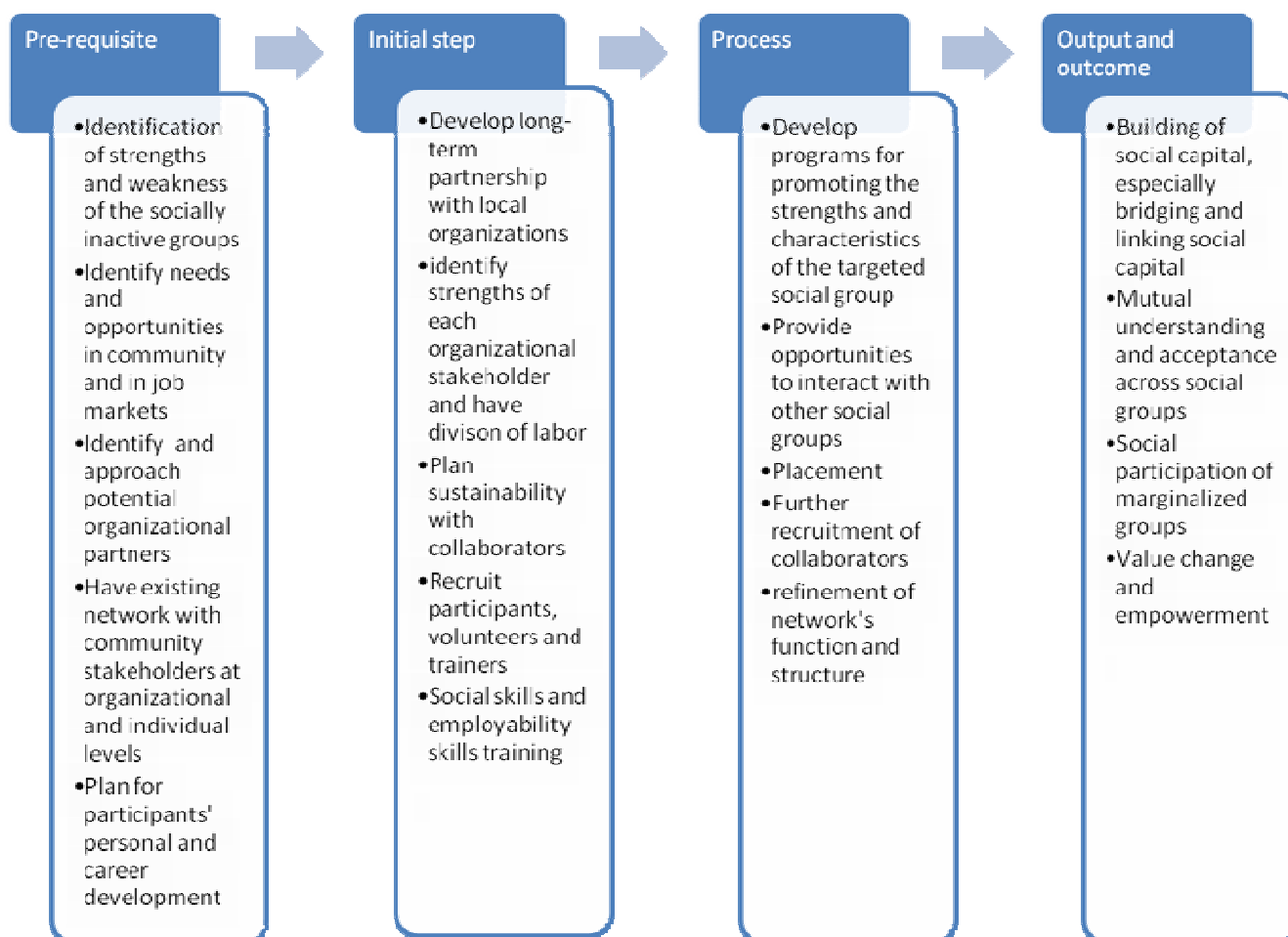
- 4.246 Through the service provision, the disadvantaged social groups are provided with opportunities to participate in the society and build networks with people of different background. Social inclusion is promoted with alleviation of marginalization and stigmatization.

#### ***Principles:***

- 4.247 Provision of training is necessary to prepare participants for social involvement; however, this should not become the only focus of the project.
- 4.248 During the operation, the project team should deliberately develop bridging and linking social capital, and employ bonding social capital as the effective support network.
- 4.249 Having the minorities as the direct participants, the project team needs to recognize that this model has other functions such as educating the public about the characteristics of the social group to reduce marginalization and stigmatization, and promote social inclusion.
- 4.250 Other than inculcating a new set of knowledge and skills to participants and volunteers, the team has to acknowledge the unique strengths of the groups and the participants, and make the full use of their abilities.
- 4.251 The community development projects are the means to an end. The focus is on establishing the structure and function of local development networks.
- 4.252 As the highlight is on community development, the common concerns addressed need not be on problem solving. Rather, they can take a positive stance to actualize the potential of the community or create value for future development.
- 4.253 This model seeks to cultivate and reinforce the social identity, thus promoting social inclusion. Different social groups regardless of social status are seen as community members with different strengths to contribute to the betterment.
- 4.254 The sense of ownership is critical for the success of the project. Hence, participating organizations should have a platform to communicate their observations and expectations. The funded projects, in this context, play a crucial role in coordinating the working teams and have their voices heard.

***Strengths:***

- 4.255 Through utilizing the capacities of the marginalized groups to serve the community with either paid work or volunteer work, community members see each other's strengths and characteristics, thus maintaining mutual understanding and acceptance.
- 4.256 Focusing on social skills and employability skills yields a number of benefits to the participant and to the society. First, the financial reward from the work provides necessities to the socially inactive group. Second, the work experience adds value to participants' resumes and increases their opportunities of successful job search in the future. Third, transformed participants and volunteers in the project usually are empowered and become more active in the society after joining the project. This directly reduces the burden on a community. Fourth, paid work and the community work per se are already direct benefits to the society.



### *Pre-requisite*

4.257 The project team needs to examine if it has the experience, network and understanding of targeted groups. Rather than imposing another set of values, the project team has to recognize and appreciate the uniqueness of the groups, so that they can help participants build upon their strengths. Cultural sensitivity is vital to success. For the training provided, the project team needs to be knowledgeable about the job market and needs in society to design appropriate programs that meet the needs. Not every participant aims to join the workforce due to his or her physical, mental and family constraints, so the project team should envision the participants' desired and potential development, and prepare a clear roadmap to attract their participation.

4.258 Potentially funded projects should have established partnerships with other organizations and networks with other local organizational stakeholders. As the coordinator of the community development project, the project organizer need to have an understanding of



the potentials and needs of the community, as well as an insight into the future development of the community. Identification of the potentially interested parties in the region is crucial as this directly influences participation and resource obtainment for project operation. Having a venue to meet with local community stakeholders is also of importance, as they need to have a stable platform to discuss plans.

### *Initial Step*

- 4.259 The initial step of the model is sharing the vision with potentially interested parties, in order to solicit their participation in the projects. This participation includes not only the provision of physical and financial resources, but also active involvement in the operation with a long-term commitment. Just as Rome cannot be built in a day, developing a community requires long-term commitment that affects not only the quality of project execution, but also the sustainability of the outcomes. Having the initial formation of cross-strata partnership (tripartite partnering relationship), the next step is to analyze and acknowledge each stakeholder's strengths and weaknesses, so that they can be placed in a position which they can demonstrate their competitive edges and have a sense of project ownership. The roles performed by these stakeholders include recruiting participants and volunteers in their networks, training the participants and volunteers and offering service provision opportunities.
- 4.260 With the establishment of working structure, the organizer and the collaborating organizations need to recruit participants, volunteers and/or trainers. For the socially disadvantaged groups, social skills and employability skills trainings are essential to cultivate their capabilities to reach out and work with others. The trainer's competence affects the outcomes, and hence the project team needs to liaise with qualified trainers with long-term commitment. For participants with little bonding social capital, a mentorship program may be required.

### Process

- 4.261 To promote social inclusion, the project team has to pay deliberate effort to build platforms such as community service and cultural experiential workshops for cross-group interaction. Reciprocity and two-way communication are necessary for the interaction. While the socially inactive groups are encouraged to participate in the society, other community members also have to recognize the existence, uniqueness and strengths of the marginalized groups. Collaborating with corporations that espouse corporate social responsibility and schools to promote social inclusion usually brings positive results.
- 4.262 Job placement is more effective when participants have more than one working opportunities. For socially inactive groups to enter into the mainstream society and have the mainstream accept them need time for familiarization and transformation.
- 4.263 Key concerns in social capital development:
- 4.263.1 Bonding social capital: As mentioned before, the accent of sustainability of social capital outcomes is on the transformation assisted social capital to natural social capital, meaning that the relationships built in the projects need to be integrate into project stakeholders' lives. To cultivate these strong

networks, project operators need to actively create a trusting and mutual-aid culture which allow participants and volunteers to step out from their comfort zones to share each other's burden and be ready to back each other up. Also, operators need to keep track and monitor the depth of connectedness and avoid focusing only on tasks. How operators interact with others inevitably function as an example for others to follow; therefore, they should take the lead to reach out. Existing team building literature has already provided a sea of resources about stages and approaches of relationship building. Adding to the above suggestions is an insight from social capital theory – long-term embeddedness. For one to build and make a claim from social capital, ones has to embed oneself into the network long enough to cultivate recognition from group members and create nonspecific indebtedness.

4.263.2 Bridging social capital: As seen in the existing funded-projects, participants in different batches of the same project are able to build sound bridging social capital among each other, as they can identify themselves to the same project and share similar experiences. Also, bridging social capital can be established across social groups. Especially when CIIF projects encourage cross-strata collaboration, people from different backgrounds manage to participate in the same platform to work towards the same goals of community development. At these interaction points, the operators have to be aware of their roles as the bridge, while preventing being too protective that blocks the communication among project stakeholders. More, it is important for operators to acknowledge the downsides of social capital. Strong social norms usually exclude outsiders, and hence there should be a balance in the formation of bonding and bridging social capital.

4.263.3 Linking social capital: Establishment of linking social capital is consistently weak across projects. With reference to the reasons identified in the result section, it appears that to strengthen the connectedness, the operators have to work from both sides. For resourceful parties, it is imperative to encourage collaborators to commit persistently and to actively initiate interactions with less resourceful participants and volunteers. Merely having busy professionals as collaborators is seen as an undesirable approach. The project operators should consider recruiting resourceful retired professionals as well as the home makers who are capable and available. For the project participants and volunteers, the operators need to help them remove the perceived social gap by preparing platform for interaction, building shared project identity, encouraging mutual understanding and identifying common interests of both parties.

4.264 The successful experience of the funded projects inspires us to see advertising in a new way. While people usually perceive public media as the most effective advertising approach, the effective use of “word of mouth” has brought many projects a windfall. As shared by the project leaders, the execution of the programs per se is already a promotion to the local stakeholders. With the witness of needs and success, more and more local

stakeholders are attracted to join the team. Following this expansion, then, is the refinement of function and structure in the network for outcome sustainability.

#### Output and outcome

4.265 This capacity building model aims to develop sustainable community social capital by developing a social structure for organizations to collaborate and for community members to build mutual-help relationships. Social capital engendered from this model is seen at individual, group, organizational and community levels. With light shed on common concerns in the community, social identity is promoted and this gives birth to role transformation and social inclusion. Meanwhile, the enhanced personal capacity of the marginalized groups also contributes to the augmentation of community capacity.

#### ***Anticipated Challenges:***

4.266 ***Long-term commitment:*** Building and coordinating a community development network is a long-term commitment, and rewards from the commitment certainly will make it worthwhile. When considering taking this model into practice, the management of the project team should acknowledge potential short-term and long-term endowments, and is willing to support. Although the responsibility should be shared among community stakeholders involved, the project team needs to be prepared to take the coordination role for some time. The project team should determine the initial target, scope and scale of the network, and set goals that are specific, measurable, attainable, relevant and timely.

4.267 ***Culture of collaboration:*** Whether the project can successfully liaise with other local organizations and recruit community stakeholders for community betterment depend on several factors. Besides the quality and quantity of networks that the organizer possesses, the culture of inter-organizational collaboration and the solidarity among community stakeholders in the community also matter. Therefore, when implementing this model, it is worth exploring the atmosphere of collaboration in the area and making preparations that are responsive to the situation.

4.268 ***Development of collaboration:*** With different agendas and survival needs in different agencies, developing organizational collaboration to work for community benefit is sometimes difficult. In this case, screening and identifying interested parties in the community in the initial stage is of utmost importance. For projects that have direct or indirect advantages to the collaborators' own development, the win-win situation surely adds value to the participation.

#### **Application of Capacity Building Model**

4.269 The Capacity Building Model is evidence-based. It is built upon the successful strategies used by different projects interviewed and is a consolidation of practice wits. While its value is for certain, the application of it requires a high level of sensitivity towards the environment and acumen to accurately adapt it to meet the needs. Below please find an example to illustrate its application:

4.270 A project is designed to help people with mental illness to engage the community and promote social inclusion. To encourage the interactions among the public and the people with illnesses, the organizer strategically mobilizes its own corporate network, and builds a partnership with another social welfare organization which has a large pool of volunteers before the project starts. This move offers two advantages to the project operation. First, by partnering with another social welfare organization which has experience serving a large community, the project can tap into the human and physical resources of both organizations. Second, with the pool of volunteers available, the project can save resources recruiting stakeholders and allow more time to be invested in cultivating cross-strata connectedness. To maximize cross-strata interactions, the project encourages members from partnering organization and people with mental illness to work together to serve the community. These services include promoting mental health in school and in public areas, visiting families in the community and leading eco-tour which utilizes the local natural resources. Through building common social role in the project, the volunteers from both groups share the same social identity and start to identify themselves with one another. Reciprocity is emphasized and trust and mutual-aid culture is built. The cross-sectoral relationships cultivated out of voluntary work are slowly transformed, and the people meet in project become friends in daily life. Social capital outcomes are sustained, while stigmatization and marginalization are reduced. During the operation, volunteers are invited to indicate their interests and try the roles they would like to take up. For people with illnesses, it might be a challenge for them to move out from their comfort zone, and social workers here play a key role in empowering them. Trainings are also provided to assist the development of skills and knowledge. For example, speech delivering training is given to those presenters in schools and the tour guides. It is the goodwill of the program which attracts more and more participants, volunteers and business partners to join in the project. This increment provides additional resources and enhances project sustainability.

### **Some practice guidelines for social capital development**

#### ***Concerning business sector***

4.271 Unlike the social welfare sector which heavily relies on funding and sponsorships, business sector has to earn enough in order to survive in this highly competitive market. Hence, it is necessary to emphasize win-win, so that the companies can ensure their profitability while contributing to social wellbeing. The accent of corporate social responsibility, here, is the contribution to cultivate a healthy community with people and corporate working together to build a trusting and mutual-aid culture. To actualize it, the leaders and management in the corporation need to recognize the importance of such culture and the potential benefits from it to the sustainability of corporate operation. The development of social capital, especially bridging and linking social capital, requires time and effort, hence business partners need to have a taste of the rewards from their sweat, so that they are willing to commit long-term. These rewards can be in different form such as the satisfaction of seeing the growth of the project participants, and the actual help received from the trainees.

#### ***Concerning child and family***

4.272 It is observed that children and family projects can effectively develop bonding, bridging and linking social capitals if they acquire three working principles. First, these projects have to recognize the strengths and potentials of children. Empowering them to serve their peers or children of lower grades usually help retain manpower and facilitate the building of a mutual-help environment. Second, the projects need to invite a large variety of community members to join in so as to utilize their unique strengths. While professional community members are usually constructive in offering educated advices and knowledge, the homemakers in the district can help take care of homework and the daily activities. Third, flexibility has to be instilled so that homemakers can contribute when they have free time. The project staffs, here, play an important role of scheduling and matching of needs.

### *Concerning neighbourhood*

4.273 Neighbourhood projects are found to be effective in building community-based networks so that community members can have higher resilience from the supports they receive when they are in need. To enjoy this fruit, project organizers have to articulate the common concerns shared among community members, and to mobilize the existing resources embedded in the area. The connections with other local organizations and social groups are usually the key of success, as these linkages can help spread the message, map the social network system and draw out the local human, physical and cultural resources.

(F) **DEVELOPMENT OF OBJECTIVE AND MEASURABLE SOCIAL CAPITAL OUTCOME INDICATORS**

**Identification of social capital outcome indicators**

4.274 The social capital outcome indicator comprises a set of indicators to measure social capital in the participant/volunteer, project, and community, its sustainability, and capability or wellbeing in the community. Social capital typically consists of bonding social capital, bridging social capital, and linking social capital. These forms of social capital respectively register social capital within a group, between groups, and connected to resourceful third parties. The sustainability of social capital is composed of structural sustainability and functional sustainability, respectively concerning the enduring organization and operation of social capital. Community capacity or wellbeing covers inclusion, security, hygiene, employment, and happiness.

**Internal Consistency Reliability**

4.275 The internal consistency reliability of each of the measures was good, with most of the measures attaining a reliability coefficient ( $\alpha$ ) of .7 or above.

Variable	Number of items	$\alpha$
Participant dependency	3	.736
Participant reciprocity	1	-
Building a trusting and mutual-aid culture	1	-
Participant gain	8	.823
Participant bonding social capital	3	.606
Participant bridging social capital	4	.893
Participant linking social capital	3	.553
Participant resilience	2	.814
Community social inclusion	4	.707
Community volunteerism	4	.627
Community trust	3	.547
Community social capital capacity	3	.710
Community social capital	4	.825
Community civility	3	.576
Assessment strategy	3	.556
Staff bonding strategy	2	.471
Staff bridging strategy	2	.786
Exchange strategy	2	.574
Social identity strategy	3	.687
Institutional strategy	3	.609
Staff linking strategy	3	.721
Public relations strategy	3	.637
Resourcing strategy	2	.750
Functional sustainability strategy	3	-

Variable	Number of items	$\alpha$
Structural sustainability strategy	3	.892
Strength building strategy	5	.709
Involvement strategy	5	.754
Facilitation strategy	2	.643
Transformation strategy	7	.542
Project linking social capital	4	.795
Collaborator gain	5	.752
CIIF Secretariat input	6	.952

**Table 43 Internal consistency reliability of all indicators**

4.276 Core indicators of social capital, given the internal consistency reliability shown above at the composite level, specifically, showed the following corrected item-total correlations.

Social capital item	Corrected item-total correlation
Participant bonding social capital	
Have mutual assistance between project participants	.500
Participate in activities with other project participants	.626
(not) Have barriers built up between project participants	.187
Participant linking social capital	
Cooperate with residents of different age in the community	.552
Participate in community-based activities with people from other sectors	.325
(not) Have barriers built up with people from other sectors	.250
Participant bridging social capital	
Receive help from people outside of the project who are of different age groups and/or have different identities	.863
Help people outside of the project who are of different ages and/or have different social identities	.867
Participate in community-based activities with people outside of the project who are of different ages and/or have different identities	.863
(not) Have barriers built up between project participants and people outside of the project who are of different ages and/or have different identities	.534
Participant dependency	
Project participants have not been empowered, they still depend on the services provided by the project	.639
Feel that the contributions offered by other parties in the project are already enough, and their participation does not matter	.786
Depend on the assistance received from the project	.633
Community social capital	
Organize activities with other residents in the community	.680
Have mutual help among neighbors	.723
Participate in public service activities, other than those arranged by the project, with residents in the community	.692

Social capital item	Corrected item-total correlation
Cooperate with residents of different age in the community	.517
Community social capital capacity	
Use the power of division of labor	.265
(not) Encounter difficulties in interacting with other residents in the community	.584
(not) Encounter difficulties in resolving conflicts among residents in the community	.804
Community volunteerism	
Devote themselves to do volunteer work	.082
Are willing to do volunteer work	.564
(not) Encounter difficulties in motivating people around them and their family members to do any volunteer work	.392
Are (not) unwilling to take up more volunteer work	.723
Community trust	
Believe other residents in the community will offer them a hand when they are in need	.071
Are (not) defensive against other residents in the community	.405
(not) Think that the residents in the community only concern about their own benefits	.688
Community civility	
Encourage others to serve the society	.228
(not) Avoid contributing to the society	.592
Are (not) unwilling to undermine their benefits for public good	.592
Community social inclusion	
Participate in community-based activities with people with whom they rarely associate	.684
Help the groups in the community that are once marginalized	.284
Have opportunities to participate in the community	.440
Gain opportunities to interact with others in the community	.742
Staff involvement strategy	
Allow others in the community to get to know project participants and volunteers in public activities arranged by the project	.566
Allow others in the community to get to know project collaborators in the public activities arranged by the project	.704
Allow others in the community to get to know project staff in the public activities arranged by the project	.760
Arrange community induction activities for project participants/volunteers	.040
Arrange community induction activities for project collaborators	.566

**Table 44** Corrected item-total correlations of the core items of social capital indicators

### Construct Validity

4.277 Concurrent validity among indicators of social capital was evident in view of the significant and substantial correlations among the indicators applied to the participant. All the indicators maintained positive correlations among themselves.

Correlate	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
(1) Bonding social capital	1									



Correlate	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
(2) Bridging social capital	.500	1								
(3) Linking social capital	.404	.479	1							
(4) Reciprocity	.366	.359	.317	1						
(5) Community social capital	.488	.589	.507	.277	1					
(6) Trust in the community	.414	.389	.399	.450	.362	1				
(7) Volunteerism	.431	.445	.400	.472	.383	.301	1			
(8) Social inclusion	.321	.355	.320	.270	.311	.368	.228	1		
(9) Social capital capacity	.559	.422	.423	.443	.456	.453	.612	.300	1	
(10) Social capital functional sustainability	.371	.511	.495	.344	.567	.214	.301	.288	.258	1
(11) Social capital structural sustainability	.523	.527	.519	.485	.548	.323	.509	.395	.531	.647

Note. All significant at the  $p < .01$  level

**Table 45 Correlations among the participant's social capital indicators**

4.278 Concurrent validity among indicators of capacity or wellbeing was evident in view of the significant and substantial correlations among the indicators applied to the participant. Notably, dependency or excess claim displayed negative correlations with all the other indicators.

Correlate	(1)	(2)	(3)	(4)	(5)	(6)
(1) Happiness	1					
(1) Resilience	.546	1				
(2) Civility	.361	.364	1			
(3) Facilitation	.192	.235	.580	1		
(4) Strength realization	.168	.284	.588	.669	1	
(5) Dependency	-.388	-.457	-.573	-.267	-.364	1
(6) Building a trusting and	.233	.301	.299	.462	.455	-.210

mutual-aid culture

Note. All significant at the  $p < .01$  level

**Table 46 Correlations among the participant’s capacity indicators**

4.279 The core indicators of social capital showed some concurrent validity or expected correlations across participant, community, and staff levels. According, participant social capital indicators maintained some correlations with community community social capital indicators, and these indicators manifested some correlations with staff involvement strategy. Nevertheless, cross-level correlations involving community social capital capacity and trust and staff involvement strategy were mostly insignificant statistically. In contrast, staff involvement strategy has a significant correlation with community social capital. Overall, the correlations showed that social capital indicators across levels were related but distinctive among themselves.

Correlate	Participant bonding social capital	Participant bridging social capital	Participant linking social capital	Participant dependency	Staff involvement strategy
Community social capital	.576**	.606**	.749***	-.645**	.478*
Community social capital capacity	.049	.081	.073	-.212	.003
Community volunteerism	.540*	.592**	.528*	-.771***	.166
Community trust	.000	.135	.182	-.363	-.147
Community civility	.442*	.611**	.537*	-.682**	.320
Community social inclusion	.735***	.716***	.752***	-.775***	.202
Staff involvement strategy	.177	-.047	.338	-.183	1.000

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Table 47 Correlations across participants, community, and staff levels**

### Administration of social capital outcomes indicator

4.280 Each item can record responses on a five-point rating scale, having “none or very little,” “rather little,” “average” “rather a lot,” and “very much” to indicate the points. These five points can generate scores of 0, 25, 50, 75, and 100 respectively. For those reverse items, the reversion procedure is the subtraction of the score from 100. The scores can then be useful for identifying a mean score. An interpretation of all those scores in the range from 0 to 100 is that: very low for scores below 20, rather low for scores between 20 and 40, modest for scores between 40 and 60, rather high for scores between 60 and 80, and very high for scores of 80 or above.

## **Items on Assisted social capital in the CIIF-funded projects**

### ***Participants' bonding Social Capital***

已登記的計劃參加者及義工...

1. 一起參與活動
2. 互相幫助
3. 相處之時，出現隔膜(-)

### ***Participants' bridging Social Capital***

已登記的計劃參加者及義工...

1. 與計劃以外跟你年齡不同或擁有其他身份(如：性別、職業、種族等)的人士一齊參與社區活動
2. 幫助計劃以外跟你年齡不同或擁有其他身份(如：性別、職業、種族等)的人士
3. 與計劃以外的跟你年齡不同或擁有其他身份(如：性別、職業、種族等)人士相處時，出現隔膜(-)
4. 得到計劃以外跟你年齡不同或擁有其他身份(如：性別、職業、種族等)的人士的幫助結交服務地區的其他居民

### ***Participants' linking Social Capital***

已登記的計劃參加者及義工...

1. 與其他界別(包括商界、政府和專業界別)人士分工合作
2. 與其他界別(包括商界、政府和專業界別)人士一起參與社區活動
3. 與其他界別(包括商界、政府和專業界別)人士相處時，出現隔膜(-)

### ***Participants' dependency***

已登記的計劃參加者及義工...

1. 依賴從計劃中所得到的幫助(-)
2. 認為無須等待別人先付出，自己可以主動幫助他人
3. 認為大家在計劃中的付出已經足夠，自己的參與並不重要(-)

### ***Participants' reciprocity***

已登記的計劃參加者及義工...

1. 計劃參加者主動幫助你，以回饋你曾對他們作出的幫助

### ***Building a trusting and mutual-aid culture***

已登記的計劃參加者及義工...

1. 幫助計劃內的持份者建立互助互信的文化

### ***Project linking social capital***

計劃的合作伙伴...

1. 與該計劃達成共識
2. 與該計劃互相幫助
3. 與該計劃意見分歧(-)
4. 與該計劃內的人出現隔膜(-)

### **Items on Social capital in community**

#### ***Community social inclusion***

社區內的...

1. 居民接納一些被邊緣化的組群
2. 居民感到一些社區內的組群是會造成危險的
3. 不同組群一起參與社區活動
4. 居民幫助一些被邊緣化的組群

#### ***Community volunteerism***

已登記的計劃參加者及義工...

1. 做義工服務時投入和盡責
2. 願意做義工服務
3. 難以推動身邊的人或家人做義工(-)
4. 介意做更多的義工服務(-)

#### ***Community trust***

已登記的計劃參加者及義工...

1. 相信居民會在你有需要時伸出援手
2. 處處防範社區內的居民
3. 認為社區內的居民只顧自己的利益

#### ***Community social capital capacity***

已登記的計劃參加者及義工...

1. 發揮分工合作的能力
2. 與社區內的居民交往時出現困難
3. 難於化解社區內居民之間的紛爭

#### ***Community social capital***

已登記的計劃參加者及義工...

1. 與社區內的居民一起籌辦活動
2. 與鄰里守望相助
3. 與社區內的居民一起參與計劃以外的公益活動
4. 與不同年齡的社區居民合作

### ***Community civility***

已登記的計劃參加者及義工...

1. 鼓勵別人服務社會
2. 避免為社會作出任何付出
3. 介意為公益而損害自己利益

4.281 These indicators are developed based on the quantitative tools designed for this study. Further testing and refinement is encouraged to produce a shorter version for easier administration in another round of research.

## (G) PRELIMINARY STUDY OF LD-CIIF PROJECTS

### Introduction

4.282 Among the projects in Batch 14 to Batch 16, nine of them were jointly funded by Labour Department and the CIIF. These LD-CIIF projects were launched to enhance the motivation and capability of youths in securing employment and help them engage the society. The project participants were mostly in disadvantaged situations, with many of them were neither studying nor working. To examine the contribution and effectiveness of these projects, this chapter is devoted to discuss their outcomes and strategies.

### **Achievements of the LD-CIIF projects**

#### *Engenderment of social capital*

4.283 The originally non-engaged youths were encouraged to participate in the group activities such as board games, camps and workshops. Taking one step at a time, some young people soon moved beyond their comfort zones and started initiating communication with other project stakeholders. During these interactions, the youngsters discovered that their peers indeed shared similar experiences and struggles; and this realization created strong bonding social capital which motivated them to look after each other and move on. The mutual-help experiences among participants were often heard in the sharing function organized by the projects.

(H3 – Project participant)

其實我... 很感謝這裡的同學，因為在這裡認識了很多朋友，可能是大家年齡相約，性格也相近，也是不太愛唸書。

(I2 – EM Project operator & participant)

We (Chinese and ethnic minorities [EM]) learn to work as a team. Before, we work individually like alone, no idea with how to work with other people like Chinese, but now I learn much about work as a team and hold a project.

4.284 Bridging social capital, meanwhile, was also observed. For example, in the closing ceremony of the LD-CIIF projects, youths from different batches were called to take up some roles in the functions. From their interactions in the on-site interactions, it was not difficult to see that there was communication and division of labor across batches.

4.285 The linking social capital developed in the project was mainly the relationship between mentor and protégé as well as trainer and trainee. Shared by the mentors and collaborators, some of these relationships persisted after the project had ended.

(H3 – Project participant)

[導師跟學員的] 關係好像是比朋友更加深厚... 導師們不會看重自己，比較像朋友，大小事情也可以直話直說，導師亦照實說出他們的意見... 中學的老師很少會指出我們錯處。你出錯就

會被記缺點，也不會給你解釋在那裡出錯，什麼地方可以做得更好。中學，甚至小學也是這樣。但中心的導師會，他們會慢慢發掘問題所在，再慢慢引導我入正途，而不是單單「記缺點」就將問題解決。

(H5 – Project participant)

導師亦是一個容易傾訴的對象。雖然他所說的，很多時別人並不明白，很風趣，能跟我們打成一片。

(D5 – Project mentor)

即使現在活動完結，有時再碰見相中的人，大家也是... 有一個美好的回憶。同時，現在有些青年人會到中心幫手，大家建立了一段友誼，我覺得這是很難得。[保持聯絡的]也有十個八個，會見面的不止於這個數目。一直有保持聯絡的，有時會到中心探望他們的，或者是利用社交網絡 (facebook) 溝通，我們會互相去交流，互相聊天。同時，我的同事也很用心去參與這個活動，所以說，和他們沒有任何隔膜。

### ***Development of personal capacity and self-efficacy***

4.286 Carrying a mission to equip young people with employability skills, the LD-CIIF projects focused its resources on providing training, internship and employment opportunities for the young participants. With such a clear objective shared among project stakeholders, the development of personal capacity and self-efficacy in these projects was well-recognized.

(H2 – Project leader)

我們也有一個共同目的，就是能夠把知識傳授 (deliver) 給學員，這我們可以縮短溝通距離。

(I6 – Project participant & volunteer)

We got many opportunities to teach the kids in summer. Before that we don't know we can be part-time teachers; in the future, we also want to be teachers, but from part-time to full-time. Whenever you go for a job, they always ask for experience. What have you taught? What have you done? This (internship offered by the project) can help you if you still want to teach.

(I5 – Project participant & volunteer)

After the participants finish the course, they have more options to further their careers. The kid, the preparation work...everything...the lesson plan, the material, the kid training and all that, they help me somehow to get a job...Normally what the employers see is what we show them, so we show them our certificates we gain here. They might ask, "Why do you have this certificate? What have you done?" We have the courses to equip us with more knowledge of teaching.

(D4 – Project participant & volunteer)

開始時，我首先負責教授興趣班，雖然這不是自己的興趣所在，但始終也是自己的選擇，所以一直去學，後來我成爲小師傅。那時候整個人已經開竅，做人比以前積極，會做一些個人認爲有意思的事。之後，在徒孫計劃內... 我去教導小朋友。跟小朋友接觸其實也沒有太大問題，起碼你說的他們會跟著做；但是跟他們的家長交代，就令我獲益良多。你會了解到家長們最想要的是什麼。那時，我慢慢培養了自己的溝通技巧。

(D4 – Project participant)

膽變大，和別人溝通變得有信心。以前有很多事也不會告訴其他人，現在和所有人交談也可以。學會了如何和其他人溝通，和學會了烹調，也接觸不同範疇的事物，例如：會計，這些我

[之前] 未曾接觸，其後年紀輕輕，沒有工作，但有機會可以嘗試去實習，有很多難忘的 [經歷]。[好像] 到海洋公園 [實習]，有一位外國人和你溝通，平時是很少遇上這種機會，學校很少會有 [這些機會]，你不會無事找一位外國人談話。當他/她前來買東西，你一定要回答，這令我學習了和人溝通的方式，和你會取得經驗。

(IOI01 – Project operator)

有些 [青少年] 之前自己本身很被動，不敢主動和其他人談話，說自己的感受、說自己的困難，但在計劃內，他們感受到原來他們做得好是有其他人欣賞、認同。... [當他們知道] 外面的合作伙伴也認同他們的能力、他們的存在，其實他們對自己的看法也慢慢改變，有了成功感，自信心也慢慢建立。

(H3 – Project participant)

從導師們中學到一些實用技巧，無論我會否將技能應用於工作之上，我也可以在運用於日常生活當中。對我來說，是實用的。

### ***Removal of negative labeling towards non-engaged youths***

4.287 The young people were not the only beneficiaries. In the individual interviews, the mentors, trainers and employers also saw the rewards from the projects. These gains included satisfaction from overcoming challenges, generativity, opportunity to train up professionals to meet the market needs, volunteer work provided by the youths and self-reflection.

(H1 – Project operator)

我和同事們感到有滿足感，是因為學生們有改變。

(X5 – Project collaborator)

起初剛剛接觸 (計劃) 時，也擔心我們的課程要達到什麼程度，程度的深淺，同時，我們所有的 material 要翻譯成中文，也會有一些挑戰。但當一直做下去，其實原來，也告訴我們，我們也做得到。

(D1 – Project operator)

我相信師傅也有所得著，並不只是幫助其他人，在過程中他們會更加明白青年人的需要。在幫助其他人的過程中，他們會得到一些成功感、價值，另外亦能夠將自己的技能和知識貢獻出來。

(D6 – Project collaborator)

徒弟有得著，我自己也有得著。因為可以將我所學到的東西去教導這一群年青人，當然他們喜不喜歡，甚至乎他們會否覺得有實際用途是另一回事，但起碼我將自己知道的事，為他們講解，讓他們有一定的概念。又或者日後當他們離開了校園，踏足於這個社會，他們會想起這門技巧，以前曾經學過又覺得有趣，可能會因此投身這個行業，所以我覺得這個計劃不錯。

(X1 – Project operator)

青年人有多一個學習的機會，而他們有青年人去幫助他們，他們也有些師傅去培訓一些後起新秀，他們也想找一些新血去加入他們的行業，所以在我們介紹 (計劃) 時，很快就一拍即合。



(H7 – Project collaborator & mentor)

因為現時坊間專門修讀攝影的課程已經越來越少，但越來越多屬於興趣，或者業餘的攝影課程。我們公會和勞工處吻合，這個計劃就是針對現時做助手，或者在這行業發展的人。

(D4 – Project participant)

我師傅亦有改變。他看到我們，不願比下去，所以又參加毅進課程。可能是因為大男人主義，會感到自卑。他見我們突然間發奮，所以師傅也是這樣。因為他讀到中三時被要求退學，我唸毅進時，我和師傅是同屆畢業，所以覺得很有趣。

4.288 For most of them, having chances to interact with the non-engaged youths in person stimulated them to challenge stigmatization towards these marginalized groups. Shared among these interviewees, there was usually a discrepancy between their expectations and the real situations. While some discovered that these youngsters were not that difficult to deal with; others had recognized the characteristics of these youth groups and started appreciating their creativity.

(D5 – Project mentor)

開始時，我對青少年感到陌生、不認識。但透過一些活動，例如：剛才所看到玩 war-game、烹飪活動或是聚會，從中大家互相認識。由開始陌生到有所接觸，大家再慢慢互相去了解對方、大家去溝通，從中發覺其實這一群青少年並不難相處。因為起初的印象是，會不會這一群所謂的「八十後」、「九十後」的青少年會是難相處？但其實跟他們多接觸，也覺得他們可以。但最緊要是大家互相尊重，不要擺架子。

(H7 – Project collaborator & mentor)

因為頑皮的小朋友關注特別多，他們也給我回應，他們也有其他想法，而我會覺得：「噫，很有趣。」大家一齊創作，因為我們不論電影也好，設計也好，都是在創作方面被大家互相影響。

(H2 – Project leader)

我看見學生可以在短時間之內，只要能得讓他們順服，他們能創做出一些意料之外的作品。

4.289 From their experiences, training these non-engaged youths required an approach and a new attitude. Although there were times when participants failed to keep their promises and fell short of expectations, seeing their growth and breakthrough were rewarding enough to keep the adult volunteers in position.

(IOI01 – Project operator)

對低動機、低學歷的學員] 其實有時我們也會看輕了他們，有很多事我們也沒想過他們會做到，或是他們有能力可以勝任，但慢慢多了接觸他們，很多時發覺為什麼他們不去做呢？不是他們沒有能力，而是可能社會沒有給予他們機會。所以，我們用心去想究竟每一個青年他們的特性、長處、能力在哪裡，從而希望找到一個和他們一起去 [奮鬥的目標]。

(D6 – Project collaborator)

計劃期間，我們也了解到青少年其實他們就不太壞，很多時他們為什麼會大吵大鬧 (大大聲) 等各方面，其實也是想吸引你的注意，引起多些人... 可能他們得不到家人的關愛，所以他們會做出一些比較怪異的行為去吸引其他人的目光，從而得到他們所想要的關懷，這也不足為

奇。所以這些需要慢慢循序漸進的誘導他們，我覺得這個計劃很好。

(H2 – Project leader)

我想：「我周邊的朋友、導師落力執教，同學們大略也能感受到」，但原來不是。自己曾教過兩三堂，也感到頗難忍受。學生們根本不將自己放在眼內，學生自己亦經常缺席，唯有靠社工聯絡他們...我們不要太早標籤 (label) 了他們，我們不要用特定的方式，「你是爛泥，你們是扶不上牆，你們是無動力。」反過來，我先跟他們玩玩，說一些彼此有興趣的話題。原先我會指定要求導師教授他們某方面技巧，起碼有一個教學大綱 (format)，因為課程是有關技術的傳授，但漸漸發現這一套是行不通，我們要因應情況施教。

4.290 Through the cross-strata interactions, mutual understanding was developed among project stakeholders, and social integration was promoted. Especially when the LD-CIIF usually involved diversified community stakeholders as mentors, trainers and collaborators, the effect of the outcomes was believed to be multiplied and infiltrated into different sectors. The positive note was, further, passed on to the community members through the sharing of members to their friends and the public.

(X5 – Project collaborator)

透過這些商戶，提供機會給年青人，提高了大家社會對的八十後、九十後的接受程度，給予他們機會，我覺得令關係融和，關係上，大家更能互相接受。

(IOI01 – Project operator)

(低動機、低學歷的青少年) 他們也走過成績不理想、學歷差、被其他人「睇低」、找工作遇上困難的日子，我們也希望他們將這些經驗、故事，和有相同經歷的青少年分享，過住也有同事帶同他們到學校作一些真人分享，除了讓更多人認識這個計劃之餘，也給社區同樣低學歷、低動機的青少年多一個希望感。[如果] 由我們社工說的是不夠說服力，所以我們也希望可以由他們主導的角色。

## **Comparison of LD-CIIF projects with other projects**

### ***Comparison with non LD-CIIF projects***

4.291 While the performance of the LD-CIIF projects did not exhibit much difference with other projects in the Plenary Executive Survey; in the Participant/ Volunteer Survey, however, the results showed that the effectiveness of the LD-CIIF projects were slightly less significant than other projects. Table 44 contrasts the mean scores achieved by the LD-CIIF projects and projects in other categories. The discrepancy between the two ranged from 6.9 to 0.8, with excess claim the highest and participants' linking social capital the lowest.

<b>Assisted social capital developed</b>	<b>Mean of LD-CIIF Projects</b>	<b>Mean of other projects</b>	<b>Discrepancy</b>
Participants' bonding social capital	63.7	69.2	-5.5
Participants' bridging social capital	56.0	58.0	-2.0
Participants' linking social capital	56.2	57.0	-0.8
Reciprocity	64.4	69.3	-4.9
Excess claims	60.2	67.1	-6.9

Remarks: Discrepancy is measured by mean score of LD-CIIF projects minus mean of other projects.

**Table 48** Assisted social capital in Participant/ Volunteer Survey)

### **Limitations faced by the LD-CIIF projects**

4.292 Seeing from the view of researchers, the effectiveness of the LD-CIIF projects was shaped by their multiple objectives, intervention approach as well as the limited resources of participants.

#### ***Multiple objectives of the LD-CIIF projects***

4.293 The LD-CIIF projects bore a responsibility to equip the disadvantaged youths with employability skills so that they could integrate with other community members and contribute to the society. These projects, when under careful examination, were indeed placing a higher priority to the development of youths' strengths and capacities than social capital.

4.294 However, it was not to say that these projects had deviated from or contradicted with the objectives of the CIIF projects. Social capital, in this context, was usually used as an approach to achieve the end of cultivating. For example, through the relationship between mentor and protégé, the resourceful adults could transmit their experience and knowledge to the young people; while through the employer and employee relationship, the business partner could educate the youngsters with working attitude and skill sets. Social capital, at the same time, was an expected outcome of the projects; however, from the quantitative data, this appeared to be peripheral. We reap what we have sowed. When the development of youths' values and capacities took the lead, then unsurprisingly, the social capital development in these projects was comparatively less effective.

#### ***Intervention approach***

4.295 The intervention approach, meanwhile, was another hindrance to the development of social capital. To pull the young people out from their comfort zones, the LD-CIIF projects usually employed a one-to-one or one-to-few approach. With such a large demand for time and resources, the projects only managed to serve a small number of participants, and hence the impacts to the larger society were limited.

#### ***Limited resources of participants***

4.296 More, as the target participants of the LD-CIIF projects were mostly the non-engaged youths who had limited existing knowledge, skills and social capital; so in many cases, the long-term investment only yielded few results. What exacerbated the situation was the high dropout rate, which did not fully utilize the resources endowed into the operations.

## **Summary**

4.297 The preliminary study of the LD-CIIF projects affirmed the effectiveness of the joint-effort to develop bonding, bridging and linking social capital. Synthesizing the results from the qualitative and quantitative analyses, it appeared that the LD-CIIF projects had its contributions to open up the young people for network building. This development of relationship was not limited to the peer level, but was also successful when mentor-and-protégé relationship was under concern. During the social capital development process, capacity building, resource obtained, psychological gain, empowerment and the experience of being socially included were all essential. Among all these experiences and gains, the socially included experience manifested the most pervasive effect on predicting the positive outcomes.

4.298 At the community level, the LD-CIIF projects also played a role in developing community social capital. By offering a platform to interact with the non-engaged youths as mentors, trainers and employers, the community members gained more understanding and acceptance of this once marginalized and stigmatized group, thus promoting social inclusion.

4.299 However, the LD-CIIF projects were not without hindrances. Given its objective to transform the disadvantaged youths and the limited resources owned by the participants, the projects inevitably needed to devote more resources to building up young people's values and capacities. Therefore, fewer resources were left for developing social capital. Furthermore, with such a high demand for time and resources, the number of actual participants whom projects could serve were limited. These factors might have explained why the LD-CIIF projects performed less satisfactorily in social capital development when compared with other projects.

## 5 DISCUSSION & RECOMMENDATIONS

### **Integration of quantitative and qualitative analyses**

- 5.1 This chapter aims to synthesize findings presented in previous chapter and arrive at some reflections and insights for the CIIF's way-forward development.

### **Evaluation of the impacts of the CIIF**

#### **Social capital outcomes and impacts of the CIIF at different levels**

##### *Social capital outcomes*

- 5.2 Consistently revealed in different research tools was the effectiveness of the CIIF in engendering social capital at individual, group, project, organizational and community levels. Based on a comparison of the results of various types of social capital outcomes, the funded projects appeared to be most effective in developing bonding social capital, bridging social capital the second and linking social capital the third. These might have revealed that the development of bridging and linking social capital take longer time than bonding social capital.
- 5.3 Social capital outcomes, here, manifested themselves in the networks built and the quality of interactions. According to the frontline staffs and project volunteers, there was generally a trusting and mutual-help culture among the participants and volunteers, and this altruistic attitude and behavior usually exhibited within and beyond the project operations.
- 5.4 As all the projects shared the same mission to team up community participants and transform them into volunteers, development of the social capital of participants/volunteers was pervasive across projects of different categories. From the Plenary Executive Survey, the bonding social capital of participants/volunteers yielded a mean of 96.5 on a 0-100 scale; the bridging social capital 90.3, and the linking social capital 88.6. While the projects endowed most of the investment to the participants and volunteers, fewer resources were allocated for cultivating social capital within the organizers and the collaborators.
- 5.5 Emphasizing tripartite working relationships and cross-strata collaborators, the CIIF required the project staffs to liaise with other organizations in the community. As a result, project linking social capital was created across organizations of different natures. Various partnership models were developed; they included home/school/community, medical/welfare/community, housing/welfare/community, and community/business/public sectors.
- 5.5.1 Given the opportunities to interact with people who had different backgrounds and from different social groups, mutual understanding was developed across groups and this engendered social inclusion. Observed in

the focus group interviews and individual interviews, a few types of social integration were found:

- 5.5.2 Providing a platform for people of different ethnic backgrounds to work together, the ethnic minorities were provided with a way to integrate into the mainstream system. Though sometimes there were language barriers and cultural differences, the project participants showed their bravery in breaking the ice and narrowing the gap.
  - 5.5.3 Another successful type of social integration demonstrated in the projects was between people with mental illness and other residents in the community. Having the chances to interact with and educate ordinary residents about the symptoms and causes of sicknesses; stigmatization was reduced, and the project volunteers who recovered from mental problems had experienced refreshing acceptance by others.
  - 5.5.4 Cross-generational interactions were observed. The adult volunteers were able to take care of the young and transmitted their knowledge and values to them via the parent-children-like relationship, and the young students also managed to share their knowledge and skills learnt in schools to the adults of low SES background. These cross-generational connections were most noticeable among the project participants and volunteers; however, for the residents not participating in the projects, the influences on them were limited.
  - 5.5.5 Cross-sectoral integration was also reported. It existed mostly at organizational level through the tripartite partnership, and sometimes at the individual level. Diminishing the perceived gap between the people of low SES and high SES was no easy task. It required both parties to have willingness to step out from their comfort zones to initiate and sustain the conversation. Reported by the project participants, they were presented with opportunities to communicate with government officials, professionals and businessmen; nevertheless, these exchanges were limited to the activities organized by the projects. Among different types of projects, the ones which dealt with youths and children usually performed better in this arena under the pairing and matching system.
- 5.6 Some correlational analyses were conducted to explore relationships between project inputs and outcomes. Factors positively correlated with social capital outcomes included long-term embeddedness into project, more staffs in project team and service unit and longer project duration. The size of project team, meanwhile, had both positive and negative effects on some social capital outcomes. More detailed analyses were also included.

### *Sustainability of social capital outcomes*

- 5.7 The qualitative results affirmed the sustainability of social capital outcomes, as project stakeholders quoted examples on how relationships were maintained after the funding period. This sustainability was not only at individual level, but also at organizational level, with companies continuing liaise with one another or further their collaboration in other areas. Echoing these positive results were figures from quantitative analyses. From the perspective of participants and volunteers of completed projects, the success of structural sustainability was mainly at the peer level and the connectedness with project collaborators, with the former had a mean of 48.1 and latter 44.5. However, for the other project stakeholders, namely professional bodies, business sectors and government / political bodies, the sustainability of relationships were rather weak with mean scores of 28.6, 22.0 and 22.4 respectively.
- 5.8 The sustainability of participants/volunteers in the structural aspect, meanwhile, was lower than the mid-level. Seeing from their views, they were most likely to receive help from project collaborators (mean = 44.5) and other project participants (mean = 48.1) when they were in need; while less than half believed that they would have assistance from members of professional bodies (mean = 28.6), government/political bodies (mean = 22.0), and business sectors (mean = 22.4).
- 5.9 These low mean scores concerning the sustainability of linking social capital matched with the qualitative data with project operators and volunteers pointed out four factors affecting the relationship building – (1) infrequent exchanges, (2) short-term commitment of the resourceful parties, (3) busyness, and (4) perceived barrier to developing relationship with people of higher SES from the views of participants and volunteers.
- 5.10 From the completed project staffs' perspective, the sustainability of social capital outcomes was much more positive with most of the items scored at a moderate level. The project operators were generally confident to have their support from community stakeholders (mean = 78.1) and the social participation platform and mutual-aid networks (82.1) held after the funding period. Also, they saw the likelihood of continuation of the collaboration among community stakeholders (mean = 71.4) and the success in enhancing community capacity (78.1). Not only did they believe that the spirit of trust and mutual help remained in the project stakeholders (mean = 62.5), but also this spirit would expand in the community (mean = 75.0). However, what they were worried was the depletion of resources after the funding period with less than half of them having confidence to obtain enough resources.
- 5.11 From the collaborators' side, they indicated their continued assistance to the sustainability of volunteer teams (mean =59.4), social participation platforms (mean = 75.0) and community capacity building (mean = 56.3). However, likewise, the collaborators also saw difficulties in soliciting resources.

## **Re-culturing**

- 5.12 Re-culturing, in this context, was about changes in work culture.

- 5.13 For the project operators, the re-culturing, on one hand, was about the inculcation of social capital concepts and strategies. Measured in the Operator Survey, the application of social capital concepts beyond funded-projects in organizers was of moderate level. On the other hand, this re-culturing was also about the implementation of a tripartite partnership model. Collaboration among NGOs was not an innovative model to social workers; however, reaching out to the business partners and soliciting their active and long-term participation was a new school of thought to them. Voiced out by various workers, this stretching was a challenge; but the augmentation of organizational and social capital made it worth the sweat.
- 5.14 For collaborators, the re-culturing was the appreciation of social capital concepts. Through the participation into the funded projects, a majority of the collaborators recognized the capabilities of project participants and volunteers, and built a trusting and mutual-aid culture in their organizations. In general, they were willing to sustain the use of the concepts.

### **Rewarding project experiences**

- 5.15 This study mainly explored six domains of project experiences which were essential for the development of social capital. These domains were psychological gain (mean=75.2), socially inclusive experience (mean=73.0), rejoicing experience (mean=72.9), participant's attendance (mean=63.1), empowerment experience (mean=60.9), and resources obtained (mean=58.4). Positive correlation between these project experiences and social capital outcomes were as follows: Participants' gain fostered reciprocity; participants' psychological gain fostered volunteerism; resources obtained fostered trust and reciprocity but undermined community social capital; participants' capacity building fostered strength realization; empowerment experience fostered social capital capacity, strength realization and reciprocity.

### **Contributions to community**

#### ***Collaborators' CSR***

- 5.16 As seen in the results of Stakeholder Survey and Observation, the project collaborators generally welcomed the CSR concepts. In most cases, they tended to partake in the social development by (a) contributing to campaigns and projects that promote the wellbeing of society (mean = 69.0), (b) setting community's sustainable growth as one of their organizational goals (mean = 68.0), and (3) encouraging the members of their organizations to participate in network building (mean = 66.7). Meanwhile, they were also willing to sustain their efforts after the funding period.

#### ***Residents' bonding, bridging and linking social capital***

- 5.17 In this research design, residents' bonding, bridging and linking social capital as well as community wellbeing were also measured. The measures served two purposes. First, they provided a valuable reference for the CIIF, the funded projects, the community



stakeholders and the policy makers to determine natural social capital inherent in Hong Kong society. Second, they gauged the externalities of the projects to local communities.

### *Cultivation of volunteerism in communities*

- 5.18 To develop community capacity through the cultivation of human capabilities and social capital, the CIIF strived to inculcate volunteerism in the local community. Instead of encouraging direct services to the deprived groups, the Fund advocated intervention through volunteers. Through recruiting a volunteer team across diverse sectors, the pro-social qualities such as mutual help, trust and reciprocity diffused into different corners of the society.
- 5.19 This volunteerism had several functions. First, working towards the same goal, the strategy mustered project stakeholders and created a common social identity and solidarity. Second, with chances to interact on a regular basis, people with different backgrounds could have time to go through the team building process and develop mutual understanding. Third, through the training and exposures provided to volunteers, individuals' capabilities were developed. Consolidation of the capacities was a favor to support the community's sustainable development. Fourth, the volunteerism tended to be self-reinforcing by the mutual support and awareness about social needs; hence, it became a precious asset.

### *Contributions to the betterment of social wellbeing*

- 5.20 Shown in the quantitative analysis, the overall community wellbeing improved in the last quarter of the operation when compared with the previous period. These enhancements encompassed social inclusion, social security and harmony, hygiene, employment and happiness. More contributions, at the same time, were pointed out by the project staffs and volunteers; these included an improvement of community members' mental health and support for children with special need.

## **Appraisal of effectiveness of social capital strategies promoted by the CIIF**

### **Effectiveness of social capital strategies at the CIIF Committee and the Secretariat level**

- 5.21 To achieve the objectives of the CIIF, the CIIF Committee and Secretariat employed different strategies to promote social capital concepts and social capital models, recruit organizers with good potentials, and coach the projects.
- 5.22 Indicated in the Operator Survey, the inputs from the CIIF Committee and Secretariat were of moderate level with an average score of 56.8

### *Strategies at community level*

#### Achieving initial success in promoting the CIIF to wider public

- 5.23 Seeing from the CIIF Committee, CIIF Secretariat, project operators and project collaborators' views, the CIIF maintained an initial success in promoting the Fund to the wider public. Social capital concepts and models were introduced to Hong Kong residents through public media, and resulted in public recognition. This not only fostered the sense of belonging and satisfaction of the project stakeholders, but the good reputation also assisted the recruitment of participants, volunteers and collaborators.

#### Transferring knowledge across organizations

- 5.24 The CIIF Committee and Secretariat witnessed an evolvement of the Fund. In the beginning of the operation, very few people had heard of social capital, and hence the applications received at the burgeoning stage were seldom aligned with the social capital concepts.
- 5.25 Endeavoring to inculcate the social capital concepts into the society, the CIIF organized a wide range of knowledge transfer events such as briefing sessions, workshops and sharing summits for the public, the potential organizations and the funded projects, so as to allow the successful projects to share their experiences with others. According to the project staffs who attended these functions, the experiences allowed them to better grasp the ideas of social capital concepts and better understand the expectations of the CIIF. However, not all project staffs managed to benefit from the knowledge transfer as there were always fallacies during the transmission of information.
- 5.26 For the operators of flagship projects who needed to share in the functions, the experience of public speaking was refreshing and rewarding, and it fostered their confidence building. However, when these events were not managed in an organized way, they sometimes found the service exhausting and frustrating.
- 5.27 Balancing the advantages and short-comings of this emulation strategy, the effectiveness was of moderate level. Informed by the operator's perspective, this strategy obtained an average score of 60.3, showing a modest level of practice.

#### *Strategies at project level*

##### Sowing quality seed by selecting projects with good potential

- 5.28 With the experiences accumulated throughout the years, the CIIF discovered that it was crucial for the organizers to have their own local networks for the recruitment of volunteers and collaborators. Other than connections, the passion of the project staffs and the support of top management were also vital to social capital development. These critical factors, then, became the considerations for selecting organizers with good potential. Sowing quality seeds was the first step towards harvest.

##### CIIF's promotion of corporate social responsibility

- 5.29 In the common social welfare setting, NGOs initiate and develop community projects. However, in the operation of the CIIF, all institutions, regardless of size and nature, were welcomed to apply for the seed money and organize social services. This wide acceptance

emerged from the belief that “businesses are members of the community and, as such, share CSR to contribute towards social stability.

- 5.30 Building upon the initial success in promoting CSR, it was suggested that their contribution should extend beyond the one-off service and donation to include the following commitments, such as knowledge transfer, provision of new opportunities, and forging long term community-oriented collaboration partnerships. Corporate social engagement not only makes immense contribution to social capital development but also helps to burnish their corporate images.<sup>2</sup>” This openness to types of grantees together with the encouragement of tripartite working relationship paved ways to the development of cross-strata collaboration, thus promoting corporate social participation.

#### Maximizing gains from diversity

- 5.31 In order to promote social integration and harness resources in the community, the CIIF strongly encouraged the projects to recruit stakeholders with different backgrounds. This diversity laid a foundation for cross-strata interactions and enabled the development of social capital in both horizontal and vertical dimensions.

#### Bridging resources

- 5.32 The strategy most welcomed by the project operators was the CIIF’s referral for obtaining resources. There were examples of the CIIF Committee assisting the projects to line up with professionals.

#### Coaching and monitoring

- 5.33 Aside from the seed money, the CIIF also facilitated the development of social capital through coaching and monitoring. The pros and cons of these strategies were identified by the project staffs. While some appreciated the just-in-time and constructive advice from the CIIF Committee and Secretariat, some found the support to be inadequate. First, for the projects in later batches, there was only one field visit by the CIIF during the three-year operation; hence, useful suggestions sometimes came too late. Second, the CIIF Secretariat mainly monitored the projects by examining the descriptions presented in the quarterly performance report. This distance and lack of face-to-face interactions created barriers for the two sides to cultivate mutual understanding. Third, reporting the operation four times a year was regarded as a heavy workload. The situation was exacerbated when the management of the organizers was dissatisfied with the written contents and requested revisions.

#### ***Challenges faced by the CIIF Committee and the Secretariat***

- 5.34 Identified in the qualitative data was the challenge of lacking resources for conducting research faced by the CIIF Committee and the Secretariat.

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<sup>2</sup> The interpretation of “Corporate social responsibility” proposed by the CIIF was retrieved from its website on 29 January 2012: [http://www.ciif.gov.hk/en/aboutciif/index\\_e.html](http://www.ciif.gov.hk/en/aboutciif/index_e.html)

## Recommendations to the operation of the CIIF Committee and the Secretariat

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### Recommendations for the operation of the CIIF Committee and the Secretariat

#### 1 **Promote social capital concepts and invite participation**

Based upon initial success in promoting social capital concepts and models to the public, the CIIF should continue this endeavor to spread the messages to the wider public and invite organizations of different natures to participate.

When communicating the social capital concepts to the people of low SES, the CIIF needs to further its efforts to use more laypeople's terms to expound the theories and phrase its mottos.

The CIIF is perceived to be valuable linking social capital from the eyes of operators for obtaining information and resources as well as promoting the projects via public media. Given the advantage of having a wide range of connections with different sectors, the CIIF can consider reaching out to more community stakeholders and doing more matching across organizations. For example, the experienced project can team up with the new project so that the new project can benefit from knowledge transfer and the existing project can have stimulation and reflection on its existing practices.

#### 2 **Inculcate a new interpretation of CSR**

With greater light shed on corporate social responsibility, the project staffs see a need to educate general community stakeholders about volunteerism and encourage them to actively participate in the social service programs and serve on a long-term basis. Merely participating in the activities is not enough, and the community and business volunteers are encouraged to initiate conversations and build relationships with people from different backgrounds. The CIIF, in this connection, can help inculcate these attitudes through its promotional efforts.

#### 3 **Organize district-based events**

Besides the cross-district knowledge transfer functions, the CIIF is encouraged to organize more district-based events to allow local stakeholders to sit around and discuss possible ways to harness the existing local resources.

#### 4 **Strengthen knowledge transfer**

With the affirmation of the values of knowledge, the CIIF can then develop a more organized schedule for these information exchange activities and inform project staffs in advance so that they will have more room for preparation.

Seeing the importance for all the project staffs to have good knowledge about social capital and its models, the CIIF can prepare some materials for the transmission of

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information to minimize the risk of miscommunication.

The project operators generally desire more face-to-face and direct communication with the staffs of the CIIF, so that both parties can arrive at mutual understanding and consensus.

**5 Take a flexible stance towards creativity**

When promoting innovation in project operation, the CIIF can take a more flexible stance in measuring creativity. Apart from expanding the scope of service, it is also worth considering cultivating the quality of relationships. The existing expertise and facility should be taken into account as well to prevent a mismatch between human and physical resources.

**6 Use of social capital outcomes indicators**

Social capital outcomes indicators proposed in this study is believed to serve at least 2 purposes: (1) gauge the effectiveness of the funded projects in social capital development, and (2) function as a standard data collection tool to compare the performance of projects across categories, and accumulate data for longitudinal study.

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**Table 49 Recommendations for the operation of the CIIF Committee and the Secretariat**

**Effectiveness of social capital strategies at project level**

- 5.35 In the process of social capital development, a challenge shared across the funded projects was the difficulties in recruiting participants and volunteers, and soliciting long-term support from the partners. Observed in the successful cases, two recruitment approaches emerged – (1) recruit via institution and (2) recruit from project stakeholders’ ecological systems. The former allowed mass recruitment and share of resources among institution, whereas the latter capitalizes on the snow-ball effect.
- 5.36 Associated with this recruitment issue was the assessment of project stakeholders’ capability and availability. Retired professionals and home makers proved to be felicitous and flexible human resources.
- 5.37 A wide variety of social capital development strategies and project management strategies have been examined with different data collection tools. The approaches that consistently found to be reliable and effective are the social-identity approach, projects’ bonding, bridging and linking approaches and the aforementioned sustainability-maintenance approach. The social-identity approach was about developing a common social identity among project stakeholders, so that they have a common ground to acknowledge each other. The project bonding, bridging and linking approaches, meanwhile, were about the development of the projects’ own social capital so that they can mobilize their connections to facilitate the development of the projects.

- 5.38 Sustainability-maintenance strategies were crucial for the sustainability of social capital outcomes. These approaches included developing strategies for project sustainability in advance, conducting research to promote project sustainability, summarizing project experiences to promote project sustainability, preparing human resources for sustaining the projects, preparing resources for sustaining the projects, and instituted an organizational structure ahead for sustaining the projects. All of these strategies were widely adopted by the funded projects, except conducting research. They were more useful in the projects' initial and development stage.
- 5.39 In the Stakeholder Survey and Observation, the use of social capital development strategy, transformation strategy and project management strategy were evaluated. Statistical analyses were also conducted to delineate relationships between strategies and outcomes. Eight positively related pairs were identified: functional sustainability strategy brought participants' resilience, empowerment strategy brought along participants' happiness, emulation strategy brought along trust, staff linking strategy brought along bonding social capital, staff bonding strategy brought along civility, involvement strategy brought along structural sustainability of social capital, bridging strategy brought along role transformation, and institutional strategy brought along strength realization.

### ***Challenges faced by the projects***

- 5.40 Challenges facing the projects were in twofold: (1) competition among social welfare organizations, and agencies were in competition for human resources; (2) funding was limited.

### **Recommendations for the operation of the funded projects**

- 5.41 In the face of challenges in social capital development discussed, the following strategies are recommended:

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#### **Recommendations for the recruitment of project stakeholders**

<b>1</b>	<b>Mobilization of local resources</b>
	<p>Mobilize organizers' existing social networks and develop plans to engage with the partners. Do not be content with the existing networks, seek to increase their diversity.</p> <p>Retired professionals are a great asset. Recruitment strategies include the "word of mouth", highlighting the development of professional interests, and showing how their capabilities match the social needs. To better enrich the resources inherent in social capital and harness local human resources, the deprived groups should not be the major target. Instead, recruit more resourceful parties.</p> <p>Seek to collaborate with institutions and recruit their members as volunteers in a group. For example, schools can provide venues for organizing activities, promotional means to reach students, parents and staffs of the schools, and human resources to participate as</p>

	participants and volunteers.
2	<p><b>Put accent on win-win situation in cross-strata collaboration</b></p> <p>Learn to appreciate virtues in corporate social responsibility</p> <p>Place the facilitation of long-term network building as the centre of focus. Seek to cultivate a culture of trust, help and reciprocity in the exchanges. Acknowledge the values of empowerment, but avoid making it the focus of intervention.</p> <p>Highlight win-win outcomes and maintain equal positions among organizers and collaborators</p>
3	<p><b>Be flexible and respect each other's constraints</b></p> <p>Try to understand and accept practices in different sectors flexibly.</p> <p>Flexible working hours allows more room for homemakers to participate in volunteer work</p>
4	<p><b>Assess availability and capability</b></p> <p>Assess the availability of capability of different community stakeholders and match these resources with needs</p>
5	<p><b>Develop teams to harness snow-ball effects</b></p> <p>Recruit participants and volunteers from project stakeholders' ecological system. Develop the teams to better utilize the power of the "word of mouth" and creates the snowball effect.</p>

**Table 50 Recommendations for the recruitment of project stakeholders**

<b>Recommendations for project operation</b>	
1	<p><b>Equip all project stakeholders with social capital knowledge</b></p> <p>Facilitate all the project stakeholders to equip good knowledge about social capital.</p>
2	<p><b>Communicate clear goals and furnish room for discussion</b></p> <p>Set clear goals and communicate them to all project stakeholders. Develop mutual understanding and solidarity. Focus resources on the goals</p> <p>Give room for discussion about social capital practices. Use collective power to generate more possible approaches and models.</p>

3	<p style="text-align: center;"><b>Solicit support from management and plan ahead for sustainability</b></p> <p>Solicit support from management, collaborators and community stakeholders for sustainability management.</p> <p>Plan the sustainability in advance. Prepare the necessary resources and organizational setting.</p> <p>If financial support is of concern, try to articulate the problem and need ahead, so there is time to improve the situation.</p>
4	<p style="text-align: center;"><b>Keep track of project development.</b></p> <p>Have regular reviews of the progress and keep track of the development.</p> <p>Develop a sound project management system, including human resources management, financial management, knowledge management and risk management.</p>
5	<p style="text-align: center;"><b>Develop social capital in organizations</b></p> <p>Provide adequate support to the volunteers and collaborators.</p> <p>Encourage the participants and volunteers to develop relationships that persist beyond the project operation; at the same time, prevent exposing them to harm (Convert assisted social capital to natural social capital).</p> <p>Cultivate social capital within the organizations and form internal social support systems. Let voices to be heard and appreciated</p>
6	<p style="text-align: center;"><b>Remove perceived social gap and allow more time for the development of bridging and linking social capitals</b></p> <p>Help project participants and volunteers to remove the perceived social gap by preparing platform for interaction, building shared project identity, encouraging mutual understanding and identifying common interests of both parties. It is of importance to be aware of the different nature of different social capitals. As observed from the findings, the developing of bridging and linking social capitals might require a longer time of cultivation.</p>
7	<p style="text-align: center;"><b>Transform assisted social capital to natural social capital</b></p> <p>Acquire a people-oriented lens to keep track of the development of connectedness among project stakeholders. For social capital outcomes to sustain, it is necessary to transform assisted social capital into natural social capital. To do this, operators need to help build personal relationships among stakeholders. Factors affecting the quality of relationship include but are not limited to long-term embeddedness into networks, depth of sharing and a trusting culture.</p>



**Table 51 Recommendations for the recruitment of project stakeholders**

**Exploration of the concepts of Corporate Social Responsibility and Social Enterprise in CIIF context**

**Corporate social responsibility**

- 5.42 Drawing from the resources and expertise in different sectors, a more diversified work force was formed and division of labor became more effective and efficient. From the collaborators and project leaders' perspective, a win-win situation was the accent of a satisfying collaboration. When the small NGOs worked with the resourceful business partners, there were sometimes power struggles between the parties, which made the one with more bargaining power overriding the other and hampering the effectiveness of the operations.
- 5.43 Shared by the project leaders who had established rewarding working relationships with partners from different sectors, the give and take from different parties were indeed on equal terms. For example, when the business partner offered training and financial aid to the projects, the project leader could, at the same time, complimented the partner and nominated them for community recognition. In this society, which had more and more emphasis on CSR, support from the social welfare sector was of crucial importance.

***Some insights from literatures***

- 5.44 Given the popularity of the concept of CSR worldwide, research in this arena starts to flourish. There are explorations of the core principles underpinning this advocacy, the practices of it together with indicators, the role of government in promoting the idea, and the partnership between NGO and business corporate. Briefly discussed here are these dimensions except the government's role as this mainly concerns the legislation which is believed to be beyond this research scope.

**What is CSR?**

- 5.45 In the past, the understanding of CSR was mainly from the societal perspective, in which the practice was an obligation of businessmen to respond to the society's objectives and values (Bowen, 1953). Though this idea reasonably explained why the companies need to contribute to the wider community, it was not attractive to the practitioners when business survival was of concern. Later, the concept evolves to take financial returns into consideration. Besides emphasizing potential gains from improving and maintaining the immediate environment, the stakeholder model is also developed which underscores the vital roles played by the internal and external stakeholders to the success of the businesses (Freeman, 1984). For small to medium sized enterprises (SME), it was evident that "CSR activities that are rooted in the values of the owner manager and the SME culture, are integrated in the SME business strategy, and are related to the business activities of the SME are more likely to succeed in contributing to the overall business performance and to

the competitiveness of the SMEs as compared to ad hoc CSR policies (Apospori, Zografos and Magrizos, 2012, pp. 26).”

### Practices of CSR

- 5.46 Although CSR takes different shapes in different contexts and is risking to lose all its meaning as a result (Sethi, 1975); after analyzing the definitions of it in 37 papers, Dahlsrud (2008) concluded that the meanings of CSR are largely consistent and the variation is only in the manifestation.
- 5.47 In a cross-country comparison study which included Hong Kong as one of its target areas, 20 elements were used to as indicators contrast the performance of companies in different places. These items could be categorized into 4 groups: company’s internal policy, company’s policy with external parties such as suppliers and local community, accountability for sustainable development and citizenship (Welford, 2005). Juxtaposing companies in European countries, Hong Kong businesses had less written CSR policies. Underscored by the researcher, the development of CSR policies has to be culturally specific at country level.
- 5.48 Adopted in this study is the scale developed by Turker (2008). As the financial interest of the company but not social responsibility was seen as the essence of the company’s survival, social responsibility has not been explored; hence CSR was here defined as “corporate behavior that aims to affect stakeholders positively and that go beyond its economic interest (pp. 413).” This tool has wide coverage, including subscales measuring CSR to the society, natural environment, future generation, NGOs, employees, customers, and government. Selected for this CIIF study were scales concerning society, future generations and NGOs.

### Partnership between business and NGO

- 5.49 Partnership between business and NGOs can be different. Kourula (2006) has identified 8 forms of engagement:
1. Sponsorship
  2. Single issue consultation
  3. Research cooperation
  4. Employee training and/or volunteerism
  5. Certification or eco-labeling (NGO certifying the company’s products or services)
  6. Systematic dialogue (opportunity to have dialogues with other stakeholders)
  7. Common projects/ programs
  8. Strategic partnership (partnership agreement with specific goals to achieve)
- 5.50 Depending on the level of engagement, the businesses usually enjoy three types of benefits (Kourula & Halme, 2008):

- a) Reputation and brand value enhancement
- b) Improved environmental and social performance of the company
- c) Creating new business models or conquering new markets

5.51 In different types of partnership, the roles played by the NGOs are different. Identified by Nijhof, Bruijn and Honders (2008) from existing literatures are three business strategies – identity orientation, business case orientation, and stewardship orientation. In each of this strategy, the research has documented drivers for CSR, guiding questions, roles for NGOs, limits to the strategy, and examples. For more information, please refer to the article: [Nijhof, A., Bruijn, T. and Honders, H. (2008). Partnerships for corporate social responsibility: a review of concepts and strategic options. *Management Decision*, 46(1), 152-167. ]

### **Social Enterprise**

5.52 Social capital was seen to be an asset for building social enterprises. The networks did not only offer manpower, physical resources and ideas for the business operation, but also allowed the project staffs to have a platform to reach and help their target service recipients. Win-win situation was achieved.

### **Identification of critical success factors of the CIIF-funded projects**

5.53 Critical factors affecting the engenderment of social capital were explored. Tested in the Plenary Executive Survey were the eight success factors identified earlier by the CIIF – (1) enthusiasm of the agency (mean=81); (2) responsiveness to local needs (mean=78.8); (3) recognition of the concepts promoted by the CIIF (mean=77.9); (4) ability to break down organizational barriers, mobilize community resources, secure ownership from partners, and build mutual help networks (mean=76.1); (5) maximization of strengths of local networks (mean=76.1); (6) willingness to try new strategies (mean=73.9); (7) clear mindset shifts from providing services to developing the strengths and giving potentials of even the most marginalized groups (mean=73.5); and (8) clear focus on social capital outcomes (mean=68.3) The overall mean of these items was 75.7, which was of satisfactory level.

#### ***Enthusiasm of the agency***

5.54 Results have suggested that having quality project staffs was even more important than having a large organization to be organizer. Passion of staff, on one hand, could motivate other stakeholders to contribute and sustain the team; and on the other hand, could retain the staffs in the projects and stabilize the workforce.

#### ***Responsiveness to local needs***

5.55 To solicit supports form local organizations and local community members, it was of importance to identify and address the common concerns.

#### ***Recognition of concepts promoted by the CIIF***

5.56 The understanding and recognition of social capital concepts from all project stakeholders are found to be vital for the development of social capital. Hence, the project staffs not only need to have a good grasp of the ideas, but they are also responsible for the knowledge transfer and re-culturing. The key concepts here include trust, mutual help, and committing for long-term relationship.

### ***Development and mobilization of community resources***

5.57 The availability of local networks was found to be critical for project development. Organizers who had their own local networks with volunteers and local organizational partners before the commencement of projects were much more likely to succeed in developing social capitals, as these connections saved time in recruiting project stakeholders. For social capitals to sustain, the relationships built in the process had to be mature enough to be incorporated into daily lives, so that it could be maintained even without further interventions of the projects. For cultivating its maturity, it was necessary to have a 'base' for project stakeholders to meet and deepen their relationships.

### ***Willingness to try new strategies***

5.58 Upholding the principle of creativity, the CIIF encouraged the funded projects to try new strategies and expand their service scope. The willingness to explore has brought the CIIF a success in developing various indigenous social capital development models. Although this stretching had its advantages, over-stretching caused burden to the project leaders and operators, and sometimes, a new service was provided at the expense of the old one. Hence, it is suggested to instill more flexibility in project design. Instead of requesting all projects to expand their service scope to serve new targets, the projects might further develop by deepening relationships built in projects, especially when bridging and linking social capitals require more time to develop.

### ***Mindset changes***

5.59 The concepts promoted by the CIIF challenged all the project stakeholders to change. While the participants and volunteers were empowered and encouraged to step out from their comfort zones to contribute to the society, the projects staffs also need to let go of their privileged role of service provider and focus on training the volunteers to steer the projects, leading to an equal relationship among all stakeholders.

### ***Clear focus on social capital outcomes***

5.60 Merely providing a platform for cross-strata interactions did not guarantee development of social capitals. Projects had to set clear common goal and focus the attention on network building. Interactions among project stakeholders with different backgrounds had to be promoted. To guard the development, regular progress review was also necessary.

### *Recommendations from the exploration of critical success factor*

- 5.61 The above discussion of critical success factors have echoed the discussion and recommendation for project's operations. Other than the aforementioned factors such as seeking the support from management, grasping social capital concepts, setting clear goals and cultivating the connectedness of stakeholders, it appears that the passion of project teams is also a critical success factor. This passion does not only drive the volunteer team forward, the willingness to initiate new project plan also draws new stakeholders in and stretch the original scope. It is believed that the attitude and motivation of project staffs stem from their internal strength such as degree of resilience, and are reinforced by other internal and external factors including their recognition of social capital concepts, support from management, their relationships with other organization and project stakeholders, the remuneration package, and their prospect of future development.
- 5.62 Seeing that the CIIF may not always have resources to conduct research to unveil the critical success factors, this report, thus, has a contribution in identifying this useful information. Being aware of the factors is the first step to improve effectiveness, and the next step is to translate knowledge into practice. In this study, we have tried to use five-point scale to measure the appropriateness of the critical success factors suggested by the CIIF and draws insights on the strength of each factor. This practice can also be put into daily operation and used as a tool to gauge the project development. With the factors presented in this report, the CIIF may consider using them as indexes as references to discuss with project teams.

### *Insights from LD-CIIF Projects*

- 5.63 **One significant insight from the LD-CIIF projects is the important of building of individual capacity. Although this process per se does not directly lead to the development of social capital, it enhances the self-efficacy of the less-social participations and bolsters the development of their self-image, hence gives rise to the internal strength to open oneself up and build interpersonal relationship. This capacity building process, in the CIIF context, can be seen as a foundation for the engenderment of social capital.**

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## APPENDIX

### Appendix A. Overseas Studies of Social Capital – Conceptual Framework and Indicators

National Studies	Conceptualization of Social Capital (indicators)
<p><b>U.S.</b>  <b>Saguaro Seminar at the John F. Kennedy School of Government, Harvard University (Roper Centre, 2006)</b></p> <p>→ <b>Social Capital Community Survey</b></p>	<ol style="list-style-type: none"> <li>1. Social trust</li> <li>2. Inter-racial trust</li> <li>3. Electoral political participation</li> <li>4. Protect politics participation</li> <li>5. Civic leadership</li> <li>6. Associational involvement</li> <li>7. Giving and volunteering</li> <li>8. Faith based engagement</li> <li>9. Informal social ties</li> </ol>
<p><b>Canada</b>  <b>Policy Research Initiative (Schellenberg, 2003)</b></p> <p>→ <b>General Social Survey (17) – Social Engagement in Canada</b></p>	<ol style="list-style-type: none"> <li>1. social participation (social contact, help received and given)</li> <li>2. civic participation (volunteering and charitable giving, civic engagement, organization most active in, political engagement)</li> <li>3. trust and reciprocity</li> </ol>
<p><b>United Kingdom</b>  <b>Office of National Statistics (ONS) (Ruston &amp; Akinrodoye, 2002)</b></p> <p>→ <b>Social Capital Question Bank</b></p>	<ol style="list-style-type: none"> <li>1. Participation, social engagement, commitment</li> <li>2. Control, self efficacy</li> <li>3. Perception of community</li> <li>4. Social interaction, social networks, social support</li> <li>5. Trust, reciprocity, social cohesion</li> </ol>
<p><b>Australia</b>  <b>Australian Bureau of Statistics (ABS) (Edwards,</b></p>	<ol style="list-style-type: none"> <li>1. Network quality             <ol style="list-style-type: none"> <li>a. Norms                 <ol style="list-style-type: none"> <li>i. Trust and trustworthiness</li> </ol> </li> </ol> </li> </ol>

<p>2004)</p> <p>→ <b>Australian Social Capital Framework and Indicators</b></p>	<ul style="list-style-type: none"> <li>ii. Reciprocity</li> <li>iii. Sense of efficacy</li> <li>iv. Cooperation</li> <li>v. Acceptance of diversity and inclusiveness</li> </ul> <ul style="list-style-type: none"> <li>b. Common purpose <ul style="list-style-type: none"> <li>i. Social participation</li> <li>ii. Civic participation</li> <li>iii. Community support</li> <li>iv. Friendship</li> <li>v. Economic participation</li> </ul> </li> </ul> <p>2. Network Structure</p> <ul style="list-style-type: none"> <li>a. Network size</li> <li>b. Frequency/ intensity and mode of communication</li> <li>c. Density and openness</li> <li>d. Transience and mobility</li> <li>e. Power relationships</li> </ul> <p>3. Network transactions</p> <ul style="list-style-type: none"> <li>a. Sharing support <ul style="list-style-type: none"> <li>i. Physical/ financial assistance, emotional support and encouragement</li> <li>ii. Integration into the community</li> <li>iii. Common action</li> </ul> </li> <li>b. Sharing knowledge, information and introductions</li> <li>c. Negotiation</li> <li>d. Applying sanctions</li> </ul> <p>4. Network types</p> <ul style="list-style-type: none"> <li>a. Bonding</li> <li>b. Bridging</li> <li>c. Linking</li> <li>d. Isolation</li> </ul>
<p><b>Australia</b></p> <p><b>Australian Institute of Family Studies (Hughes &amp;</b></p>	<ul style="list-style-type: none"> <li>1. Networks in which trust and reciprocity operate <ul style="list-style-type: none"> <li>a. Informal ties</li> <li>b. Generalized relationships</li> </ul> </li> </ul>

<p>Stone, 2002)</p> <p>→ Families, Social Capital and Citizenship project</p>	<ul style="list-style-type: none"> <li>c. Institutional relationships</li> <li>2. Network characteristics (across network types) <ul style="list-style-type: none"> <li>a. Size and extensiveness</li> <li>b. Density and closure</li> <li>c. Diversity</li> </ul> </li> </ul>
<p>New Zealand</p> <p>Statistics New Zealand (Spellerberg, 2001)</p> <p>→ New Zealand framework for the measurement of social capital</p>	<ul style="list-style-type: none"> <li>1. Behaviors <ul style="list-style-type: none"> <li>a. Giving to strangers</li> <li>b. Participation in voluntary organizations</li> <li>c. Participation in informal networks</li> <li>d. Wider interest in society</li> <li>e. Compliance with rules and norms that support the formation and maintenance of social capital</li> </ul> </li> <li>2. Attitudes and values <ul style="list-style-type: none"> <li>a. Beliefs about self</li> <li>b. Attitudes towards others</li> <li>c. Trust and reciprocity</li> <li>d. Attitudes to government and other societal institutions</li> <li>e. Values and norms that support the development of social capital</li> <li>f. Outlook for and confidence in the future</li> </ul> </li> <li>3. Population groups <ul style="list-style-type: none"> <li>a. Demographic</li> <li>b. Family</li> <li>c. Cultural</li> <li>d. Employment</li> <li>e. Communication</li> </ul> </li> <li>4. Organizations <ul style="list-style-type: none"> <li>a. Types</li> <li>b. Size of membership</li> <li>c. Structure</li> <li>d. Links between organizations</li> <li>e. Mode of operation/ terms of engagement</li> </ul> </li> </ul>

<b>Community Development Institutes</b>	<b>Conceptualization of Social Capital (Indicators)</b>
<p><b>World Bank</b></p> <p>➔ <b>Social Capital Assessment Tool (SOCAT)</b></p>	<ol style="list-style-type: none"> <li>1. Groups and networks</li> <li>2. Trust and solidarity</li> <li>3. Collective action and cooperation</li> <li>4. Social cohesion and inclusion</li> <li>5. Information and communication</li> </ol>
<p><b>The Organization of Economic Co-operation and Development (Franke, 2005)</b></p> <p>➔ <b>International Social Survey Program</b></p>	<ol style="list-style-type: none"> <li>1. Social participation</li> <li>2. Social support</li> <li>3. Social networks</li> <li>4. Civic participation</li> </ol>

## Appendix B. List of selected projects for Focus Group Interviews

	Code	Project name	Category	District	Status (as at 31 <sup>st</sup> December, 2011)
Pilot	0044-14	「誌」趣「三」投	LD-CIIF	MD	Active
1	0004-14	南亞裔青年跨文化共融英語導師計劃 (LD-CIIF)	LD-CIIF	MD	Completed
2	0034-14	「躍動工房」	LD-CIIF	HK	Active
3	0005-4	「Show 出我天地」社區共融計劃	Youth	NT	Completed
	0001-13	「創出我天地」東涌青少年發展計劃	Youth	NT	Active
4	0023-4	「塑」造無限領域	Youth	HK	Completed
	0033-9	「塑」造無限領域	Youth	HK	Completed
	0041-12	「塑」造無限領域	Youth	HK	Completed
5	0029-16	「故事家庭樂」鄰里支援計劃	Family	NT	Active
6	0032-5	大埔家 添關愛	Family	NT	Completed
	0026-12	大埔家 添關愛 II	Family	NT	Completed
7	0070-1	「母嬰康逸社」婦女及社區互助網絡計劃	Family	KL	Completed
	0016-5	「幼兒康逸社」婦女及社區互助網絡計劃	Family	KL	Completed
8	0032-15	婦勵互助社區計劃	Family	NT	Active
9	0012-5	「暖 Love 粒」栽種情緒種子計劃	Family	NT	Completed
10	0019-9	「家傳互曉計劃」	Family	KL	Completed
	0004-13	活力社區黃大仙	Community	KL	Completed
11	0002-2	陽光孩子在南丫	Family	NT	Completed
	0008-12	樂聚南丫	Family	NT	Completed
12	0050-12	開心營聚	Family	NT	Terminated
13	0015-15	元來有生機	Social	NT	Active
14	0128-2	互助共享創明天-多種族弱勢社群自強互助計劃	Social	NT	Completed
	0021-10	「色彩之城」- 多種族色彩社區及關愛南亞裔青年師徒計劃	Social	NT	Completed
	0027-16	家庭 Power Up - 跨種族「家、鄰、社」社會資本計劃	Social	NT	Active
15	0026-10	「手牽手」課餘發展計劃	Family	KL	Completed
	0052-12	「寶達晴空由我創」社區共融計劃	Community	KL	Completed
	0014-15	秀出網樂人生 - 社區共融計劃	Community	KL	Active
16	0007-5	家在石排灣	Community	HK	Completed
17	0007-7	真心英雄計劃	Community	NT	Completed
18	0100/0101-1	南區「愛心邨」計劃 (Selected for Case Study)	Community	HK	Completed
	0013-8	南區「愛心邨」計劃：活力「華富」是我家 (Selected for Case Study)	Community	HK	Completed

	<b>Code</b>	<b>Project name</b>	<b>Category</b>	<b>District</b>	<b>Status</b> (as at 31 <sup>st</sup> December, 2011)
	0033-14	凝聚社區新力量	Community	HK	Active
19	0018-11	『302 師』2C 領域開拓工程	Elderly	NT	Completed
20	0044-12	手挽手健康社區互助計劃	Health	NT	Active
21	0004-11	長青社區學堂	Cross-G	NT	Completed



## Appendix C. List of selected projects for Case Study

	Code	Project name	Category	District	Status (as at 31 <sup>st</sup> December, 2011)
Pilot	0001-4	「兒童友好」社區建造工程	Family	KL	Completed
	0006-13	友「里」童行 - 兒童家庭安全網絡	Family	KL	Active
1	0024-16	織網牽情計劃	Youth	MD	Active
2	0013-3	無距離生命藝術 - 社區共融計劃	Social	MD	Completed
3	0030-12	「天廚」鄰舍互助計劃	Community	NT	Completed
4	0057-3	救世軍 - 老有所為篇「東頭長者專門店計劃」	Elderly	KL	Completed
5	0012-10	長幼共融之「誼家誼室」	Cross-G	KL	Completed
6	0003-8	「伴我成長・社區顯關愛」課託計劃	Family	NT	Completed
	0008-11	「伴我成長・社區顯關愛」課託計劃	Family	NT	Completed
	0040-14	「關愛種籽伴成長」課託計劃	Family	NT	Active
7	0053-3	兒童情牽黃大仙	Family	KL	Completed
	0027-12	兒童情牽黃大仙 - 愛鄰伴成長	Family	KL	Completed
8	0013-6	「自學・自強」學童成長計劃	Family	NT	Completed
	0010-11	互強互助成長計劃	Family	MD	Completed
9	0004-5	長青安健屋邨計劃	Health	NT	Completed
	0004-12	家加關愛在長青	Family	NT	Completed
	0012-17	「安樂窩，笑呵呵」	Unknown <sup>3</sup>	NT	Active
10	0013-14	開朗家庭計劃	Community	NT	Active
11	0017-6	關愛社區共融計劃	Family	HK	Completed
	0003-10	關愛社區共融計劃	Family	HK	Completed
12	0003-12	「幸福家・靠大家」	Family	KL	Completed
13	0100/01 01-01	南區「愛心邨」計劃	Community	HK	Completed
	0013-8	南區「愛心邨」計劃：活力「華富」是我家	Community	HK	Completed
	0033-14	凝聚社區新力量 (Selected for Focus Group)	Community	HK	Active
14	0010-4	紅褲子 - 就業紮根學堂	Youth	NT	Completed
15	0155-2	藍南天空下 - 深水 區南亞裔人士及低收入家庭互助網絡計劃	Social	KL	Completed
	0007-10	藍「南」天空下：多元文化融匯網絡	Social	KL	Completed
16	0028-12	漁光網絡互助社	Community	HK	Completed
17	0021-7	「龍情點」互助網絡計劃	Family	KL	Completed
	0005-14	龍情有您	Family	KL	Completed
	0028-16	「龍情有您」 - 互助網絡計劃	Community	KL	Active

<sup>3</sup> As our study only focuses on 1<sup>st</sup> to 16<sup>th</sup> Batch of the CIIF-funded projects, we do not have much information about the projects beyond 16<sup>th</sup> batch, such as 0012-17 in this case.

	<b>Code</b>	<b>Project name</b>	<b>Category</b>	<b>District</b>	<b>Status</b> (as at 31 <sup>st</sup> December, 2011)
			y		
18	0018-7 0038-14	同心互助網 百得社區便利網	Family Family	KL KL	Completed Completed
19	0024-14 0032-16	電腦「潮」代 - 專才社區就業計劃 (LD-CIIF) 電腦「潮」代 - 專才社區深化就業計劃 (LD-CIIF)	LD-CIIF LD-CIIF	KL MD	Completed Active
20	0022-14	潮 Teens (LD-CIIF)	LD-CIIF	NT	Active
21	0025-14 0030-16	「喜」動 + 「積」動 + 齊行動 (LD-CIIF) 「喜」動 + 「積」動 + 齊行動 - 港南講旅 (LD-CIIF)	LD-CIIF LD-CIIF	HK HK	Completed Completed
22	0039-15	「少年牧羊人尋夢之旅」- 關注青少年就業計劃 (LD-CIIF)	LD-CIIF	NT	Completed

Appendix D. Plenary Executive Survey

(Serial No.)

社區投資共享基金研究——香港城市大學研究組  
基金資助計劃統籌人問卷 (正進行的計劃)

您好：

社區投資共享基金委託本研究組進行有關該基金資助計劃的研究。此問卷的對象為計劃統籌人(或資深計劃執行員)，需時約 15-20 分鐘。所得資料只供統計分析之用，**並絕對保密**。請把完成的問卷於 2011 年 4 月 15 日(五) 前 1) 電郵至 [SoCIA@cityu.edu.hk](mailto:SoCIA@cityu.edu.hk)、2) 傳真至 3442-0292 或 3) 放入隨信附上的回郵信封(只適用於郵寄問卷)，並寄回香港城市大學。如有任何疑問，請以電郵 [SoCIA.cecilia@cityu.edu.hk](mailto:SoCIA.cecilia@cityu.edu.hk) 或電話 3442-9603 與高級研究員王學雯小姐聯絡。

香港城市大學社會資本與影響評估研究組敬上

1

請填寫以下有關 受社區投資共享基金(基金)資助的計劃資料：

1.1 計劃預期的運作時間 \_\_\_\_\_年\_\_\_\_月至 \_\_\_\_\_年\_\_\_\_月

1.2

協作伙伴名稱	

1.3 服務地區居民的大約人數 \_\_\_\_\_人

1.4 預期資助計劃完結後的狀態

\*請於 (1) – (5) 中圈出最合適的答案

(1) 停止運作

(2) 獲基金進一步撥款，開展新階段計劃

(3) 獲其他資助，來源：\_\_\_\_\_

(4) 以自負盈虧方式運作

(5) 被納入機構的主流服務

1.4.1 現在預計，基金資助完結後在將來 \_\_\_\_\_年\_\_\_\_月

仍會持續運作多久？

1.5 於運作期間，計劃有否接受基金以外的 (1) 沒有 (2) 有。額外資助資料：  
資助？

資助來源： \_\_\_\_\_  
佔計劃開支的百份比： \_\_\_\_\_ %

2	請填上計劃的人數資料。 (請參照季度報告的內容去填寫)	最近四個季度				累積人數 (指實際人數， 並非出席率)
		第一季	第二季	第三季	最近一季	
2.1	包括您在內，計劃的員工人數					
2.2	計劃離職員工人數					
2.3	為計劃做義工服務的人數					
2.4	直接參與人數（不包括義工）					
2.5	間接參與人數（不包括義工）					
2.6	角色轉化的人數（由受助者轉化 為義工／領袖 或由參與者／義工 轉化為領袖／統籌者）					

3	以下的題目，請按您對問題的直接了解去回答：  據您所知，已登記的計劃參加者及義工在最近一季及 整個計劃（最近一季除外）中有否出現以下情況？ 請以(✓)表示。	最近一季			整個計劃 (最近一季除外)		
		有	沒有	不適用	有	沒有	不適用
3.1	結交服務地區的其他居民						
3.2	加入服務地區的其他居民組織						
3.3	強調自己的背景與地區內的其他居民不同						
3.4	猜疑服務地區的其他居民						
3.5	與其他界別人士(包括商界、政府和專業界別)各不相讓						
3.6	與服務地區的其他居民一齊參與社區活動						
3.7	在開會中達成共識						
3.8	與服務地區的其他居民達成共識						
3.9	建立與其他界別人士(包括商界、政府和專業界別)的連繫						
3.10	得到服務地區其他居民的幫助						
3.11	與其他界別人士(包括商界、政府和專業界別)分工合作						
3.12	強調自身的成長背景與其他參加者及義工不同						
3.13	中斷與其他界別人士(包括商界、政府和專業界別)的連繫						
3.14	互相猜疑						
3.15	受到其他界別人士(包括商界、政府和專業界別)的幫助						
3.16	與其他界別人士(包括商界、政府和專業界別)出現隔膜						
3.17	幫助服務地區的其他居民						
3.18	受到其他界別人士(包括商界、政府和專業界別)的猜疑						
3.19	彼此各不相讓						
3.20	結交其他界別人士(包括商界、政府和專業界別)						
3.21	與其他界別人士(包括商界、政府和專業界別)達成共識						
3.22	受到服務地區其他居民的猜疑						
3.23	在計劃的過程中，彼此協助						

3	以下的題目，請按您對問題的直接了解去回答： 據您所知，已登記的計劃參加者及義工在最近一季及整個計劃(最近一季除外)中有否出現以下情況？請以(✓)表示。	最近一季			整個計劃 (最近一季除外)		
		有	沒有	不適用	有	沒有	不適用
3.24	與服務地區的其他居民各不相讓						
3.25	強調各自不同的社會身份(例如：所屬社群、社會階層及學歷等)						
3.26	彼此出現隔膜						
3.27	強調自身的成長背景與其他界別人士(包括商界、政府和專業界別)不同						
3.28	與其他界別人士(包括商界、政府和專業界別)意見分歧						
3.29	與服務地區的其他居民出現隔膜						
3.30	猜疑其他界別人士(包括商界、政府和專業界別)						
3.31	一齊參與社區活動						
3.32	彼此分工合作						
3.33	與其他界別人士(包括商界、政府和專業界別)一齊參與社區活動						
3.34	與服務地區的其他居民意見分歧						
3.35	參與互相結交的活動						
3.36	與服務地區的其他居民分工合作						
3.37	退出基金計劃						
3.38	退出服務地區的其他居民組織						
3.39	幫助其他界別人士(包括商界、政府和專業界別)						

4	以下的題目，請按您對問題的直接了解去回答： 據您所見，服務地區的其他居民在最近一季及整個計劃(最近一季除外)中有否出現以下情況？請以(✓)表示。	最近一季			整個計劃 (最近一季除外)		
		有	沒有	不適用	有	沒有	不適用
4.1	幫助其他界別人士(包括商界、政府和專業界別)						
4.2	受到其他界別人士(包括商界、政府和專業界別)的幫助						
4.3	猜疑其他地區的居民						
4.4	與同區居民彼此分工合作						
4.5	結交其他界別人士(包括商界、政府和專業界別)						
4.6	強調自己的背景與其他地區的居民不同						
4.7	建立其他界別人士(包括商界、政府和專業界別)的連繫						
4.8	與同區居民互相猜疑						
4.9	中斷與其他界別人士(包括商界、政府和專業界別)的連繫						
4.10	與其他地區的居民出現隔膜						
4.11	結交其他地區的居民						

4	以下的題目，請按您對問題的直接了解去回答： 據您所見，服務地區的其他居民在最近一季及整個計劃 (最近一季除外) 中有否出現以下情況？ 請以 (✓) 表示。	最近一季			整個計劃 (最近一季除外)		
		有	沒有	不適用	有	沒有	不適用
4.12	與其他界別人士 (包括商界、政府和專業界別) 分工合作						
4.13	與同區居民一齊參與社區內的活動						
4.14	加入其他地區的居民組織						
4.15	強調自身的成長背景與其他界別人士 (包括商界、政府和專業界別) 不同						
4.16	與其他界別人士 (包括商界、政府和專業界別) 出現隔膜						
4.17	強調自身的成長背景與其他同區居民不同						
4.18	強調自己在社區內的社會身份與其他同區居民不同 (例如：所屬社群、社會階層及學歷等)						
4.19	退出社區內的組織						
4.20	與其他界別人士 (包括商界、政府和專業界別) 意見分歧						
4.21	與其他界別人士 (包括商界、政府和專業界別) 各不相讓						
4.22	在地區的事情上與同區居民互相協助						
4.23	與其他界別人士 (包括商界、政府和專業界別) 達成共識						
4.24	與其他地區的居民各不相讓						
4.25	與其他地區的居民一齊參與社區活動						
4.26	與同區居民參與互相結交的活動						
4.27	與同區居民彼此出現隔膜						
4.28	幫助其他地區的居民						
4.29	於同區居民的會議中達成共識						
4.30	與其他地區的居民意見分歧						
4.31	猜疑其他界別人士 (包括商界、政府和專業界別)						
4.32	與其他界別人士 (包括商界、政府和專業界別) 一齊參與大型活動						
4.33	受到其他界別人士 (包括商界、政府和專業界別) 的猜疑						
4.34	得到其他地區的居民幫助						
4.35	與其他地區的居民達成共識						
4.36	與同區居民彼此各不相讓						
4.37	受到其他地區的居民猜疑						
4.38	退出其他地區的居民組織						
4.39	與其他地區的居民分工合作						
4.40	指責一些組群						
4.41	指出社區上的罪案問題得到改善						
4.42	提出社區上的衛生問題						
4.43	尋求就業上的援助						

4	以下的題目，請按您對問題的直接了解去回答： 據您所見，服務地區的其他居民在最近一季及整個計劃(最近一季除外)中有否出現以下情況？請以(✓)表示。	最近一季			整個計劃 (最近一季除外)		
		有	沒有	不適用	有	沒有	不適用
4.44	提出社區上的治安問題						
4.45	發生倫常慘劇						
4.46	提出社區上的就業問題						
4.47	指出社區的就業情況得到改善						
4.48	歧視一些組群						
4.49	發生自殺事件						
4.50	各組群一起參與社區活動						
4.51	幫助一些曾受邊緣化的組群						
4.52	提出社區上的傳染病問題						
4.53	提出社區上的情緒問題						
4.54	指出衛生環境得到改善						
4.55	指出在社區的生活是愉快的						

5	以下的題目，請按您對問題的直接了解去回答： 計劃在最近一季及整個計劃(最近一季除外)中有否出現以下情況？請以(✓)表示。	最近一季			整個計劃 (最近一季除外)		
		有	沒有	不適用	有	沒有	不適用
5.1	安排活動讓計劃參加者與其他界別人士(包括商界、政府和專業界別)結交						
5.2	招募員工						
5.3	安排活動令計劃參加者從互相幫助中獲益						
5.4	安排活動令計劃參加者與其他界別人士(包括商界、政府和專業界別)建立共同身份						
5.5	召開公開會議						
5.6	安排活動令計劃參加者〔建立共同身份(如：大埔人)〕						
5.7	利用社區資源						
5.8	安排活動讓計劃參加者與服務地區的其他居民結交						
5.9	拓展新的服務空間						
5.10	安排活動讓計劃參加者可以彼此結交						
5.11	與其他服務單位競爭						
5.12	安排活動令計劃參加者與服務地區的其他居民建立共同身份						
5.13	進行促進公共關係的活動						
5.14	向傳媒發布消息						
5.15	安排活動令計劃參加者與其他界別人士(包括商界、政府和專業界別)從互相幫助中獲益						



5	以下的題目，請按您對問題的直接了解去回答： 計劃在最近一季及整個計劃(最近一季除外)中有否出現以下情況？請以(✓)表示。	最近一季			整個計劃 (最近一季除外)		
		有	沒有	不適用	有	沒有	不適用
5.16	收集有助服務推行或拓展的資料						
5.17	募集資金						
5.18	安排活動加強計劃員工與政府機構的關係						
5.19	確保參與計劃的各方持份者都能從互相交往中獲益						
5.20	評估計劃參加者的社會資本增長						
5.21	預先訂定持續運作的策略						
5.22	評估服務地區居民的需要						
5.23	預先安排人手，以確保計劃能持續運作						
5.24	評估計劃參加者的才能						
5.25	安排活動加強計劃員工與機構其他員工的關係						
5.26	與別人分享服務心得						
5.27	預先準備所需的資源，以確保計劃能持續運作						
5.28	評估計劃參加者的服務精神						
5.29	預先制定組織架構，以確保計劃能持續運作(如：自助小組)						
5.30	安排活動加強計劃員工與專業界別人士的關係						
5.31	進行知識管理的工作，令計劃的經驗得以承傳						
5.32	安排活動加強計劃員工與服務地區其他居民的關係						
5.33	進行研究，使計劃在資助完結後能夠持續運作						
5.34	安排活動加強計劃員工與商界人士的關係						
5.35	安排活動加強計劃員工之間的關係						
5.36	總結經驗，使計劃在資助完結後能夠持續運作						
5.37	安排活動加強計劃員工與其他服務組織的關係						
5.38	記錄服務心得						

6	以下的題目，請按您對問題的直接了解去回答： 據您所見，在最近一季，社區內出現以下情況的次數有多頻密？請圈出合適答案。	很少 或沒有	頗少	一般	頗多	很多	不適用
6.2	社區內的居民籌辦活動	1	2	3	4	5	9
6.3	社區內的居民處處防範別人	1	2	3	4	5	9
6.4	鄰里之間守望相助	1	2	3	4	5	9
6.5	社區內的居民發揮分工合作的能力	1	2	3	4	5	9
6.6	在區內舉辦除基金以外的公益活動	1	2	3	4	5	9
6.7	招募社區內的居民做義工服務時出現困難	1	2	3	4	5	9
6.8	社區內的居民只顧自己的利益	1	2	3	4	5	9

6	以下的題目，請按您對問題的直接了解去回答： 據您所見，在 <u>最近一季</u> ， <u>社區內</u> 出現以下情況的次數有多頻密？請圈出合適答案。	很少 或沒有	頗 少	一 般	頗 多	很 多	不 適 用
6.9	社區內的居民發揮做義工服務的熱誠	1	2	3	4	5	9
6.10	社區內的居民於彼此交往時出現困難	1	2	3	4	5	9
6.11	社區內的居民展示出做義工服務的意願	1	2	3	4	5	9
6.12	社區內的居民認為別人是值得幫助的	1	2	3	4	5	9
6.13	年長居民與年輕居民彼此合作	1	2	3	4	5	9
6.14	社區內的居民做義工服務時馬虎了事	1	2	3	4	5	9
6.15	社區內的居民互相信賴	1	2	3	4	5	9
6.16	社區內的居民於化解紛爭時出現困難	1	2	3	4	5	9

7	以下的題目，請按您對問題的直接了解去回答： 據您所見， <u>計劃員工</u> 於 <u>整個運作期間</u> 出現以下情況的次數有多頻密？請圈出合適答案。	很少 或沒有	頗 少	一 般	頗 多	很 多	不 適 用
7.1	得到其他界別人士 (包括商界、政府和專業界別)的幫助	1	2	3	4	5	9
7.2	與其他界別人士 (包括商界、政府和專業界別)一齊參與社區活動	1	2	3	4	5	9
7.3	與其他界別人士 (包括商界、政府和專業界別)意見分歧	1	2	3	4	5	9
7.4	社區對您的機構作出正面評價	1	2	3	4	5	9
7.5	與其他界別人士 (包括商界、政府和專業界別)達成共識	1	2	3	4	5	9
7.6	與其他界別人士 (包括商界、政府和專業界別)分工合作	1	2	3	4	5	9
7.7	願意嘗試新的策略	1	2	3	4	5	9
7.8	打破機構之間的隔膜，動員社區資源，尋求伙伴的積極參與及建立互助網絡的能力	1	2	3	4	5	9
7.9	與其他界別人士 (包括商界、政府和專業界別)各不相讓	1	2	3	4	5	9
7.10	對社區投資共享基金理念的正面認同	1	2	3	4	5	9
7.11	框架由以服務為主導，轉為發掘及發展最邊緣社群的潛能，讓他們發揮主動互助的能力	1	2	3	4	5	9
7.12	強調自身的成長背景與其他界別人士 (包括商界、政府和專業界別)不同	1	2	3	4	5	9
7.13	訂定清晰的社會資本成效目標	1	2	3	4	5	9
7.14	受到其他界別人士 (包括商界、政府和專業界別)猜疑	1	2	3	4	5	9
7.15	猜疑其他界別人士 (包括商界、政府和專業界別)	1	2	3	4	5	9
7.16	主辦機構的熱誠參與	1	2	3	4	5	9
7.17	回應社區的需要	1	2	3	4	5	9
7.18	中斷與其他界別人士 (包括商界、政府和專業界別)的連繫	1	2	3	4	5	9
7.19	結交其他界別人士 (包括商界、政府和專業界別)	1	2	3	4	5	9

7	以下的題目，請按您對問題的直接了解去回答： 據您所見，計劃員工於整個運作期間 出現以下情況的次數有多頻密？請圈出合適答案。	很少 或沒有	頗 少	一 般	頗 多	很 多	不 適 用
7.20	與其他界別人士(包括商界、政府和專業界別)出現隔膜	1	2	3	4	5	9
7.21	幫助其他界別人士(包括商界、政府和專業界別)	1	2	3	4	5	9
7.22	充份利用本土網絡的力量	1	2	3	4	5	9
7.23	加入其他界別人士(包括商界、政府和專業界別)的組織	1	2	3	4	5	9

8	請圈出適用的答案，並填上計劃及個人背景資料。	
8.1	您在計劃中的職位	(1) 督導／管理 (2) 執行
8.2	於計劃內的工作時間	_____年_____月至 _____年_____月
8.3	服務對象(可選多項)	(1) 兒童 (2) 青年 (3) 長者 (4) 新移民 (5) 家庭 (6) 少數族裔 (7) 傷殘人士 (8) 其他：_____
8.4	您所屬單位的員工總人數	_____人
8.5	您有多滿意計劃的表現？	_____ (1-10分：10=非常滿意；1=非常不滿意)
8.6	年齡	(1) 20 以下 (2) 20-29 (3) 30-39 (4) 40-49 (5) 50-59 (6) 60 或以上
8.7	性別	(1) 男 (2) 女
8.8	填答日期	_____年_____月_____日

~ 完成 ~

## 社區投資共享基金研究——香港城市大學研究組 基金資助計劃統籌人問卷 (已完成/ 終止的計劃)

您好：

社區投資共享基金委託本研究組進行有關該基金資助計劃的研究。此問卷的對象為計劃統籌人(或資深計劃執行員)，需時約 15-20 分鐘。所得資料只供統計分析之用，**並絕對保密**。請把完成的問卷於 2011 年 4 月 15 日(五)前 1) 電郵至 [SoCIA@cityu.edu.hk](mailto:SoCIA@cityu.edu.hk)、2) 傳真至 3442-0292 或 3) 放入隨信附上的回郵信封(只適用於郵寄問卷)，並寄回香港城市大學。如有任何疑問，請以電郵 [SoCIA.cecilia@cityu.edu.hk](mailto:SoCIA.cecilia@cityu.edu.hk) 或電話 3442-9603 與高級研究員王學雯小姐聯絡。

香港城市大學社會資本與影響評估研究組敬上

1

請填寫以下有關 受社區投資共享基金(基金)資助的計劃資料：

1.1 計劃運作的時間 \_\_\_\_\_年\_\_\_\_月 至 \_\_\_\_\_年\_\_\_\_月

1.2 協作伙伴名稱

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1.3 服務地區居民的大約人數 \_\_\_\_\_人

1.4 計劃現時的狀態 (1) 停止運作

\*請於 (1) – (5) 中圈出最合適的答案

(2) 獲基金進一步撥款，預備開展新階段計劃

(3) 獲其他資助，來源：\_\_\_\_\_

(4) 以自負盈虧方式運作

(5) 已納入機構的主流服務

1.4.1 基金資助完結後仍持續運作的時間 \_\_\_\_\_年\_\_\_\_月至 \_\_\_\_\_年\_\_\_\_月

1.4.2 現在預計，基金資助完結後在將來 \_\_\_\_\_年\_\_\_\_月

仍會持續運作多久？

1.5 於運作期間，計劃有否接受基金以外的資助？ (1) 沒有 (2) 有。額外資助資料：

資助來源：\_\_\_\_\_

佔計劃開支的百份比：\_\_\_\_\_ %

2	請填上計劃的人數資料。 (請參照季度報告的內容去填寫)	計劃完結前的四個季度				累積人數 (指實際人數， 並非出席率)
		第一季	第二季	第三季	最後一季	
2.1	包括您在內，計劃的員工人數					
2.2	計劃離職員工人數					
2.3	為計劃做義工服務的人數					
2.4	直接參與人數（不包括義工）					
2.5	間接參與人數（不包括義工）					
2.6	角色轉化的人數（由受助者轉化 為義工／領袖 或由參與者／義工 轉化為領袖／統籌者）					

3	以下的題目，請按您對問題的直接了解去回答：  據您所知，已登記的計劃參加者及義工在計劃完結前 的一季及整個計劃(最後一季除外)中有否出現以下情況？ 請以(✓)表示。	計劃完結前 的最後一季			整個計劃 (最後一季除外)		
		有	沒有	不 適用	有	沒有	不 適用
3.1	結交服務地區的其他居民						
3.2	加入服務地區的其他居民組織						
3.3	強調自己的背景與地區內的其他居民不同						
3.4	猜疑服務地區的其他居民						
3.5	與其他界別人士(包括商界、政府和專業界別)各不相讓						
3.6	與服務地區的其他居民一齊參與社區活動						
3.7	在開會中達成共識						
3.8	與服務地區的其他居民達成共識						
3.9	建立與其他界別人士(包括商界、政府和專業界別)的連繫						
3.10	得到服務地區其他居民的幫助						
3.11	與其他界別人士(包括商界、政府和專業界別)分工合作						
3.12	強調自身的成長背景與其他參加者及義工不同						
3.13	中斷與其他界別人士(包括商界、政府和專業界別)的連繫						
3.14	互相猜疑						
3.15	受到其他界別人士(包括商界、政府和專業界別)的幫助						
3.16	與其他界別人士(包括商界、政府和專業界別)出現隔膜						
3.17	幫助服務地區的其他居民						
3.18	受到其他界別人士(包括商界、政府和專業界別)的猜疑						
3.19	彼此各不相讓						
3.20	結交其他界別人士(包括商界、政府和專業界別)						
3.21	與其他界別人士(包括商界、政府和專業界別)達成共識						
3.22	受到服務地區其他居民的猜疑						
3.23	在計劃的過程中，彼此協助						

3	以下的題目，請按您對問題的直接了解去回答： 據您所知，已登記的計劃參加者及義工在計劃完結前的一季及整個計劃(最後一季除外)中有否出現以下情況？請以(✓)表示。	計劃完結前的最後一季			整個計劃(最後一季除外)		
		有	沒有	不適用	有	沒有	不適用
3.24	與服務地區的其他居民各不相讓						
3.25	強調各自不同的社會身份(例如：所屬社群、社會階層及學歷等)						
3.26	彼此出現隔膜						
3.27	強調自身的成長背景與其他界別人士(包括商界、政府和專業界別)不同						
3.28	與其他界別人士(包括商界、政府和專業界別)意見分歧						
3.29	與服務地區的其他居民出現隔膜						
3.30	猜疑其他界別人士(包括商界、政府和專業界別)						
3.31	一齊參與社區活動						
3.32	彼此分工合作						
3.33	與其他界別人士(包括商界、政府和專業界別)一齊參與社區活動						
3.34	與服務地區的其他居民意見分歧						
3.35	參與互相結交的活動						
3.36	與服務地區的其他居民分工合作						
3.37	退出基金計劃						
3.38	退出服務地區的其他居民組織						
3.39	幫助其他界別人士(包括商界、政府和專業界別)						

4	以下的題目，請按您對問題的直接了解去回答： 據您所見，服務地區的其他居民在計劃完結前的一季及整個計劃(最後一季除外)中有否出現以下情況？請以(✓)表示。	計劃完結前的最後一季			整個計劃(最後一季除外)		
		有	沒有	不適用	有	沒有	不適用
4.1	幫助其他界別人士(包括商界、政府和專業界別)						
4.2	受到其他界別人士(包括商界、政府和專業界別)的幫助						
4.3	猜疑其他地區的居民						
4.4	與同區居民彼此分工合作						
4.5	結交其他界別人士(包括商界、政府和專業界別)						
4.6	強調自己的背景與其他地區的居民不同						
4.7	建立其他界別人士(包括商界、政府和專業界別)的連繫						
4.8	與同區居民互相猜疑						
4.9	中斷與其他界別人士(包括商界、政府和專業界別)的連繫						
4.10	與其他地區的居民出現隔膜						

4	以下的題目，請按您對問題的直接了解去回答： 據您所見，服務地區的其他居民在計劃完結前的一季及 整個計劃(最後一季除外)中有否出現以下情況？ 請以(✓)表示。	計劃完結前 的最後一季			整個計劃 (最後一季除外)		
		有	沒 有	不 適 用	有	沒 有	不 適 用
4.11	結交其他地區的居民						
4.12	與其他界別人士(包括商界、政府和專業界別)分工合作						
4.13	與同區居民一齊參與社區內的活動						
4.14	加入其他地區的居民組織						
4.15	強調自身的成長背景與其他界別人士(包括商界、政府和專業界別)不同						
4.16	與其他界別人士(包括商界、政府和專業界別)出現隔膜						
4.17	強調自身的成長背景與其他同區居民不同						
4.18	強調自己在社區內的社會身份與其他同區居民不同(例如：所屬社群、社會階層及學歷等)						
4.19	退出社區內的組織						
4.20	與其他界別人士(包括商界、政府和專業界別)意見分歧						
4.21	與其他界別人士(包括商界、政府和專業界別)各不相讓						
4.22	在地區的事情上與同區居民互相協助						
4.23	與其他界別人士(包括商界、政府和專業界別)達成共識						
4.24	與其他地區的居民各不相讓						
4.25	與其他地區的居民一齊參與社區活動						
4.26	與同區居民參與互相結交的活動						
4.27	與同區居民彼此出現隔膜						
4.28	幫助其他地區的居民						
4.29	於同區居民的會議中達成共識						
4.30	與其他地區的居民意見分歧						
4.31	猜疑其他界別人士(包括商界、政府和專業界別)						
4.32	與其他界別人士(包括商界、政府和專業界別)一齊參與大型活動						
4.33	受到其他界別人士(包括商界、政府和專業界別)的猜疑						
4.34	得到其他地區的居民幫助						
4.35	與其他地區的居民達成共識						
4.36	與同區居民彼此各不相讓						
4.37	受到其他地區的居民猜疑						
4.38	退出其他地區的居民組織						
4.39	與其他地區的居民分工合作						
4.40	指責一些組群						
4.41	指出社區上的罪案問題得到改善						
4.42	提出社區上的衛生問題						

4	以下的題目，請按您對問題的直接了解去回答： 據您所見，服務地區的其他居民在計劃完結前的一季及整個計劃(最後一季除外)中有否出現以下情況？請以(✓)表示。	計劃完結前的最後一季			整個計劃(最後一季除外)		
		有	沒有	不適用	有	沒有	不適用
4.43	尋求就業上的援助						
4.44	提出社區上的治安問題						
4.45	發生倫常慘劇						
4.46	提出社區上的就業問題						
4.47	指出社區的就業情況得到改善						
4.48	歧視一些組群						
4.49	發生自殺事件						
4.50	各組群一起參與社區活動						
4.51	幫助一些曾受邊緣化的組群						
4.52	提出社區上的傳染病問題						
4.53	提出社區上的情緒問題						
4.54	指出衛生環境得到改善						
4.55	指出在社區的生活是愉快的						

5	以下的題目，請按您對問題的直接了解去回答： 計劃在完結前的一季及整個計劃(最後一季除外)中有否出現以下情況？請以(✓)表示。	計劃完結前的最後一季			整個計劃(最後一季除外)		
		有	沒有	不適用	有	沒有	不適用
5.1	安排活動讓計劃參加者與其他界別人士(包括商界、政府和專業界別)結交						
5.2	招募員工						
5.3	安排活動令計劃參加者從互相幫助中獲益						
5.4	安排活動令計劃參加者與其他界別人士(包括商界、政府和專業界別)建立共同身份						
5.5	召開公開會議						
5.6	安排活動令計劃參加者〔建立共同身份(如：大埔人)〕						
5.7	利用社區資源						
5.8	安排活動讓計劃參加者與服務地區的其他居民結交						
5.9	拓展新的服務空間						
5.10	安排活動讓計劃參加者可以彼此結交						
5.11	與其他服務單位競爭						
5.12	安排活動令計劃參加者與服務地區的其他居民建立共同身份						
5.13	進行促進公共關係的活動						
5.14	向傳媒發布消息						



5	以下的題目，請按您對問題的直接了解去回答： 計劃在完結前的一季及整個計劃(最後一季除外)中有否出現以下情況？請以(✓)表示。	計劃完結前的最後一季			整個計劃(最後一季除外)		
		有	沒有	不適用	有	沒有	不適用
5.15	安排活動令計劃參加者與其他界別人士(包括商界、政府和專業界別)從互相幫助中獲益						
5.16	收集有助服務推行或拓展的資料						
5.17	募集資金						
5.18	安排活動加強計劃員工與政府機構的關係						
5.19	確保參與計劃的各方持份者都能從互相交往中獲益						
5.20	評估計劃參加者的社會資本增長						
5.21	預先訂定持續運作的策略						
5.22	評估服務地區居民的需要						
5.23	預先安排人手，以確保計劃能持續運作						
5.24	評估計劃參加者的才能						
5.25	安排活動加強計劃員工與機構其他員工的關係						
5.26	與別人分享服務心得						
5.27	預先準備所需的資源，以確保計劃能持續運作						
5.28	評估計劃參加者的服務精神						
5.29	預先制定組織架構，以確保計劃能持續運作(如：自助小組)						
5.30	安排活動加強計劃員工與專業界別人士的關係						
5.31	進行知識管理的工作，令計劃的經驗得以承傳						
5.32	安排活動加強計劃員工與服務地區其他居民的關係						
5.33	進行研究，使計劃在資助完結後能夠持續運作						
5.34	安排活動加強計劃員工與商界人士的關係						
5.35	安排活動加強計劃員工之間的關係						
5.36	總結經驗，使計劃在資助完結後能夠持續運作						
5.37	安排活動加強計劃員工與其他服務組織的關係						
5.38	記錄服務心得						

6	以下的題目，請按您對問題的直接了解去回答： 據您所見，在計劃完結前的最後一季，社區內出現以下情況的次數有多頻密？請圈出合適答案。	很少或沒有	頗少	一般	頗多	很多	不適用
6.2	社區內的居民籌辦活動	1	2	3	4	5	9
6.3	社區內的居民處處防範別人	1	2	3	4	5	9
6.4	鄰里之間守望相助	1	2	3	4	5	9
6.5	社區內的居民發揮分工合作的能力	1	2	3	4	5	9

6	以下的題目，請按您對問題的直接了解去回答： 據您所見，在計劃完結前的最後一季，社區內出現以下情況的次數有多頻密？請圈出合適答案。	很少 或沒有	頗 少	一 般	頗 多	很 多	不 適 用
6.6	在區內舉辦除基金以外的公益活動	1	2	3	4	5	9
6.7	招募社區內的居民做義工服務時出現困難	1	2	3	4	5	9
6.8	社區內的居民只顧自己的利益	1	2	3	4	5	9
6.9	社區內的居民發揮做義工服務的熱誠	1	2	3	4	5	9
6.10	社區內的居民於彼此交往時出現困難	1	2	3	4	5	9
6.11	社區內的居民展示出做義工服務的意願	1	2	3	4	5	9
6.12	社區內的居民認為別人是值得幫助的	1	2	3	4	5	9
6.13	年長居民與年輕居民彼此合作	1	2	3	4	5	9
6.14	社區內的居民做義工服務時馬虎了事	1	2	3	4	5	9
6.15	社區內的居民互相信賴	1	2	3	4	5	9
6.16	社區內的居民於化解紛爭時出現困難	1	2	3	4	5	9

7	以下的題目，請按您對問題的直接了解去回答： 據您所見，計劃員工於整個運作期間出現以下情況的次數有多頻密？請圈出合適答案。	很少 或沒有	頗 少	一 般	頗 多	很 多	不 適 用
7.1	得到其他界別人士(包括商界、政府和專業界別)的幫助	1	2	3	4	5	9
7.2	與其他界別人士(包括商界、政府和專業界別)一齊參與社區活動	1	2	3	4	5	9
7.3	與其他界別人士(包括商界、政府和專業界別)意見分歧	1	2	3	4	5	9
7.4	社區對您的機構作出正面評價	1	2	3	4	5	9
7.5	與其他界別人士(包括商界、政府和專業界別)達成共識	1	2	3	4	5	9
7.6	與其他界別人士(包括商界、政府和專業界別)分工合作	1	2	3	4	5	9
7.7	願意嘗試新的策略	1	2	3	4	5	9
7.8	打破機構之間的隔膜，動員社區資源，尋求伙伴的積極參與及建立互助網絡的能力	1	2	3	4	5	9
7.9	與其他界別人士(包括商界、政府和專業界別)各不相讓	1	2	3	4	5	9
7.10	對社區投資共享基金理念的正面認同	1	2	3	4	5	9
7.11	框架由以服務為主導，轉為發掘及發展最邊緣社群的潛能，讓他們發揮主動互助的能力	1	2	3	4	5	9
7.12	強調自身的成長背景與其他界別人士(包括商界、政府和專業界別)不同	1	2	3	4	5	9
7.13	訂定清晰的社會資本成效目標	1	2	3	4	5	9
7.14	受到其他界別人士(包括商界、政府和專業界別)猜疑	1	2	3	4	5	9
7.15	猜疑其他界別人士(包括商界、政府和專業界別)	1	2	3	4	5	9

7	以下的題目，請按您對問題的直接了解去回答： 據您所見，計劃員工於整個運作期間 出現以下情況的次數有多頻密？請圈出合適答案。	很少 或沒有	頗 少	一 般	頗 多	很 多	不 適 用
7.16	主辦機構的熱誠參與	1	2	3	4	5	9
7.17	回應社區的需要	1	2	3	4	5	9
7.18	中斷與其他界別人士(包括商界、政府和專業界別)的連繫	1	2	3	4	5	9
7.19	結交其他界別人士(包括商界、政府和專業界別)	1	2	3	4	5	9
7.20	與其他界別人士(包括商界、政府和專業界別)出現隔膜	1	2	3	4	5	9
7.21	幫助其他界別人士(包括商界、政府和專業界別)	1	2	3	4	5	9
7.22	充份利用本土網絡的力量	1	2	3	4	5	9
7.23	加入其他界別人士(包括商界、政府和專業界別)的組織	1	2	3	4	5	9

8	請圈出適用的答案，並填上計劃及個人背景資料。	
8.1	您在計劃中的職位	(1) 督導／管理 (2) 執行
8.2	於計劃內的工作時間	_____年_____月至 _____年_____月
8.3	服務對象(可選多項)	(1) 兒童 (2) 青年 (3) 長者 (4) 新移民 (5) 家庭 (6) 少數族裔 (7) 傷殘人士 (8) 其他：_____
8.4	您所屬單位的員工總人數	_____人
8.5	您有多滿意計劃的表現？	_____ (1-10分：10=非常滿意；1=非常不滿意)
8.6	年齡	(1) 20 以下 (2) 20-29 (3) 30-39 (4) 40-49 (5) 50-59 (6) 60 或以上
8.7	性別	(1) 男 (2) 女
8.8	填答日期	_____年_____月_____日

~ 完成 ~

## Appendix E. Semi-structured focus group interview guide

### 社區投資共享基金研究 聚焦小組訪問-討論問題

#### 討論流程：

##### 簡介及彼此認識

1. 聚焦小組訪問目的及討論內容
2. 訪問人員自我介紹
3. 受訪者自我介紹：1)稱呼， 2) 在計劃內 (及計劃外 - 合作伙伴) 的角色， 3) 甚麼驅使您參加此計劃？

##### 計劃成效

4. 您參加的時候抱著甚麼期望？ 它能滿足您的期望嗎？
5. 您在此計劃中有甚麼得著或改變 (如：能力提升、人際網絡)？請舉例說明。
6. 您認為這個計劃有為社區及其他人帶來改變嗎？請舉例說明。
7. 您會如何形容計劃中的人際關係及相處氣氛 (如：參加者、義工、機構同事及導師)？  
有甚麼印象較深刻的故事可以分享一下？

##### 計劃的策略發展

8. 您會如何形容這個計劃，如有創意、有企業良心？
9. 請回想一下，計劃有甚麼成功之處及可以改善的地方？
10. 甚麼因素影響計劃的成效？

##### 計劃的延續性

11. 您們認為有甚麼方法可以延續這個計劃及其成效？
12. 這些方法有具體執行嗎？當中有甚麼重要因素？
13. 在什麼程度上，您覺得計劃對整體參加者及社區產生的影響是深遠的？
14. 您願意繼續參與／支持此計劃嗎？為甚麼？

## Appendix F. Survey of Project Participant/ Volunteer

### 社區投資共享基金研究 (香港城市大學研究組)—第二階段評估

#### 基金資助計劃參加者/義工問卷

本問卷旨在了解「計劃參加者」於社區生活及參加計劃時的經驗。問卷所得資料只限統計分析之用。所有資料絕對保密。如有任何疑問，可致電 34429603 聯絡香港城市大學——社會資本與影響評估研究組。  
多謝幫忙！

對於以下問題，請在右方圈出你的回應，並在所提供的橫線上填上資料。

1.	你是甚麼時候參加這個基金計劃？	1. 現在仍然參與計劃 由_____年___月至現在  2. 已離開計劃 由_____年___月至___年___月
2.	現在，你在計劃中有哪些身份？（可選多項）	1. 幹事 2. 領導 3. 義工 4. 參加者 5. 受助者 6. 顧客  7. 其他_____ 8. 以上均沒有
3.	在參加這個計劃的最初三個月，你曾有哪些身份呢？（可選多項）	1. 幹事 2. 領導 3. 義工 4. 參加者 5. 受助者 6. 顧客  7. 其他_____ 8. 以上均沒有

4.	以下句子描述你在最近三個月內的想法、感受或行為表現。請從右方圈出一個數字去代表它們出現的次數。請按你的直覺去了解。	很少或沒有	頗少	一般	頗多	很多	不適用
4.1.	感到社區內的居民是值得幫助的	1	2	3	4	5	9
4.2.	有需要時，受到 伙伴組織 成員的幫助	1	2	3	4	5	9
4.3.	做義工服務時投入和盡責	1	2	3	4	5	9
4.4.	對接納社區內某些人有保留	1	2	3	4	5	9
4.5.	幫助社區內一些曾受邊緣化的組群	1	2	3	4	5	9
4.6.	感到在社區內生活是愉快的	1	2	3	4	5	9
4.7.	幫助計劃以外與你年齡不同或擁有其他身份 (如：性別、職業、種族等) 的人士	1	2	3	4	5	9
4.8.	與計劃安排的 商界 成員維持關係	1	2	3	4	5	9
4.9.	與 計劃參加者 維持關係	1	2	3	4	5	9
4.10.	與計劃以外與你年齡不同或擁有其他身份 (如：性別、職業、種族等) 的人士一齊參與社區活動	1	2	3	4	5	9
4.11.	認為社區內的居民只顧自己的利益	1	2	3	4	5	9

4.	以下句子描述你在最近三個月內的想法、感受或行為表現。請從右方圈出一個數字去代表它們出現的次數。請按你的直覺去了解。	很少 或 沒有	頗少	一般	頗多	很多	不適用
4.12.	與計劃參加者相處之時，出現隔膜	1	2	3	4	5	9
4.13.	與計劃以外的與你年齡不同或擁有其他身份(如：性別、職業、種族等)人士相處時，出現隔膜	1	2	3	4	5	9
4.14.	對一些社區內的事情感到不滿	1	2	3	4	5	9
4.15.	與計劃安排的 政府或政治組織 成員維持關係	1	2	3	4	5	9
4.16.	與社區內一些少接觸的人一起參與社區活動	1	2	3	4	5	9
4.17.	與計劃參加者互相幫助	1	2	3	4	5	9
4.18.	難於化解社區內居民之間的紛爭	1	2	3	4	5	9
4.19.	與社區內的居民交往時出現困難	1	2	3	4	5	9
4.20.	與社區內的居民一起參與計劃以外的公益活動	1	2	3	4	5	9
4.21.	參與義務工作	1	2	3	4	5	9
4.22.	有需要時，受到計劃安排的 商界 成員的幫助	1	2	3	4	5	9
4.23.	發揮分工合作的能力	1	2	3	4	5	9
4.24.	與其他界別（包括商界、政府和專業界別）人士分工合作	1	2	3	4	5	9
4.25.	與計劃安排的 專業組織 成員維持關係	1	2	3	4	5	9
4.26.	與社區內的居民一起籌辦活動	1	2	3	4	5	9
4.27.	相信居民會在有需要時伸出援手	1	2	3	4	5	9
4.28.	願意做義工服務	1	2	3	4	5	9
4.29.	處處防範社區內的居民	1	2	3	4	5	9
4.30.	與其他界別（包括商界、政府和專業界別）人士各不相讓	1	2	3	4	5	9
4.31.	與 伙伴組織 的成員維持關係	1	2	3	4	5	9
4.32.	有需要時，受到計劃安排的 政府或政治組織 成員的幫助	1	2	3	4	5	9
4.33.	介意做更多的義工服務	1	2	3	4	5	9
4.34.	有需要時，受到計劃安排的 專業組織 成員的幫助	1	2	3	4	5	9
4.35.	遺忘了在計劃中結交的人	1	2	3	4	5	9
4.36.	情緒低落	1	2	3	4	5	9
4.37.	感到社區內某些人會對其他人造成危險	1	2	3	4	5	9
4.38.	有需要時，受到 計劃參加者 的幫助	1	2	3	4	5	9
4.39.	難以推動身邊的人或家人做義工	1	2	3	4	5	9
4.40.	與其他界別（包括商界、政府和專業界別）人士相處時，出現隔膜	1	2	3	4	5	9
4.41.	與鄰里守望相助	1	2	3	4	5	9
4.42.	與其他界別（包括商界、政府和專業界別）人士一起參與社區活動	1	2	3	4	5	9
4.43.	得到計劃以外與你年齡不同或擁有其他身份(如：性別、職業、種族等)的人士的幫助	1	2	3	4	5	9
4.44.	與計劃參加者一起參與活動	1	2	3	4	5	9
4.45.	與不同年齡的社區居民合作	1	2	3	4	5	9
4.46.	停止幫助其他計劃參加者	1	2	3	4	5	9

5.	以下的題目嘗試描述你在參與計劃的過程中的想法、感受或行為表現。請從右方圈出一個數字去代表它們出現的次數。請按你的直覺去了解。	很少 或 沒有	頗少	一般	頗多	很多	不適用
5.1.	遇到困難時失去信心	1	2	3	4	5	9
5.2.	依賴從計劃中所得到的幫助	1	2	3	4	5	9
5.3.	在社區內生活遇到障礙	1	2	3	4	5	9
5.4.	避免為社會作出任何付出	1	2	3	4	5	9
5.5.	享用到計劃提供的優惠	1	2	3	4	5	9
5.6.	組織及參與互助網絡以建立交流平台	1	2	3	4	5	9
5.7.	個人發展受到限制	1	2	3	4	5	9
5.8.	享用到計劃提供的服務	1	2	3	4	5	9
5.9.	在社區內受到排斥	1	2	3	4	5	9
5.10.	增強解決問題的能力	1	2	3	4	5	9
5.11.	提昇工作能力	1	2	3	4	5	9
5.12.	與其他參加者分享自己參與計劃的經驗和得著	1	2	3	4	5	9
5.13.	介意為公益而損害自己利益	1	2	3	4	5	9
5.14.	受過你幫助的人疏遠你	1	2	3	4	5	9
5.15.	遇到困難時積極去解決	1	2	3	4	5	9
5.16.	面對逆境時保持樂觀	1	2	3	4	5	9
5.17.	計劃給你自主權	1	2	3	4	5	9
5.18.	有孤獨的感覺	1	2	3	4	5	9
5.19.	你在計劃中曾受幫助，所以也會在他人有需要時回饋他們	1	2	3	4	5	9
5.20.	參加這個計劃浪費了你的時間	1	2	3	4	5	9
5.21.	增強社交能力	1	2	3	4	5	9
5.22.	幫助計劃內的持份者建立互助互信的文化	1	2	3	4	5	9
5.23.	在計劃安排的公眾活動中，讓社區內的人認識自己	1	2	3	4	5	9
5.24.	做事時因遇到困難而中途放棄	1	2	3	4	5	9
5.25.	得到參與社區的機會	1	2	3	4	5	9
5.26.	出現令你快樂的事情	1	2	3	4	5	9
5.27.	與計劃內不同的持份者達至雙贏（如計劃參加者和員工均有成功感）	1	2	3	4	5	9
5.28.	招募社區內的人參與計劃	1	2	3	4	5	9
5.29.	認為無須等待別人先付出，自己可以主動幫助他人	1	2	3	4	5	9
5.30.	盡力改善社會	1	2	3	4	5	9
5.31.	計劃參加者主動幫助你，以回饋你會對他們作出的幫助	1	2	3	4	5	9
5.32.	發揮自己獨有的優勢	1	2	3	4	5	9
5.33.	鼓勵別人服務社會	1	2	3	4	5	9
5.34.	認為大家在計劃中的付出已經足夠，自己的參與並不重要	1	2	3	4	5	9
5.35.	在社區內，得到與人交往的機會	1	2	3	4	5	9
5.36.	因為參加了這個計劃而感到身心愉快	1	2	3	4	5	9
5.37.	參加計劃安排的認識社區活動	1	2	3	4	5	9

5.	以下的題目嘗試描述你在參與計劃的過程中的想法、感受或行為表現。請從右方圈出一個數字去代表它們出現的次數。請按你的直覺去了解。	很少或沒有	頗少	一般	頗多	很多	不適用
5.38.	因為參加了這個計劃而感到勞心勞力	1	2	3	4	5	9
5.39.	擴闊社交圈子	1	2	3	4	5	9
5.40.	你疏遠了曾幫助你的人	1	2	3	4	5	9
5.41.	與計劃員工或合作伙伴商討發展方向及策略	1	2	3	4	5	9
5.42.	與計劃內其他的持份者取長補短，以發揮各自的優勢	1	2	3	4	5	9

6.	背景情況	
6.1.	你在哪裡出生？	1. 香港 2. 中國內地 3. 其他地方
6.2.	你屬於哪個種族？	1. 華裔 2. 非華裔
6.3.	你的宗教信仰是甚麼？	1. 沒有 2. 基督教 3. 天主教 4. 佛教 5. 道教 6. 其他
6.4.	你由過去到現在做得最長的工作是什麼？	1. 雜工 2. 非技術工人 3. 技術工人 4. 管工 5. 自僱或經營小生意，如的士車主、士多老闆 6. 文職／紀律人員，如文員、秘書、經紀 7. 輔助專業人員，如社工、教師、護士 8. 專業人員，如律師、工程師、講師、校長 9. 行政人員，如經理、政務主任、督察 10. 公司老闆 11. 學生 12. 打理家務 13. 失業／待業 14. 其他：_____
6.5.	你的教育程度是什麼？	1. 小學或以下 2. 中學 3. 專科 4. 大學 5. 研究院
6.6.	你現在的居所是哪一種物業呢？	1. 自己購置的物業(包括私人樓宇及自購居屋) 2. 家人購置的房屋 3. 租住的公屋/居屋 4. 租住的私人樓宇 5. 宿舍
6.7.	居住區域：	1. 計劃服務中心的社區 2. 計劃服務中心的鄰近地區 3. 其他地區
6.8.	在計劃服務中心的社區居住年數：	_____年
6.9.	你的婚姻狀況是：	1. 未婚 2. 已婚 3. 同居 4. 離婚／分居 5. 配偶離世
6.10.	你的同住家庭中總共有多少成員呢？	_____人
6.11.	你的家庭平均每月總收入(包括綜援)大約是多少元？	1. 一萬元以下 2. 一萬至二萬以下 3. 二萬至三萬以下 4. 三萬至四萬以下 5. 四萬或以上



6.12.	請問你幾多歲呢？	(1) 20 以下 (2) 20-29 (3) 30-39 (4) 40-49 (5) 50-59 (6) 60 或以上
6.13.	你的性別是：	1. 男性 2. 女性
6.14.	哪一項能夠描述你的家庭領取綜援的情況呢？	1. 已領取多於 1 年，並於可見的將來仍會繼續 2. 領取少於 1 年，並於可見的將來仍會繼續 3. 已停止領取 4. 於未來 1 年內將會領取 5. 從來沒有，也沒有打算領取
6.15.	協助你填答問卷的人包括： (可選多項)	1. 其他計劃參加者 2. 翻譯員 3. 訪問/研究員 4. 機構員工 5. 自行填寫 6. 其他：_____
6.16.	填答日期	_____年_____月_____日

~ 完成 ~

## Appendix G. Survey of Project Operator

### 社區投資共享基金研究——香港城市大學研究組 基金資助計劃員工問卷

本問卷旨在了解基金資助計劃員工在籌辦計劃時的工作經驗。問卷所得資料只限統計分析之用。所有資料絕對保密。如有任何疑問，可致電 34429603 聯絡香港城市大學——社會資本與影響評估研究組。

多謝幫忙！

對於以下問題，請在右方圈出你的回應，並在所提供的橫線上填上資料。

<b>1.</b>	你參與這個基金計劃的時間是：	<p>1. 現在仍然參與計劃中 由____年__月至現在</p> <p>2. 已離開計劃 由____年__月至____年__月</p>
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2.	在計劃期間，你有多少以下的情況呢？	很少 或 沒有	頗少	一般	頗多	很多	不適用
2.1.	與參加者共同商討計劃的發展	1	2	3	4	5	9
2.2.	受到基金秘書處或委員的批評	1	2	3	4	5	9
2.3.	轉化參加者及合作伙伴，促使他們積極參與社區事務	1	2	3	4	5	9
2.4.	跟基金或其他基金計劃分享經驗	1	2	3	4	5	9
2.5.	動員機構已有的網絡，去連結參加者及義工	1	2	3	4	5	9
2.6.	探討主辦機構及合作伙伴的優勝之處	1	2	3	4	5	9
2.7.	轉化參加者及合作伙伴成為建立跨界別互助網絡的一份子	1	2	3	4	5	9
2.8.	建立交流平台，促進計劃參加者、合作伙伴和其他人士的持續參與	1	2	3	4	5	9
2.9.	連結不同背景、不同界別的義工及合作伙伴	1	2	3	4	5	9
2.10.	促進參加者結交跨界別的持份者或合作伙伴	1	2	3	4	5	9
2.11.	將基金或其他基金計劃傳授的知識融入計劃中	1	2	3	4	5	9
2.12.	獲得基金秘書處或委員指引	1	2	3	4	5	9
2.13.	參加者未能充權，繼續依賴計劃的服務	1	2	3	4	5	9
2.14.	受到基金秘書處或委員的壓力	1	2	3	4	5	9
2.15.	促使社區的不同持份者建立跨界別的互助網絡	1	2	3	4	5	9
2.16.	幫助參加者認識及發揮自身的優勝之處	1	2	3	4	5	9
2.17.	從基金或基金計劃中找到可以學習的地方	1	2	3	4	5	6
2.18.	邀請計劃前期的參加者分享經驗，讓其他參加者認識社會資本	1	2	3	4	5	9
2.19.	發揮主辦機構及合作伙伴的優勝之處	1	2	3	4	5	9
2.20.	動員機構已有的網絡，去連結合作伙伴	1	2	3	4	5	9
2.21.	機構支持你認識及發展社會資本概念	1	2	3	4	5	9

2.	在計劃期間，你有多少以下的情況呢？	很少 或 沒有	頗少	一般	頗多	很多	不適用
2.22.	幫助社區認識被邊緣化組群的能力	1	2	3	4	5	9
2.23.	受到基金秘書處或委員監督	1	2	3	4	5	9
2.24.	促進參加者獲取更多資訊	1	2	3	4	5	9
2.25.	促使不同界別的持份者建立互助互信的文化	1	2	3	4	5	9
2.26.	發現計劃有先天的不足之處	1	2	3	4	5	9
2.27.	擴展或強化計劃的優勝之處	1	2	3	4	5	9
2.28.	受到基金秘書處或委員鼓勵	1	2	3	4	5	9
2.29.	機構給你自主權	1	2	3	4	5	9
2.30.	未能發掘計劃的優勝之處	1	2	3	4	5	9
2.31.	促進參加者擴大社交及互助網絡	1	2	3	4	5	9
2.32.	鼓勵參加者、義工及合作伙伴把計劃介紹給其他人	1	2	3	4	5	9
2.33.	發現計劃的優勢因著環境的影響而未能發揮	1	2	3	4	5	9
2.34.	與基金秘書處或委員有商有量	1	2	3	4	5	9
2.35.	促使社區的不同持份者建立互助互信的文化	1	2	3	4	5	9
2.36.	轉化參加者成為義工	1	2	3	4	5	9
2.37.	接受機構的培訓，以提昇建立社會資本的能力	1	2	3	4	5	9
2.38.	接收到基金秘書處或委員提供的資訊	1	2	3	4	5	9
2.39.	受到基金秘書處或委員讚賞	1	2	3	4	5	9
2.40.	參加者固步自封，未能與其他人建立互信關係	1	2	3	4	5	9
2.41.	促使參加者當家作主，使他們由服務使用者轉變為服務主導者	1	2	3	4	5	9

3.	在計劃期間，計劃參加者有多少以下的情況呢？	很少 或 沒有	頗少	一般	頗多	很多	不適用
3.1.	拒絕與合作伙伴交往	1	2	3	4	5	9
3.2.	增強解決問題的能力	1	2	3	4	5	9
3.3.	參加計劃安排的認識社區活動	1	2	3	4	5	9
3.4.	享用到計劃提供的服務	1	2	3	4	5	9
3.5.	享用到計劃提供的優惠	1	2	3	4	5	9
3.6.	與其他參加者及義工相處時展示出互助互信的精神	1	2	3	4	5	9
3.7.	由積極提供服務變得消極	1	2	3	4	5	9
3.8.	擴闊社交圈子	1	2	3	4	5	9
3.9.	增強工作能力	1	2	3	4	5	9
3.10.	感到參加計劃浪費他們的時間	1	2	3	4	5	9
3.11.	主動參與互助網絡	1	2	3	4	5	9
3.12.	因為參加計劃而感到勞心勞力	1	2	3	4	5	9
3.13.	增強社交能力	1	2	3	4	5	9
3.14.	與合作伙伴相處時展示出互助互信的精神	1	2	3	4	5	9
3.15.	參加計劃時有孤獨的感覺	1	2	3	4	5	9
3.16.	與計劃內不同的持份者達至雙贏（如計劃參加者和員工均有成功感）	1	2	3	4	5	9

3.	在計劃期間，計劃參加者有多少以下的情況呢？	很少 或 沒有	頗少	一般	頗多	很多	不適用
3.17.	因為參加計劃身心愉快	1	2	3	4	5	9
3.18.	拒絕與其他參加者/ 義工交往	1	2	3	4	5	9
3.19.	在計劃安排的公眾活動中，讓社區內的人認識自己	1	2	3	4	5	9
3.20.	由接受服務轉化為提供服務	1	2	3	4	5	9
3.21.	與社區內不同背景、不同界別的人相處時展示出互助互信的精神	1	2	3	4	5	9

4.	你認為當「社區投資共享基金」資助完結之後的六個月內，計劃會有多少以下的情況呢？	很少 或 沒有	頗少	一般	頗多	很多	不適用
4.1.	資源續漸散失	1	2	3	4	5	9
4.2.	繼續促進社區居民和組織間的協作，共同解決社區問題	1	2	3	4	5	9
4.3.	互助網絡內的關係續漸變得疏離	1	2	3	4	5	9
4.4.	計劃所建立的互助網絡續漸停止運作	1	2	3	4	5	9
4.5.	參與平台和互助網絡在計劃資助期完結後保持運作	1	2	3	4	5	9
4.6.	互助互信的精神仍留在參加者、義工、主辦及協辦機構中	1	2	3	4	5	9
4.7.	繼續在提昇社區能力方面取得成效	1	2	3	4	5	9
4.8.	套用社會資本的手法於機構的其他服務，以提升參加者的有能感及擴闊互助網絡	1	2	3	4	5	9
4.9.	互助互信的精神繼續在社區擴展出去	1	2	3	4	5	9
4.10.	機構難以在其他服務加入建立社會資本的服務手法	1	2	3	4	5	9
4.11.	於機構的日常運作中，應用社會資本概念去連結社區的持份者	1	2	3	4	5	9
4.12.	仍然獲得社區持份者的支持	1	2	3	4	5	9
4.13.	機構不認同在其他服務採用建立社會資本的手法	1	2	3	4	5	9
4.14.	成員續漸離去	1	2	3	4	5	9
4.15.	仍從各方面獲得足夠的資源維持運作	1	2	3	4	5	9
4.16.	義工團隊繼續在社區運作	1	2	3	4	5	9

5.	請圈出適用的答案，並填上一些背景資料。	
5.1.	您在組織中的職位	1. 高層 2. 中層 3. 基層
5.2.	機構性質  (可選擇多項)	1. 商戶 (大型企業)  2. 商戶 (50 人以下中小企業) 3. 地區團體 / 居民組織 4. 教育團體 5. 專業團體 6. 政府部門 7. 非政府組織 8. 服務機構 9. 教會 10. 政府團體

<b>5.</b>	請圈出適用的答案，並填上一些背景資料。	
		11. 商會 12. 工會 13. 青少年團體 14. 婦女組織 15. 醫療界 16. 其他 _____
<b>5.3.</b>	您所屬單位的員工總人數	_____人
<b>5.4.</b>	年齡	(1) 20 以下 (2) 20-29 (3) 30-39 (4) 40-49 (5) 50-59 (6) 60 或以上
<b>5.5.</b>	性別	(1) 男 (2) 女
<b>5.6.</b>	填答日期	_____年_____月_____日

~ 完成 ~

## Appendix H. Survey of Project Collaborator

### 社區投資共享基金研究——香港城市大學研究組 基金資助計劃合作伙伴問卷

本問卷旨在了解基金資助計劃合作伙伴的經驗。問卷所得資料只限統計分析之用。所有資料絕對保密。如有任何疑問，可致電 34429603 聯絡香港城市大學——社會資本與影響評估研究組。

多謝幫忙！

對於以下問題，請在右方圈出你的回應，並在所提供的橫線上填上資料。

1.	你參與這個基金計劃期間是：	1. 現在仍然參與計劃中 由____年__月至現在
		2. 已離開計劃 由____年__月至____年__月
2.	你與該計劃接觸有多頻密？	每____月____次

3.	你的組織成員在參與計劃的過程中，有多少以下的情況呢？	很少 或 沒有	頗少	一般	頗多	很多	不適用
3.1.	因為參加該計劃，增強了解決問題的能力	1	2	3	4	5	9
3.2.	參加該計劃安排的認識社區活動	1	2	3	4	5	9
3.3.	認同受邊緣化組群(如：傷殘人士)的能力	1	2	3	4	5	9
3.4.	因為參加該計劃，增強了工作能力	1	2	3	4	5	9
3.5.	因為參加計劃而感到身心愉快	1	2	3	4	5	9
3.6.	認同參加者及義工的能力	1	2	3	4	5	9
3.7.	因為參加該計劃，增強了社交能力	1	2	3	4	5	9
3.8.	因為參加該計劃，擴闊了社交圈子	1	2	3	4	5	9
3.9.	促使該計劃參加你的組織所舉辦的活動	1	2	3	4	5	9
3.10.	發現計劃有先天的不足之處	1	2	3	4	5	9
3.11.	擴展或強化計劃的優勢	1	2	3	4	5	9

4.	你的組織在參與計劃的過程中，有多少以下的情況呢？	很少 或 沒有	頗少	一般	頗多	很多	不適用
4.1.	與其他來自商界、政府或專業界的人士分工合作	1	2	3	4	5	9
4.2.	向該計劃提供優惠	1	2	3	4	5	9
4.3.	與該計劃合作推行社區活動	1	2	3	4	5	9
4.4.	投資在一些能夠優化下一代生活的項目上	1	2	3	4	5	9
4.5.	與該計劃內的人出現隔膜	1	2	3	4	5	9
4.6.	在跨界別的合作中，建立互助互信的文化	1	2	3	4	5	9
4.7.	讚賞該計劃	1	2	3	4	5	9

4.	你的組織在參與計劃的過程中，有多少以下的情況呢？	很少 或 沒有	頗少	一般	頗多	很多	不適用
4.8.	向該計劃提供培訓	1	2	3	4	5	9
4.9.	向該計劃作出指導	1	2	3	4	5	9
4.10.	促使該計劃獲得組織以外的資源	1	2	3	4	5	9
4.11.	與社區其他持份者建立了持續的伙伴關係	1	2	3	4	5	9
4.12.	在跨界別的合作中，發現合作的好處	1	2	3	4	5	9
4.13.	向該計劃提供資助	1	2	3	4	5	9
4.14.	與該計劃互相幫助	1	2	3	4	5	9
4.15.	向該計劃提供義工服務	1	2	3	4	5	9
4.16.	促進該計劃與其他組織的聯繫	1	2	3	4	5	9
4.17.	在你的組織中建立互助互信的文化	1	2	3	4	5	9
4.18.	發揮組織獨有的優勢	1	2	3	4	5	9
4.19.	與該計劃商討發展方向及策略	1	2	3	4	5	9
4.20.	與該計劃達成共識	1	2	3	4	5	9
4.21.	對提升社會福祉的活動和計劃作出貢獻	1	2	3	4	5	9
4.22.	鼓勵組織內的其他員工參與建立網絡的工作	1	2	3	4	5	9
4.23.	只為組織本身的利益去履行社會責任	1	2	3	4	5	9
4.24.	與計劃內不同的持份者達至雙贏	1	2	3	4	5	9
4.25.	以協助社區長遠發展作為目標	1	2	3	4	5	9
4.26.	發現組織與該計劃的目標不同	1	2	3	4	5	9
4.27.	在該計劃安排的公眾活動中，讓社區內的人認識你的組織	1	2	3	4	5	9
4.28.	與該計劃中斷連繫	1	2	3	4	5	9
4.29.	與該計劃意見分歧	1	2	3	4	5	9
4.30.	主動與社區內的持份者一同關注社區問題	1	2	3	4	5	9
4.31.	與計劃內其他的持份者取長補短，以發揮各自的優勢	1	2	3	4	5	9

5.	作為組織代表，你認為當「社區投資共享基金」資助完結之後的六個月內，你的組織會有多少以下的情況呢？	很少 或 沒有	頗少	一般	頗多	很多	不適用
5.1.	繼續鼓勵組織內的其他員工參與網絡建立的工作	1	2	3	4	5	9
5.2.	協助維持計劃所建立的參與平台和互助網絡	1	2	3	4	5	9
5.3.	沒有繼續投放資源於計劃的延伸活動或互助網絡中	1	2	3	4	5	9
5.4.	繼續投資在一些能夠提昇下一代生活的項目上	1	2	3	4	5	9
5.5.	發現計劃所建立的互助互信的精神未能影響社區	1	2	3	4	5	9
5.6.	協助計劃所建立的義工團隊，繼續在社區運作	1	2	3	4	5	9
5.7.	沒有繼續參與計劃的延伸活動或互助網絡	1	2	3	4	5	9
5.8.	發現計劃所建立的互助互信的精神漸消失	1	2	3	4	5	9
5.9.	應用社會資本概念，以提昇組織成員互信的精神	1	2	3	4	5	9
5.10.	協助計劃繼續從各方面獲得足夠的資源維持運作	1	2	3	4	5	9
5.11.	繼續對提升社會福祉的活動和計劃作出貢獻	1	2	3	4	5	9
5.12.	協助計劃獲得社區其他持份者的支持	1	2	3	4	5	9
5.13.	沒有繼續與計劃內的其他機構(主辦機不包括在內)合作	1	2	3	4	5	9

5.	作為組織代表，你認為當「社區投資共享基金」資助完結之後的六個月內，你的組織會有多少以下的情況呢？	很少 或 沒有	頗少	一般	頗多	很多	不適用
5.14.	繼續只為本身利益去履行社會責任	1	2	3	4	5	9
5.15.	發現計劃所建立的參與平台和互助網絡漸失去效用	1	2	3	4	5	9
5.16.	協助計劃繼續在提升社區能力方面取得成效	1	2	3	4	5	9
5.17.	運用社會資本的概念去連結跨界別的合作伙件	1	2	3	4	5	9
5.18.	發現計劃所建立的參與平台和互助網絡漸停止運作	1	2	3	4	5	9
5.19.	組織成員認同社會資本概念，並把它應用在組織的日常運作中	1	2	3	4	5	9
5.20.	繼續以協助社區長遠發展作為目標	1	2	3	4	5	9
5.21.	繼續主動與社區內的持份者共同處理區內問題	1	2	3	4	5	9
5.22.	應用社會資本概念，以提昇組織成員 互助的精神	1	2	3	4	5	9

6.	請圈出適用的答案，並填上一些背景資料。	
6.1.	您在組織中的職位	1. 高層 2. 中層 3. 基層
6.2.	機構性質 (可選多項)	1. 商戶 (大型企業) 2. 商戶 (50 人以下中小企業) 3. 地區團體 / 居民組織 4. 教育團體 5. 專業團體 6. 政府部門 7. 非政府組織 8. 服務機構 9. 教會 10. 政府團體 11. 商會 12. 工會 13. 青少年團體 14. 婦女組織 15. 醫療界 16. 其他 _____
6.3.	您所屬單位的員工總人數	_____人
6.4.	年齡	(1) 20 以下 (2) 20-29 (3) 30-39 (4) 40-49 (5) 50-59 (6) 60 或以上
6.5.	性別	(1) 男 (2) 女
6.6.	填答日期	_____年_____月_____日

~ 完成 ~



## Appendix I. Survey of Community Representative

### 社區投資共享基金研究——香港城市大學研究組 (非計劃合作夥伴的) 社區代表問卷

本問卷旨在了解社區代表的日常生活經驗。問卷所得資料只限統計分析之用。所有資料絕對保密。如有任何疑問，可致電 34429603 聯絡香港城市大學——社會資本與影響評估研究組。  
多謝幫忙！

(此部份由研究員填寫)

1.	社區投資共享基金計劃運作時間：	___年___月	至	___年___月
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對於以下問題，請在右方圈出你的回應，並在所提供的橫線上填上資料。

2.	在最近的三個月內，社區內有多少以下的情況呢？	很少 或 沒有	頗少	一般	頗多	很多	不適用
2.1.	社區內的居民參與義務工作	1	2	3	4	5	9
2.2.	社區內的居民籌辦活動	1	2	3	4	5	9
2.3.	社區內的居民處處防範別人	1	2	3	4	5	9
2.4.	鄰里之間守望相助	1	2	3	4	5	9
2.5.	社區內的居民發揮分工合作的能力	1	2	3	4	5	9
2.6.	在區內舉辦除基金以外的公益活動	1	2	3	4	5	9
2.7.	社區內的居民難於推動身邊的人或家人做義工	1	2	3	4	5	9
2.8.	社區內的居民只顧自己的利益	1	2	3	4	5	9
2.9.	社區內的居民發揮做義工時投入和盡責	1	2	3	4	5	9
2.10.	社區內的居民於彼此交往時出現困難	1	2	3	4	5	9
2.11.	社區內的居民展示出做義工服務的意願	1	2	3	4	5	9
2.12.	社區內的居民認為別人是值得幫助的	1	2	3	4	5	9
2.13.	不同年齡的居民共同參與社區服務	1	2	3	4	5	9
2.14.	社區內的居民介意做更多的義工服務	1	2	3	4	5	9
2.15.	當有需要時，社區內的居民都會伸出援手	1	2	3	4	5	9
2.16.	社區內的居民於化解紛爭時出現困難	1	2	3	4	5	9
2.17.	社區對計劃主辦機構作出正面評價	1	2	3	4	5	9

3.	在最近的三個月內，社區內有多少以下的情況呢？	明顯 惡化	稍微 惡化	一般	稍微 改善	明顯 改善	不適用
3.1.	居民感到一些社區內的組群是會造成危險的	1	2	3	4	5	9
3.2.	治安情況	1	2	3	4	5	9
3.3.	家庭發生糾紛	1	2	3	4	5	9
3.4.	社區內的鄰里關係	1	2	3	4	5	9
3.5.	居民接納一些被邊緣化的組群	1	2	3	4	5	9
3.6.	居民整體情緒低落	1	2	3	4	5	9
3.7.	不同組群一起參與社區活動	1	2	3	4	5	9

3.	在最近的三個月內，社區內有多少以下的情況呢？	明顯惡化	稍微惡化	一般	稍微改善	明顯改善	不適用
3.8.	居民幫助一些被邊緣化的組群	1	2	3	4	5	9
3.9.	居民對一些本區的事情感到不滿	1	2	3	4	5	9
3.10.	居民在社區內生活愉快	1	2	3	4	5	9

4.	背景情況	
4.1.	你在哪裡出生？	1. 香港 2. 中國內地 3. 其他地方
4.2.	你屬於哪個種族？	1. 華裔 2. 非華裔
4.3.	你的宗教信仰是甚麼？	1. 沒有 2. 基督教 3. 天主教 4. 佛教 5. 道教 6. 其他
4.4.	你由過去到現在做得最長的工作是什麼？	15. 雜工 16. 非技術工人 17. 技術工人 18. 管工 19. 自僱或經營小生意，如的士車主、士多老闆 20. 文職／紀律人員，如文員、秘書、經紀 21. 輔助專業人員，如社工、教師、護士 22. 專業人員，如律師、工程師、講師、校長 23. 行政人員，如經理、政務主任、督察 24. 公司老闆 25. 學生 26. 打理家務 27. 失業／待業 28. 其他：_____
4.5.	你會否擔任右方的職位？ (可選多項)	1. 議員 2. 地區委員 3. 村長／區長／邨長／樓長 4. 計劃的合作伙伴 5. 以上都不是
4.6.	你的教育程度是什麼？	1. 小學或以下 2. 中學 3. 專科 4. 大學 5. 研究院
4.7.	你現在的居所是哪一種物業呢？	1. 自己購置的物業(包括私人樓宇及自購居屋) 2. 家人購置的房屋 3. 租住的公屋/居屋 4. 租住的私人樓宇 5. 宿舍
4.8.	居住區域：	1. 計劃服務中心的社區 2. 計劃服務中心的鄰近地區 3. 其他區
4.9.	在計劃服務中心的社區居住年數：	_____年
4.10.	你的婚姻狀況是：	1. 未婚 2. 已婚 3. 同居 4. 離婚／分居 5. 配偶離世
4.11.	你同住的家庭中總共有多少成員呢？	_____人
4.12.	你的家庭平均每月總收入 (包括來自同住家人及包括綜援)大約是多少元？	_____元

4.13.	請問你幾多歲呢？	(1) 20 以下 (2) 20-29 (3) 30-39 (4) 40-49 (5) 50-59 (6) 60 或以上
4.14.	你的性別是：	1. 男性 2. 女性
4.15.	協助你填答問卷的人包括：(可選多項)	1. 其他計劃參加者 2. 翻譯員 3. 訪問/研究員 4. 機構員工 5. 自行填寫 6. 其他：_____
4.16.	填答日期	_____年_____月_____日

~ 完成 ~

## Appendix J. Individual interview guide for participant/ volunteer

### 個人面談指引 (計劃參加者/ 義工)

#### 一. 背景及參與體驗

1. 《計劃名稱》有甚麼吸引你參與的地方？
2. 你認識「社區投資共享基金」嗎？你是怎樣認識的？請簡單介紹。
3. 你在參與的過程中，有否建立了新的人際網絡？
  - i. 是否認識多了人？他們是誰？
  - ii. 你如何形容你們之間的關係？當中有信任、互助等情況嗎？(trust? mutual aid? reciprocity?)
  - iii. 計劃如何協助你建立這些互信、互助的關係呢？
  - iv. 你們有否保持聯絡？通過甚麼方法？(如互助網絡、自助小組、與機構聯繫等)
  - v. 這些人際網絡對你有甚麼影響？
4. 你在計劃當中參加了甚麼活動？哪些是對你最有幫助的？哪些是沒有太大效用的？
  - i. 參加前後的改變 (自我認識及定位、人際網絡、社區投入度)
  - ii. 與期望相符嗎？
  - iii. 關鍵因素
5. 已完成的計劃：以你所知，計劃哪些部份至今仍延續下去？請簡介它們的運作、成功的關鍵因素、限制及未來發展  
運作中的計劃：以你推測，在計劃完成後，計劃哪些部份可以延續下去？當中有甚麼關鍵因素及限制？
6. 以你所見，哪個單位是計劃的成功關鍵？主辦機構/ 協辦機構/ 合作伙伴/ 參加者/ 義工？ → 以重要性排列發問以下問題的次序，先討論較為重要的單位

#### 二. 計劃執行員

1. 以你的觀察，計劃執行員的重要性在哪？請以例子說明。
  - i. 關鍵因素 (網羅合作伙伴、計劃及統籌、連結各單位)
  - ii. 如何影響計劃的延續性
2. 在參與過程中，你認為執行員在計劃內有沒有轉變？請分享一些例子。

- i. 角色上的轉變
- ii. 關鍵因素

### 三. 合作伙伴

1. 在計劃當中有哪些合作伙伴？哪個最爲重要？何以見得？
  - i. 關鍵因素 (與各方的關係、付出)
  - ii. 如何影響計劃的成功及延續性
2. 你認爲甚麼因素能驅使它們參與並支持此計劃？
  - i. 個人因素、行業需要、企業良心及責任、得益
3. 在參與過程中，你認爲合作伙伴在計劃內有沒有轉變？請分享一些例子。
  - i. 角色上的轉變
  - ii. 關鍵因素

### 四. 參加者/ 義工

1. 以你所見，這計劃如何影響 參加者/ 義工？比較他們參與計劃前的狀況，他們參與計劃後有甚麼改變？請分享一些例子。
  - i. 個人能力、心態、情緒健康、社區的投入度、角色轉化
  - ii. 改變過程、持續性、因素

### 五. 社區

1. 你會怎樣形容你跟社區居住的關係？
2. 你曾遭遇到不友善的眼光或待遇嗎？
3. 你認爲自己能夠融入社區嗎？
4. 以你所見，這計劃爲社區帶來哪些改變？請分享一些例子。
  - i. 改變過程、持續性、因素(社區內有互助互信的氣氛嗎?)

### 六. 結尾

1. 你會否推介這個計劃給其他人？爲什麼？
2. 要令這個計劃更進一步，你有甚麼建議？

## Appendix K. Individual interview guide for operator

### 個人面談指引 (計劃執行員)

#### 一. 背景

1. 你在計劃中擔演了甚麼角色？請簡介一下你如何參與其中。
  - i. 時間、角色、工作內容
  - ii. 在參與過程中，社會資本的理念為你帶來轉變嗎？請分享。
2. 你的機構如何構思此計劃？可分享一下當中的過程及經歷嗎？
3. 你認為計劃的成功因素在哪？(a) 與社區投資共享基金的合作，(b) 機構的性質及總部所提供的協助，(c) 與伙伴的協作，(d) 與義工及參加者的協作，(e) 社區的支援 (社區內有互助互信的氣氛嗎？)

#### 二. 與「社區投資共享基金」的合作

1. 你的機構是如何選擇申請「社區投資共享基金」？當中有甚麼考慮因素？
  - i. 你的機構/ 此計劃跟「基金」的理念有甚麼相同或不同的地方？
2. 你的機構跟「基金」的合作如何？有甚麼提議？
  - i. 跟其他社福界的基金比較，你認為「社區投資共享基金」有甚麼獨特之處？
    - a) 理念、策略、管理
    - b) 利用「建立互助網絡」、「跨界別協作」、「凹凸互補」等策略去回應社區需要
    - c) 提倡「創新性」、「企業的社會責任 (corporate social responsibility)」、「社會企業精神 (social entrepreneurship)」

#### 三. 計劃及主辦機構

1. 你認為計劃的成效如何？有甚麼令人滿意及未如理想的地方？
  - i. 如何延續、加強計劃的成效？
  - ii. 如何改變？
2. 以你所見，這計劃為機構及機構同事帶來哪些改變？請分享一些例子。
  - i. 改變過程、持續性、因素
3. 你的機構如何延續這個計劃？
  - i. 你認為這個種子基金須要多少時間才可以自行運作？何以見得？

4. 你認為要成功發展此計劃，哪一個的參與較為重要？主辦機構/合作伙伴/ 參加者/ 義工？ → 如執行員認為參加者或義工較為重要，請先發問第五部分的問題

#### 四. 合作伙伴

1. 你如何建立跨界別的合作？當中有甚麼成功因素？(In what way the projects can develop cross-sectoral collaboration?)
2. 在籌組計劃及與協作伙伴推行計劃的過程中，有甚麼開心及辛酸的經歷？
  - i. 參與過程 (決定參加、合作訂定策略、推行、評估)
  - ii. 他們跟機構、參與者、其他合作團隊的關係如何？
  - iii. 關鍵因素 (與各方的關係、付出)
3. 你認為甚麼因素能驅使它們參與並支持此計劃？
  - i. 個人因素、行業需要、企業良心及責任、得益

#### 五. 參加者/ 義工

1. 以你所見，這計劃如何影響 參加者/ 義工？比較他們參與計劃前的狀況，他們參與計劃後有甚麼改變？請分享一些例子。
  - i. 個人能力、心態、情緒健康、社區的投入度、角色轉化
  - ii. 改變過程、持續性、因素

#### 六. 社區

1. 以你所見，這計劃為社區帶來哪些改變？請分享一些例子。
  - i. 改變過程、持續性、因素 (社區內有互助互信的氣氛嗎?)
2. 你認為這計劃能配合社區的需要嗎？何以見得？

#### 七. 結尾

1. 你會否推介這個計劃給其他人？為什麼？
2. 要令這個計劃更進一步，你有甚麼建議？

## Appendix L. Individual interview guide for collaborator

### 個人面談指引 (合作伙伴)

#### 一. 背景及參與體驗

1. 你組織的同事有一起參與《計劃名稱》嗎？
2. 你的組織是如何認識並決定參與《計劃名稱》的？參與一個重視跨界別合作的計劃時，你/ 你的機構有甚麼考慮？
3. 你的組織在計劃中擔演了甚麼角色？
  - i. 你有共同策劃計劃的發展策略嗎？請分享。
  - ii. 與期望相符嗎？
  - iii. 甚麼因素令你繼續參與並支持？(個人因素、行業需要、企業責任、得益)
  - iv. 管理階層：你如何鼓勵及支持組織的同事繼續參與？  
前線同事：你的機構及同事對你的參與有甚麼反應？
4. 你/ 你的組織在參與過程中的角色、工作、心態有轉變嗎？請以例子說明。
5. 在參與過程中，社會資本的理念為你/ 你的組織帶來轉變嗎？請分享。

#### Probes:

- a) **Structural SC:** 增加人際網絡/ 長久合作機構的數目及類別
  - b) **Functional SC:** 互助互信的例子你們會在組織的運作或訂定策略上應用社會資本的理念嗎？
  - c) **Applicability of social capital concepts on organizational management:** 社會資本的概念對你組織的發展有什麼幫助？
  - d) **Corporate social responsibility:**  
你對自己/所屬的組織是否認同建立跨界別互助網絡的重要性？  
參與這計劃有否讓你/所屬的組織更多認識社區？哪方面(如所屬組織及不同持份者的優勢及如何互補？加強組織與社區之間的關係等？
6. 參與體驗對你/你的組織在「企業社會責任」有何啓示? 請舉例
  7. 你認為這些活動值得延續嗎？為什麼？
    - i. 方法/ 策略、關鍵因素



- ii. 你的角色
- 8. 以你所見，哪個單位是計劃的成功關鍵？主辦機構/ 協辦機構/ 合作伙伴/ 參加者/ 義工？→ 以重要性排列發問以下問題的次序，先討論較為重要的單位

## 二. 計劃執行員

1. 以你的觀察，計劃執行員的重要性在哪？請以例子說明。(In what way the projects can develop cross-sectoral collaboration?)
  - i. 關鍵因素 (網羅合作伙伴、計劃及統籌、聯結各單位)
  - ii. 如何影響計劃的延續性
2. 在參與過程中，你認為執行員在計劃內有沒有轉變？請分享一些例子。
  - i. 角色上的轉變
  - ii. 關鍵因素

## 三. 合作伙伴

1. 除了你/ 你的機構外，在計劃當中還有哪些合作伙伴？重要性在哪？
  - i. 關鍵因素 (與各方的關係、付出)
  - ii. 如何影響計劃的成功及延續性
2. 籌組計劃及與協作伙伴推行計劃的過程中，有甚麼開心及辛酸的經歷？
  - i. 參與過程 (決定參加→合作訂定策略→推行→評估)

## 四. 參加者/ 義工

1. 以你所見，這計劃如何影響 參加者/ 義工？比較他們參與計劃前的狀況，他們參與計劃後有甚麼改變？請分享一些例子。
  - i. 個人能力、心態、情緒健康、社區的投入度、角色轉化
  - ii. 改變過程、持續性、因素

## 五. 社區

1. 以你所見，這計劃為社區帶來哪些改變？請分享一些例子。
  - i. 改變過程、持續性、因素 (community capacity, social cohesion)
2. 你認為計劃內的伙伴協作模式如何回應社區的需要呢？

## 六. 結尾

1. 你會否推介這個計劃給其他人？為什麼？
2. 要令這個計劃更進一步，你有甚麼建議？

**Appendix M. Field observation checklist**

**社區投資共享基金研究——香港城市大學研究組  
基金資助計劃活動觀察表 (現場觀察)**

對以下情況，請在右方圈出相應數字或填上資料。

	計劃輸入	有	沒有	不適用
1.1.	安排計劃讓參加者之間分工合作	1	2	3
1.2.	安排計劃讓參加者幫助區內居民	1	2	3
1.3.	安排計劃讓參加者獲得工商界、政界、專業界的幫助	1	2	3
1.4.	安排活動令計劃參加者從互相幫助中獲益	1	2	3
1.5.	安排活動令計劃參加者與其他界別人士 (包括商界、政府和專業界別) 從互相幫助中獲益	1	2	3
1.6.	確保參與計劃的各方持份者都能從互相交往中獲益	1	2	3
1.7.	安排活動令計劃參加者與其他界別人士 (包括商界、政府和專業界別) 建立共同身份	1	2	3
1.8.	安排活動令計劃參加者建立共同身份 (如：大埔人)	1	2	3
1.9.	安排活動令計劃參加者與服務地區的其他居民 建立共同身份	1	2	3
1.10.	安排活動讓計劃參加者與其他界別人士 (包括商界、政府和專業界別) 結交	1	2	3
1.11.	安排活動讓計劃參加者與服務地區的其他居民結交	1	2	3
1.12.	安排活動讓計劃參加者可以彼此結交	1	2	3
1.13.	連結不同背景、不同界別的義工及合作伙伴	1	2	3
1.14.	促進參加者獲取更多資訊	1	2	3
1.15.	促進參加者擴大社交及互助網絡	1	2	3
1.16.	促進參加者結交跨界別的持份者或合作伙伴	1	2	3
1.17.	促使不同界別的持份者建立互助互信的文化	1	2	3
1.18.	轉化參加者及合作伙伴成為建立跨界別互助網絡的一份子	1	2	3
1.19.	轉化參加者成為義工	1	2	3
1.20.	參加者固步自封，未能與其他人建立互信關係	1	2	3
1.21.	參加者未能充權，繼續依賴計劃的服務	1	2	3

2.	參加者的成果	很多	有些	沒有	不知道
2.1.	發揮自己獨有的優勢	1	2	3	4
2.2.	與計劃內其他的持份者取長補短，以發揮各自的優勢	1	2	3	4
2.3.	認為大家在計劃中的付出已經足夠，自己的參與並不重要	1	2	3	4
2.4.	依賴從計劃中所得到的幫助	1	2	3	4
2.5.	認為無須等待別人先付出，自己可以主動幫助他人	1	2	3	4
2.6.	與計劃參加者互相幫助	1	2	3	4
2.7.	與計劃參加者一齊參與活動	1	2	3	4

2.	參加者的成果	很多	有些	沒有	不知道
2.8.	與計劃參加者相處時，出現隔膜	1	2	3	4
2.9.	得到計劃以外與你年齡不同或擁有其他身份(如：性別、職業、種族等)的人士的幫助	1	2	3	4
2.10.	幫助計劃以外與你年齡不同或擁有其他身份(如：性別、職業、種族等)的人士	1	2	3	4
2.11.	與計劃以外與你年齡不同或擁有其他身份(如：性別、職業、種族等)的人士一齊參與社區活動	1	2	3	4
2.12.	與計劃以外的與你年齡不同或擁有其他身份(如：性別、職業、種族等)人士相處時，出現隔膜	1	2	3	4
2.13.	參與義務工作	1	2	3	4
2.14.	發揮分工合作的能力	1	2	3	4
2.15.	與社區內的居民交往時出現困難	1	2	3	4
2.16.	難於化解社區內居民之間的紛爭	1	2	3	4
2.17.	與其他界別(包括商界、政府和專業界別)人士分工合作	1	2	3	4
2.18.	與其他界別(包括商界、政府和專業界別)人士各不相讓	1	2	3	4
2.19.	與其他界別(包括商界、政府和專業界別)人士一起參與社區活動	1	2	3	4
2.20.	與其他界別(包括商界、政府和專業界別)人士相處時，出現隔膜	1	2	3	4

3.	合作伙伴的成果	很多	有些	沒有	不知道
3.1.	與該計劃分工合作	1	2	3	4
3.2.	與該計劃各不相讓	1	2	3	4

4.	背景情況				
4.1.	觀察情境?	1. 活動現場	2. 活動音像紀錄		

4.2.	機構性質？ 〔可選多項〕	1. 商戶 (大型企業) 2. 商戶 (50 人以下中小企業) 3. 地區團體 / 居民組織 4. 教育團體 5. 專業團體 6. 政府部門 7. 非政府組織 8. 服務機構 9. 教會 10. 政府團體 11. 商會 12. 工會 13. 青少年團體 14. 婦女組織 15. 醫療界 16. 其他 _____
4.3.	活動性質？ 〔可選多項〕	1. 服務                      2. 康樂                      3. 其他 _____
4.4.	活動形式	1. 探訪                      2. 講座                      3. 小組培訓 4. 展覽/嘉年華                      5. 其他 _____
4.5.	活動包括人物？ 〔可選多項〕	1. 參加者                      2. 計劃員工                      3. 社區人士/嘉賓                      4. 政界 5. 商界                      6. 專業界別                      7. 其他 _____
4.6.	活動日期：	_____年_____月_____日
4.7.	所需時間：	_____小時_____分
4.8.	地點：	1.主辦單位的場地    2. 合作伙伴的場地                      3.社區公共場地
4.9.	填答日期：	_____年_____月_____日
4.10.	觀察員編號：	

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**Appendix N. Document observation checklist**

**社區投資共享基金研究——香港城市大學研究組  
基金資助計劃活動觀察表(文字記錄分析)**

對以下情況，請在右方圈出相應數字或填上資料。

	計劃輸入	有	沒有	不知道
	計劃有多少以下的具體情況呢？			
1.1.	評估計劃參加者的社會資本增長	1	2	3
1.2.	評估服務地區居民的需要	1	2	3
1.3.	評估計劃參加者的才能	1	2	3
1.4.	評估計劃參加者的服務精神	1	2	3
1.5.	安排活動加強計劃員工與機構其他員工的關係	1	2	3
1.6.	安排活動加強計劃員工之間的關係	1	2	3
1.7.	安排活動加強計劃員工與服務地區其他居民的關係	1	2	3
1.8.	安排活動加強計劃員工與其他服務組織的關係	1	2	3
1.9.	利用社區資源	1	2	3
1.10.	拓展新的服務空間	1	2	3
1.11.	與其他服務單位競爭	1	2	3
1.12.	安排活動令計劃參加者從互相幫助中獲益	1	2	3
1.13.	安排活動令計劃參加者與其他界別人士 (包括商界、政府和專業界別)從互相幫助中獲益	1	2	3
1.14.	確保參與計劃的各方持份者都能從互相交往中獲益	1	2	3
1.15.	安排活動令計劃參加者與其他界別人士 (包括商界、政府和專業界別)建立共同身份	1	2	3
1.16.	安排活動令計劃參加者〔建立共同身份 (如：大埔人)〕	1	2	3
1.17.	安排活動令計劃參加者與服務地區的其他居民 建立共同身份	1	2	3
1.18.	安排活動讓計劃參加者與其他界別人士 (包括商界、政府和專業界別) 結交	1	2	3
1.19.	安排活動讓計劃參加者與服務地區的其他居民結交	1	2	3
1.20.	安排活動讓計劃參加者可以彼此結交	1	2	3
1.21.	與別人分享服務心得	1	2	3
1.22.	進行知識管理的工作，令計劃的經驗得以承傳	1	2	3
1.23.	記錄服務心得	1	2	3
1.24.	安排活動加強計劃員工與政府機構的關係	1	2	3
1.25.	安排活動加強計劃員工與專業界別人士的關係	1	2	3
1.26.	安排活動加強計劃員工與商界人士的關係	1	2	3
1.27.	召開公開會議	1	2	3
1.28.	進行促進公共關係的活動	1	2	3
1.29.	向傳媒發布消息	1	2	3
1.30.	招募員工	1	2	3
1.31.	收集有助服務推行或拓展的資料	1	2	3

	計劃輸入	有	沒有	不知道
	計劃有多少以下的具體情況呢？			
1.32.	募集資金	1	2	3
1.33.	預先訂定持續運作的策略	1	2	3
1.34.	進行研究，使計劃在資助完結後能夠持續運作	1	2	3
1.35.	總結經驗，使計劃在資助完結後能夠持續運作	1	2	3
1.36.	預先安排人手，以確保計劃能持續運作	1	2	3
1.37.	預先準備所需的資源，以確保計劃能持續運作	1	2	3
1.38.	預先制定組織架構，以確保計劃能持續運作（如：自助小組）	1	2	3
1.39.	獲得基金秘書處或委員 <i>指引</i>	1	2	3
1.40.	受到基金秘書處或委員 <i>鼓勵</i>	1	2	3
1.41.	受到基金秘書處或委員 <i>讚賞</i>	1	2	3
1.42.	接收到基金秘書處或委員提供的 <i>資訊</i>	1	2	3
1.43.	與基金秘書處或委員 <i>有商有量</i>	1	2	3
1.44.	受到基金秘書處或委員的 <i>批評</i>	1	2	3
1.45.	受到基金秘書處或委員的 <i>壓力</i>	1	2	3
1.46.	受到基金秘書處或委員 <i>監督</i>	1	2	3
1.47.	跟基金或其他基金計劃分享經驗	1	2	3
1.48.	從基金或基金計劃中找到可以學習的地方	1	2	3
1.49.	將基金或其他基金計劃傳授的知識融入計劃中	1	2	3
1.50.	<i>探討</i> 主辦機構及合作伙伴的優勝之處	1	2	3
1.51.	與計劃內其他的持份者取長補短，以發揮各自的優勢	1	2	3
1.52.	<i>擴展或強化</i> 計劃的優勝之處	1	2	3
1.53.	<i>未能發掘</i> 計劃的優勝之處	1	2	3
1.54.	發現計劃有先天的不足之處	1	2	3
1.55.	發現計劃的優勢因著環境的影響而未能發揮	1	2	3
1.56.	在計劃安排的公眾活動中，讓社區內的人認識參加者、義工	1	2	3
1.57.	在計劃安排的公眾活動中，讓社區內的人認識合作伙伴	1	2	3
1.58.	在計劃安排的公眾活動中，讓社區內的人認識計劃執行員	1	2	3
1.59.	安排認識社區活動讓參加者/義工參與	1	2	3
1.60.	安排認識社區活動讓合作伙伴參與	1	2	3
1.61.	動員機構已有的網絡，去連結參加者及義工	1	2	3
1.62.	動員機構已有的網絡，去連結合作伙伴	1	2	3
1.63.	連結不同背景、不同界別的義工及合作伙伴	1	2	3
1.64.	鼓勵參加者、義工及合作伙伴把計劃介紹給其他人	1	2	3
1.65.	邀請計劃前期的參加者分享經驗，讓其他參加者認識社會資本	1	2	3
1.66.	建立交流平台，促進計劃參加者、合作伙伴和其他人士的持續參與	1	2	3
1.67.	促進參加者獲取更多資訊	1	2	3
1.68.	促進參加者擴大社交及互助網絡	1	2	3
1.69.	促進參加者結交跨界別的持份者或合作伙伴	1	2	3
1.70.	促使不同界別的持份者建立互助互信的文化	1	2	3
1.71.	促使社區的不同持份者建立互助互信的文化	1	2	3

	計劃輸入	有	沒有	不知道
	計劃有多少以下的具體情況呢？			
1.72.	促使社區的不同持份者建立跨界別的互助網絡	1	2	3
1.73.	幫助參加者認識及發揮自身的優勝之處	1	2	3
1.74.	與參加者共同商討計劃的發展	1	2	3
1.75.	幫助社區認識被邊緣化組群的能力	1	2	3
1.76.	轉化參加者成為義工	1	2	3
1.77.	轉化參加者及合作伙伴，促使他們積極參與社區事務	1	2	3
1.78.	轉化參加者及合作伙伴成為建立跨界別互助網絡的一份子	1	2	3
1.79.	參加者固步自封，未能與其他人建立互信關係	1	2	3
1.80.	參加者未能充權，繼續依賴計劃的服務	1	2	3
1.81.	促使參加者當家作主，使他們由服務使用者轉變為服務主導者	1	2	3

2.	計劃的成果	很多	有些	沒有	不知道
	參加者有多少以下的具體情況呢？				
2.1.	感到社區內某些人會對其他人造成危險	1	2	3	4
2.2.	對接納社區內某些人有保留	1	2	3	4
2.3.	與社區內一些少接觸的人一起參與社區活動	1	2	3	4
2.4.	幫助社區內一些曾受邊緣化的組群	1	2	3	4
2.5.	在社區內受到排斥	1	2	3	4
2.6.	在社區內生活遇到障礙	1	2	3	4
2.7.	得到參與社區的機會	1	2	3	4
2.8.	在社區內，得到與人交往的機會	1	2	3	4
2.9.	情緒低落	1	2	3	4
2.10.	對一些社區內的事情感到不滿	1	2	3	4
2.11.	感到在社區內生活是愉快的	1	2	3	4
2.12.	做義工服務時投入和盡責	1	2	3	4
2.13.	願意做義工服務	1	2	3	4
2.14.	難以推動身邊的人或家人做義工	1	2	3	4
2.15.	介意做更多的義工服務	1	2	3	4
2.16.	感到社區內的居民是值得幫助的	1	2	3	4
2.17.	相信居民會在你有需要時伸出援手	1	2	3	4
2.18.	處處防範社區內的居民	1	2	3	4
2.19.	認為社區內的居民只顧自己的利益	1	2	3	4
2.20.	參與義務工作	1	2	3	4
2.21.	發揮分工合作的能力	1	2	3	4
2.22.	與社區內的居民交往時出現困難	1	2	3	4
2.23.	難於化解社區內居民之間的紛爭	1	2	3	4
2.24.	與社區內的居民一起籌辦活動	1	2	3	4
2.25.	與鄰里守望相助	1	2	3	4
2.26.	與社區內的居民一起參與計劃以外的公益活動	1	2	3	4



2.	計劃的成果	很多	有些	沒有	不知道
	參加者有多少以下的具體情況呢？				
2.1.	感到社區內某些人會對其他人造成危險	1	2	3	4
2.27.	與不同年齡的社區居民合作	1	2	3	4
2.28.	盡力改善社會	1	2	3	4
2.29.	鼓勵別人服務社會	1	2	3	4
2.30.	避免為社會作出任何付出	1	2	3	4
2.31.	介意為公益而損害自己利益	1	2	3	4

3.	參加者的成果	很多	有些	沒有	不知道
	參加者有多少以下的具體情況呢？				
3.1.	在計劃中曾受幫助，所以也會在他人有需要時回饋他們	1	2	3	4
3.2.	由接受服務轉化為提供服務	1	2	3	4
3.3.	由積極提供服務變得消極	1	2	3	4
3.4.	增強解決問題的能力	1	2	3	4
3.5.	擴闊社交圈子	1	2	3	4
3.6.	享用到計劃提供的優惠	1	2	3	4
3.7.	享用到計劃提供的服務	1	2	3	4
3.8.	提昇工作能力	1	2	3	4
3.9.	增強社交能力	1	2	3	4
3.10.	與計劃內不同的持份者達至雙贏（如計劃參加者和員工均有成功感）	1	2	3	4
3.11.	因為參加了這個計劃而感到勞心勞力	1	2	3	4
3.12.	因為參加了這個計劃而感到身心愉快	1	2	3	4
3.13.	有孤獨的感覺	1	2	3	4
3.14.	認為參加這個計劃浪費時間	1	2	3	4
3.15.	認為大家在計劃中的付出已經足夠，自己的參與並不重要	1	2	3	4
3.16.	依賴從計劃中所得到的幫助	1	2	3	4
3.17.	認為無須等待別人先付出，自己可以主動幫助他人	1	2	3	4
3.18.	與計劃參加者互相幫助	1	2	3	4
3.19.	與計劃參加者一齊參與活動	1	2	3	4
3.20.	和計劃參加者相處時，出現隔膜	1	2	3	4
3.21.	得到計劃以外與你年齡不同或擁有其他身份(如：性別、職業、種族等)的人士的幫助	1	2	3	4
3.22.	幫助計劃以外與你年齡不同或擁有其他身份(如：性別、職業、種族等)的人士	1	2	3	4
3.23.	與計劃以外與你年齡不同或擁有其他身份(如：性別、職業、種族等)的人士一齊參與社區活動	1	2	3	4
3.24.	與計劃以外的與你年齡不同或擁有其他身份(如：性別、職業、種族等)人士相處時，出現隔膜	1	2	3	4
3.25.	與不同年齡的社區居民合作	1	2	3	4

3.	參加者的成果	很多	有些	沒有	不知道
	參加者有多少以下的具體情況呢？				
3.26.	與其他界別（包括商界、政府和專業界別）人士各不相讓	1	2	3	4
3.27.	與其他界別（包括商界、政府和專業界別）人士一起參與社區活動	1	2	3	4
3.28.	與其他界別（包括商界、政府和專業界別）人士相處時，出現隔膜	1	2	3	4
3.29.	面對逆境時保持樂觀	1	2	3	4
3.30.	遇到困難時積極去解決	1	2	3	4
3.31.	遇到困難時失去信心	1	2	3	4
3.32.	做事時因遇到困難而中途放棄	1	2	3	4
3.33.	出現令你快樂的事情	1	2	3	4

4.	合作伙伴的成果	很多	有些	沒有	不知道
4.1.	因為參加該計劃，增強了解決問題的能力	1	2	3	4
4.2.	因為參加該計劃，擴闊了社交圈子	1	2	3	4
4.3.	因為參加該計劃，增強了工作能力	1	2	3	4
4.4.	因為參加該計劃，增強了社交能力	1	2	3	4
4.5.	因為參加計劃而感到身心愉快	1	2	3	4
4.6.	發現組織與該計劃的目標不同	1	2	3	4
4.7.	與該計劃商討發展方向及策略	1	2	3	4
4.8.	與該計劃達成共識	1	2	3	4
4.9.	與該計劃互相幫助	1	2	3	4
4.10.	與其他來自商界、政府或專業界的人士分工合作	1	2	3	4
4.11.	與該計劃意見分歧	1	2	3	4
4.12.	與該計劃中斷連繫	1	2	3	4
4.13.	與該計劃內的人出現隔膜	1	2	3	4

5.	背景情況	
5.1.	觀察情境？〔可選多項〕	1.建議書 2.活動文字紀錄 3.報告 4.其他：_____
5.2.	參與人物？〔可選多項〕	1.參加者 2.社區人士／嘉賓 3.政界 4.商界 5.專業界 6.其他_____

5.3.	機構性質？  〔可選多項〕	1. 商戶 (大型企業) 2. 商戶 (50 人以下中小企業) 3. 地區團體 / 居民組織 4. 教育團體 5. 專業團體 6. 政府部門 7. 非政府組織 8. 服務機構 9. 教會 10. 政府團體 11. 商會 12. 工會 13. 青少年團體 14. 婦女組織 15. 醫療界 16. 其他 _____
5.4.	觀察員編號：	

~ 完 ~

## Appendix O. Descriptions of labels in Plenary Executive Survey

### Project Characteristics – Input:

Labels	Descriptions
<b>Project Status</b>	Projects were in different stages the point of data collection, some of them had already completed, some of them were terminated by the CIIF, some were on-going, while the rest were the newly approved projects which were almost ready to start (CoG being finalized). The cut-off point was set to be 31 December 2010.
<b>Expense</b>	“Expense” referred to the amount of funding received from the CIIF as seed money. On 26 July 2011, the CIIF Secretariat provided additional information of the actual spending of the completed and terminated projects. For the on-going projects and CoG-being-finalized projects, the spending was based on the budget.
<b>Target Participants</b>	The CIIF funded-projects supported a large variety of projects with different target participants. These targets encompassed EM, youth, child, family, woman, unemployed, migrant, elder, business sector, school, disabled and patients. Information was provided by the CIIF Secretariat.
<b>Service</b>	Service offered by the projects could be stratified into 8 categories: Family and child welfare, elderly support and empowerment, health care, cross generation integration, social integration, community capacity, youth development and LD-CIIF. Information was provided by the CIIF Secretariat.
<b>Location</b>	The projects served all the districts in Hong Kong. For coding, the project locations were divided into 4: Hong Kong Island, Kowloon, New Territories and Mixed Districts (projects served more than 1 district). Information was provided by the CIIF Secretariat.
<b>Nature of organizer</b>	The CIIF emphasizes social involvement, hence welcomes organizations of different nature to apply the fund. The nature of organizer was categorized according to the types of organization listed on the CIIF’s “Quarterly Performance Report on Key Milestones”. Nature of organization included business operators (large enterprises), business operators (small and medium enterprises with less than 50 staff), local bodies/ residents’ organizations, educational bodies, professional bodies, government departments, NGOs, service agents, church groups, political groups, chambers of commerce, trade unions, youth groups, women’s groups, medical sector and others. Organizers could has more than 1 nature. The CityU team first did the coding and had the CIIF secretariat confirmed the categorization on 23 November 2011.

<b>Human Resources</b>	Each project should have 4 types of stakeholders – project staffs, participants, volunteers and collaborators. The project leaders were asked to report the number of staff, volunteers and participant in the last year as well as the names of the collaborators throughout the project operation.
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**Project Strategies – Process:**

<b>Labels</b>	<b>Descriptions</b>
<b>Social identity approach</b>	Arranged activities to build common identify among project stakeholders and with other residents in the service region.
<b>Bonding approach</b>	Arranged activities to build network among staffs of the organizers and the collaborators.
<b>Bridging approach</b>	Arranged activities to build networks between project staffs and groups with similar social power and standing.
<b>Linking approach</b>	Arranged activities to build the relationship between project staffs and the resourceful parties, including government departments, businesses and professional bodies.
<b>Sustainability maintenance approach</b>	The planning of sustainability before the projects ended.
<b>CIIF success factor</b>	The critical success factors identified by the CIIF. Documented in its pamphlets. <a href="http://www.ciif.gov.hk/dnld/promoinfo/pamphlet/schoolcare1.pdf">http://www.ciif.gov.hk/dnld/promoinfo/pamphlet/schoolcare1.pdf</a>

**Project Performance – Output & outcome:**

<b>Labels</b>	<b>Descriptions</b>
<b>Project social capital</b>	The direct assisted social capitals developed by the projects were at two levels: (1) participants’ bonding, bridging and linking social capital were engendered; and (2) project linking social capital.
<b>Project Sustainability</b>	Project leaders were asked to state the project status after the funding ended. Some projects ceased operations while some obtained further funding or had the activities merged into the mainstream service.
<b>Community social capital</b>	Community social capital reflected the externalities of the projects. Through interventions that involved community members, relationships among residents were built and strengthened. The culture of exchanges, trust and reciprocity then further influenced the people around and brought along changes to the other networks in the community. Residents’ social capitals, solidarity and community volunteerism were

the indicators of these influences.

<b>Life Quality in community</b>	The dimensions of life quality measured were social inclusion, social order, community hygiene, employment, and happiness.
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**Survey Condition – Control factors:**

<b>Labels</b>	<b>Descriptions</b>
<b>Personal background</b>	Personal background refers to the demographic information of the research participant.
<b>Acquiescence</b>	Acquiescence is a response bias which describes the tendency to provide positive answers.
<b>Willingness to respond</b>	Willingness to respond is rated by researchers according to the responsiveness of the research participants.
<b>Self-selection to respond</b>	In our tentative analysis, we found that the projects in later batch and with longer duration were more likely to participate in the evaluation study. Although this self-selection problem inevitably undermined the representativeness of the results, a statistical remedial intervention, use of control variables, could minimize this problem.

## Appendix P. Descriptions of labels in Stakeholder Survey

### Project Implementation – Process:

Labels	Descriptions
<b>Assessment strategy</b>	Measuring participant's social capital growth
<b>Bonding strategy</b>	Arrange activities to foster interaction among participants
<b>Bridging strategy</b>	Arrange activities for project participants to help residents in the community
<b>Staff bonding strategy</b>	Arrange activities to strengthen the relationship between project staff and staff of other organizations
<b>Staff bridging strategy</b>	Arrange activities to strengthen the relationship between project staff and residents in service region
<b>Staff linking strategy</b>	Arrange activities to strengthen the relationship between project staff and government, professional and business people
<b>CIIF's facilitation</b>	Facilitations taken by the CIIF Committee and Secretariat to help project teams during project period
<b>Emulation</b>	Understood as the acquisition of good practices learnt from other funded projects through a process of knowledge transfer by the CIIF and other projects
<b>Strength building strategy</b>	Identifying and building the strengths of the project and the collaboration of both operator and collaborator
<b>Facilitation strategy</b>	Facilitating is a strategy to recruit project participants /collaborators through the connection at individual level and organizational level.
<b>Role transformation strategy</b>	Changing the value from passive acceptance of service to delivering social services
<b>Empowerment strategy</b>	The autonomy as well as the support a project operator received from the organization to implement the project and to practice the concept of social capital.
<b>Institutional strategy</b>	The Institutional arrangements in rules and norms which encourage interactions among project stakeholders
<b>Social identity strategy</b>	Arrange activities to construct common social identity for project participants and other stakeholders
<b>Exchange strategy</b>	Arrange activities that promote mutual help among different project stakeholders
<b>Involvement strategy</b>	Involve community stakeholders in activities which facilitate network building

<b>Public relations strategy</b>	Arrange activities to popularize the project
<b>Resourcing strategy</b>	Collect resource to sustain the project
<b>Strength building strategy</b>	Utilize the strength of project to maximize project effectiveness
<b>Collaborator's strength building strategy</b>	Utilize the strength to facilitate the projects
<b>Collaborator's offer strategy</b>	The resource, help, opportunities and praise that a collaborator contributes to a project.
<b>Social capital structural sustainability strategy</b>	The strategy employed to maintain static support networks and structures created by the project
<b>Social capital strategy functional sustainability</b>	The strategy employed to maintain helpful values, norms and actions created by the project

### **Project Performance – Output:**

Labels	Descriptions
<b>Participant social capital</b>	The direct assisted social capitals developed by the projects participants' bonding, bridging and linking social capital
<b>Project linking</b>	The tripartite working relationship between the project and stakeholder
<b>Reciprocity</b>	Mutual assistance among the participants
<b>Resilience</b>	Positive adaptation or the ability to maintain or regain mental health in face of adversity.
<b>Excess claims</b>	Dependence on and free ridership in the project.
<b>Role Transformation</b>	Transformation not only take place at individual level, but also at organizational level, it refers to the value change of the project participants and collaborators which cultivates the value of mutual trust, norm of reciprocity, and role change as consequences.
<b>Role transformation</b>	Taking up of the role of an executive, leader, or volunteer after joining the project as a participant, help recipient, client, another role, or no role.
<b>Strength Realization</b>	Identification and realization of self strength in the project
<b>Resource obtained</b>	Benefit is some physical resources or services processed by the stakeholders from projects.
<b>Capacity building</b>	The enhancement of individual capabilities, including problem-solving skill, working skill and social skill



<b>Rejoicing experience</b>	Encountering things that was rejoicing
<b>Participant's attendance</b>	This represents the community activities in which stakeholders and the community enhance their knowing of each other.
<b>Social inclusive experience</b>	Participant's experience of being socially included over the project
<b>Empowerment Experience</b>	Participant's experience of self determination over the project
<b>Psychological gain</b>	Psychological well being of participant about their joyfulness and loneliness over the project.

### **Project Performance – Outcome:**

Labels	Descriptions
<b>Happiness</b>	A dimension representing community quality of life
<b>Happiness improvement</b>	Improvement of happiness perceived by community representative
<b>Neighbor relationship improvement</b>	Improvement of neighbor relationship perceived by community representative
<b>Social inclusion improvement</b>	Improvement of social inclusion perceived by community representative
<b>Community security improvement</b>	Improvement of community security perceived by community representative
<b>Community social capital (Solidarity, trust, , inclusion, social capital capacity, civility and community volunteerism)</b>	Community social capital reflected the externalities of the projects. Through interventions that involved community members, relationships among residents were built and strengthened. The culture of trust, volunteering and reciprocity then further influenced the people around and brought along changes to the other networks in the community. Solidarity, trust, inclusion, social capital capacity and community volunteerism were the indicators of community social capital.
<b>Corporate social responsibility</b>	The corporate behaviors that aim to affect the community positively.
<b>Sustainability of corporate social responsibility</b>	The continuity of corporate behaviors that aim to affect the community positively.
<b>Social capital structural sustainability</b>	The continuity of the static support network between in the project (reported by the project participant)
<b>Social capital functional sustainability</b>	The continuity of dynamic work to uphold helpful values, norms, and actions in the project (reported by the project participant)
<b>Social capital structural sustainability at organizational level</b>	The maintenance of the static support network and structure in the project (reported by the project operator or collaborator)

<b>Social capital functional sustainability at organizational level</b>	The maintenance of dynamic work to uphold values, norms, and actions in the project (reported by the project operator or collaborator)
<b>Sustainability of corporate social responsibility</b>	The continuity of an organization's behavior for the sake of community well being
<b>Re-culturing</b>	Inculcation and adoption of the ideas about social capital in an organization's operation and practice

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