

**An Evaluative Study of the
Partnership Fund for the
Disadvantaged (PFD) for the Social
Welfare Department**

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Final Report

Submitted by

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An Evaluative Study of the Partnership Fund for the Disadvantaged

Executive Summary

“An Evaluative Study of the Partnership Fund for the Disadvantaged (PFD)” (the study) was commissioned by the Social Welfare Department (SWD) of the Hong Kong Special Administrative Region Government to the Centre for Third Sector Studies (CTSS) of the Department of Applied Social Sciences (APSS) of the Hong Kong Polytechnic University (PolyU). The study made reference to a previous study undertaken in 2008, and further focused on studying effective tripartite partnerships between the welfare sector, the business sector and the Government as well as the cost and effectiveness of the approved and completed projects.

An overview of the research design and research progress

The objectives of the study were as follows:

- to examine the effectiveness of the projects in pursuit of the objectives of the Fund;
- to examine the cost and effectiveness of the projects in helping the disadvantaged in Hong Kong;
- to identify good practice and factors facilitating or hindering the ability of the projects to meet both the Fund’s general objectives and their own particular objectives; and
- to furnish an evaluative study on the effectiveness of the projects in pursuit of the objectives of the Fund, with recommendations for developing good practice and suggestions for the future development of the Fund.

Concerning the broader variations of the projects as compared with the previous study and the time limit for conducting a formative evaluation of the Fund, the study adopted a cross-sectional investigation design comprising multi-stakeholder analysis and used mixed methods in data collection. It was hoped that, through data triangulation, a clear understanding of the dynamics of tripartite partnerships could be articulated.

The study was conducted in two phases: a structured questionnaire survey and in-depth interviews. Regarding the survey, two sets of self-administrated questionnaires were sent to both the applicant non-governmental organizations (NGOs) and their business partners of all approved and completed projects from the Third Round to the Fifth Round. In-depth interviews were conducted with representatives from several parties, including NGOs, business partners, service users, and policy makers (Members of the Advisory Committee of the Partnership Fund for the Disadvantaged, representatives of

SWD district social welfare offices and SWD service branches). The selection criteria were determined taking into account the following project characteristics: size of NGOs, number of business partners involved, nature and coverage of services, and modes of donations and levels of involvement in partnership formation.

Appreciating tripartite partnership

The study examined why NGOs and business parties were interested in forming tripartite partnerships. The findings from the survey and the interviews showed that the NGOs and business partners in general agreed that their partnerships were driven by a desire to attract more financial and other kinds of resources from the business sector and the Government, strengthening social support available to the disadvantaged, and promoting/materializing corporate social responsibility. These not only reflected the prime objectives for the establishment of the Fund, but also the rationales that motivated NGOs and business partners to collaborate.

To facilitate the levels of involvements of business partners, nearly all respondents agreed that similar philosophies, common goals, clear division of labour, platform for communication, and mutual trust were the key attributes of formulating successful partnership relationships. During the partnering process, both parties were not only satisfied with the partnership relationships, but also gradually felt more engaged and cultivated a stronger sense of ownership and accountability, facilitating better project implementation.

Evaluating the projects

The study found that nearly all of the projects received cash donations from their business partners, which amounted to more than HKD 30 million; while one-third of the projects received donations in-kind. Apart from providing material support, quite a number of business partners showed high levels additional involvement in the projects. Nearly half of the projects involved the participation of corporate volunteers; and nearly two thirds involved business partners in project coordination and in planning processes.

Both the NGO and business respondents in general were satisfied with the outcomes of the projects. Most partners agreed that the projects achieved the expected goals successfully. The NGOs acknowledged that the Fund attracted financial support and other kinds of resources from the business sector and the Government, strengthening social support available to the disadvantaged, as well as expanding NGOs' social networks; while the business partners recognized that participation in projects through the Fund enhanced their corporate reputation, by making a contribution to society and enabling them to demonstrate their corporate social responsibility.

The study also found that there were positive correlations between different elements of

the “4E¹” framework, as identified in the previous study. Social and material capacity and exclusion prevention were positively highly correlated, implying that the improvement of social and material capacity amongst service users probably exercised positive effects on promoting social inclusion as well. Social and material capacity was also positively highly correlated to two other factors, health and employment, while employment was positively correlated to exclusion prevention; and empowerment was also positively correlated to health. These observations indicated that although some projects might have focused on one particular area, the project outcomes might have been subject to a chain reaction reflecting holistic influences on different groups of participants.

Based on the previous study, the “4E” analytical framework was adopted as the criteria for examining the benefits of the projects. Although there were variations in the outcomes of the projects, the study tried to categorize them into different sub-criteria and examine the implications of the findings. The NGO respondents stated that improvement in psychological well-being was the most significant benefit to the service users, followed by self image improvement and the expansion of social networks. Through identifying significant project benefits for service users and assessing potential relationships between the variables of critical success factors for good practice by the use of factor analysis, the study not only confirmed findings from previous literature that the “4E” criteria echoed with each other to some degree, but also indicated the structuring of different key elements among each “4E” criteria in achieving expected goals in partnerships.

Examining the strengths of the Partnership Fund

The study revealed that the institution of the Fund had already provided several conditions that facilitated partnership formations between the welfare sector, the business sector and the Government, which in turn enhanced the effectiveness of the projects to achieve the objective of helping the disadvantaged. Since the Fund did not restrict the types or coverage of service targets, project designs, or budget, NGOs and programme organizers were able to enjoy greater flexibility in planning, organizing and delivering the projects, particularly with the advantage of employing additional project staff with a range of professional skills and knowledge. In addition to the support of financial, human and other resources, the applicant NGOs and their staff were facilitated to continuously transform themselves and expand their capacity in creativity, which not only encouraged them to be proactive in searching for emerging social needs and promoting piloting and pioneering services, but also provided opportunities for improving their existing service programmes.

Moreover, the Fund had a beneficial impact on the ability of NGOs and business partners to enhance their networking capacities. The Fund made available matching

¹4E stands for enhancement of quality of life, employment/skills development, empowerment and exclusion prevention.

grants, providing an incentive for those organizations which were interested in developing partnerships to search for varied and potential partners and utilize social resources. Although some business partners already had their own corporate social responsibility (CSR) programmes, the Fund multiplied the corporate and social support available to the disadvantaged by doubling the amount of donations. The participation of some business organizations in partnership programmes was mainly initiated by NGOs' invitations and they were largely motivated by the notion of "doing good deeds" in the Chinese context; however, the longer they participated, the more they recognized the benefits of tripartite partnership. Furthermore, the business partners were more motivated to develop CSR as this resulted in increased recognition from the Government and the public. They discovered, apart from improving their corporate reputation and corporate image, engaging in partnerships would bring unexpected consequences and impact to the companies at the corporate level.

Moreover, the study found that, with additional resources, some NGOs strived to promote pioneer innovative services, which were in turn able to fill policy/ existing service demands that could not be fully covered by Government-funded services. Because of limited resources and other considerations, traditional NGOs might/ could not respond to newly emerging social issues. The Fund thus functioned as a provider of "seed money" that helped some projects to run for a period of time and then facilitated them to secure longer-term self financing or to be integrated into existing service programmes to ensure the continuation of the service. More importantly, since the Fund has been in operation for several years, not only the external environment but also some internal elements within/ between different targeted disadvantaged groups have changed. Especially in recent years, allocation of social resources to disadvantaged groups has increased along with the recovery of Hong Kong's economy and more funding sources available in the business sector. The scope of targeted services has thus been "broadening", in the sense that the projects not only provided services for a wider range of disadvantaged people, but also the service design became more varied and dynamic.

Good practice

In the previous study, the Balanced Scorecard method was adopted as a framework comprising five major domains to identify good practice about the formation and sustenance of tripartite partnerships. Based on the review of the projects from the Third Round to the Fifth Round, the study continued to use this method as the analytical framework to identify key performance parameters of partnership relationships. The study found that two inter-related factors, including strategic partnerships and sufficient financial support, were important to achieve the expected goals in partnerships. The former was the most significant element for facilitating better partnerships and well-planned and effective projects.

In the Balanced Scorecard, five perspectives were developed including Mission

Perspective, Outcome Perspective, Stakeholder (Customer) Perspective, Internal Process Perspective, and Learning and Growth Perspective. Firstly, in the Mission Perspective, an awareness of the alignment of mission and goals of the Fund in general and of the projects in particular was the key element for promoting partnerships and generating greater positive social impact through informed and consensual cooperation and project decision-making. Secondly, the “4E” criteria were adopted as an evaluative framework to assess the outcomes of the applicant projects. Thirdly, since tripartite partnerships involved collaborations between the welfare sector, business sector, and the Government, different stakeholders had different value perspectives and expectations regarding the Fund and the projects. The Stakeholder (Customer) Perspective identified eight components including good deed, effectiveness, holisticness, equity, timeliness, reputation, sustainability, and innovativeness. Fourthly, with a common mission, clear goals, and consensual expectations, there were four aspects representing the management processes of partnership projects in the Internal Perspective including project planning & implementation processes, stakeholder management processes, report and evaluation processes, and innovation processes.

Finally, these four processes showed in what ways organizations cooperating with each other could facilitate better and sustainable partnership relationships and effective projects. To facilitate the other four perspectives, the Learning and Growth Perspective indicated that the establishment of the Fund was the basis for partnership, allowing the exchanges of different levels of capital including organization capital, human capital and asset capital, in partnerships from a bottom-up approach. Four key elements were identified in this perspective, including common goals, teamwork and division of labour, communication, and leadership.

Recommendations and conclusion

By adopting mixed research methods to collect information from major stakeholders, our study confirmed the effectiveness of the Fund in achieving its stated objectives. It was an undisputable consensus among the participating NGOs and their business partners that the Fund created incentives for strengthening social support to the disadvantaged in Hong Kong. Based on our “4E” evaluation framework, it was encouraging to find that the PFD projects had demonstrated positive impacts on their recipients in terms of quality of life, empowerment, employment and social inclusion. The broadened scope and coverage of the Fund indicated that it was a preferred funding source which addressed existing service demands not met by government subvention and changing needs of society. Many business partners reckoned their participation in PFD projects was a desirable way to actualize corporate social responsibility. With expanding social networks and increasing levels of participation from the welfare sector, district-based organizations and the business community, the sustainability of the partnership was quite promising.

Through examining the effectiveness of the Fund and the critical success factors of

tripartite partnerships, the study proposes some recommendations to the Fund to try to inform policy and practice in the ways that these not only provide reliable information about a wide range of considerations important to partnering parties, but also introduces some appropriate policy initiatives to promote the sustainability of tripartite partnership formations. The measures for further development of the Fund and tripartite partnerships can be divided into five aspects.

Foster sustainability of partnership

The purpose and value of the Fund is the initiation of tripartite partnerships to assess the viability of cross-sectoral collaboration as a vehicle for helping the disadvantaged. The study clearly showed that tripartite partnerships generate comparative advantages from different parties in society to tackle social problems by multiplying individual contributions to community and social endeavors through mutual collaboration. The key attributes of successful partnership included common goals, specific project objectives, clear division of labor, clear assessment criteria, effective communication channels, active participation of business partners, as well as matching the need of social development. Future attention now needs to be given about how partnership relationships can be fostered and consolidated in the long run. A more sustainable and conducive policy environment for enhancing tripartite partnership should be promoted by the Government of the Hong Kong Special Administrative Region of the People's Republic of China (HKSAR). Meanwhile, the study recommends:

- a) The PFD Secretariat should help promote the key attributes of successful partnership identified by the study. The Fund may consider giving higher priority to projects which demonstrate strategic partnership between applicant organizations and their business partners, for example, identifying a higher level of involvement, of which the business partners involve in planning and coordinating the projects, arranging staffs and volunteers, and even sitting on the board committees of NGOs.
- b) Formal recognition of long term partnership and opportunities for sharing good practices are recommended. The award ceremonies or symposiums organized by SWD provide good examples of this.

Establish PFD as a permanent funding source for the disadvantaged

The findings from the survey and the interviews with major stakeholders essentially confirmed that the establishment of the Fund facilitated NGOs and business partners to work together to achieve the mission of helping the disadvantaged. The study also found that two inter-related factors, including strategic partnerships and sufficient financial support, were critical success factors to achieving the expected goals in partnerships. In other words, the additional financial support was the necessary condition for motivating NGOs and their business partners to commit themselves in the

partnership projects. Without the matching grants from the Government, it was difficult for the NGOs to sustain or to scale up their projects, as well as expanding their networks. It was a unanimous view that the flexibility of the Fund did encourage social innovation and proactive attempt to fill existing service demands for the disadvantaged. Some NGOs, however, expressed concern on their ability to address new and emerging social needs if the fund is not established permanently. On the other hand, the business sector was more willing to maintain a long-term partnership with the NGOs for the benefit of the disadvantaged if the funding from the Government is more stable. This will also encourage a continuous development of corporate social responsibility among participating businesses and help promote social harmony.

To encourage long-term partnership between the business and welfare sector, we strongly recommend a permanent PFD be established as a regular funding source for the disadvantaged. In view of an increasing level of participation by the welfare and business sectors, the Government should ensure adequate amount of matching grant for PFD projects by drawing reference to the total amount of approved grant in the Fifth and Sixth Round allocation and the increase rate in the total number of application received during the different rounds.

Develop a community-based strategy

In this study, we found that the applicant NGOs were not limited to conventional welfare organizations but covered a wide range of community organizations providing welfare services which received no subsidy from the Government. The in-depth interviews of policy holders showed that the participation of service branches and district social welfare offices of the SWD in project review was crucial. This practice benefits the projects by providing professional expertise and knowledge from related fields of service officials. The comments from district units can also facilitate the sharing of understanding of the community's immediate needs and emerging social issues, thus helping to improve problem identification and project design. In this sense, the service branches and district social welfare offices are like the eyes and ears of the Fund in helping to ensure that projects are suitably focused and targeted, and that Fund distribution is based on the best available information. The establishment of the Fund can be understood as an attempt to facilitate community mobilization and community engagement because the essence of tripartite partnerships is based on consensual cooperation and mutual contributions. Therefore, the Fund might consider focusing more on partnership processes, promoting the strategy of tactical community engagement of partnership formation at an institutional level. Thus, the study recommends:

- a) The Fund can consider developing closer internal cooperation for exchanging ideas and information about the situations of and the needs amongst different districts and communities as a way of building and enhancing local capacity not

only in problem solving, but also in rebuilding and reinvigorating community relations and cohesion proactively for partnership formations.

- b) The district social welfare offices of SWD may also be able to mobilize their networks to help small and medium-size NGOs searching for potential business partners in the host districts. District-based promotional activities, hence, should be encouraged.

Recognize the administrative support of the PFD Secretariat

The study recognized that the most significant characteristic of the Fund was its flexibility regarding project design and service implementation, which enabled NGOs to act autonomously in devising pilot and pioneer services to meet emerging social needs in the community. Compared with many existing funding sources which often have specific purposes and target recipients, the Fund opened a window of opportunity for social innovation. The number of successful applications had increased significantly with broadened scope of beneficiaries since the Third Round of application. Although most of the projects were carried out by established NGOs in Hong Kong, small NGOs and community-based organizations were able to apply for PFD successfully with the technical support from the PFD Secretariat. Effort was also made to introduce the Fund to business partners which were not familiar with the welfare sector. In this sense, the Secretariat may have direct involvement in promoting tripartite partnership by assuming the roles of an “incubator” for new partnerships or a “broker” for resource mobilization. Given the importance of the PFD Secretariat in promoting and executing the Fund, it is recommended that:

- a) The flexibility of the Fund should be maintained as its unique feature.
- b) A designated team of Government officers, with backgrounds in social work, project management and accounting, be assigned to the PFD Secretariat to carry out all the promotion, monitoring and administrative duties of the Fund.

Develop outcome evaluation for the Fund

After several years of operation and development, the Fund has entered a stage of consolidation. The study found that the beneficiaries of the Fund were not confined to disadvantaged groups but also their carers, the applicant NGOs, business partners, as well as community and corporate volunteers. The social impacts of PFD, thus, should be further assessed to ensure public accountability. Since one of the objectives of the Fund is to promote sustainable social partnerships between the welfare and business sectors, it is important to develop a comprehensive evaluation system for examining the outcomes and impacts of the Fund and the projects. The study, hence, recommends:

- a) The Fund may include outcome evaluation as one of the vetting criteria for new project applications, and develop mechanisms for evaluating the attainment of project goals.

- b) The formulation of a long-term strategic framework to evaluate the social impact of the Fund should be considered when a mature stage of development is attained. Our proposed strategy map for partnership formation is an example of how the experiences of both project designs and partnership formulations can be systematically organized and transferred.

攜手扶弱基金評估研究

內容摘要

香港理工大學應用社會科學系第三部門教研中心受香港特別行政區社會福利署（社署）委託，進行「攜手扶弱基金評估研究」（本研究）。在 2008 年所進行的「攜手扶弱基金資助計劃的民商協作評估研究」的基礎上，本研究進一步探討促成有效的民、商、官三方合作的關鍵因素，以及評估獲基金贊助而已完結的項目（獲贊助項目）之成本和效益。

研究設計與研究過程概覽

本研究的目的為：

- 探討獲贊助項目的成效能否達到攜手扶弱基金（基金）的目的；
- 探討獲贊助項目在幫助本港弱勢人士方面的成本和效益；
- 識別良好的範例及提升或妨礙獲贊助項目的因素，以達到基金和個別項目的目的；以及
- 為達到基金的目的完成有關獲贊助項目的成效的評估研究，並提出建立良好範例及有關基金未來發展的建議。

由於基金所贊助的項目較上一次評估研究的項目更多元化，而實行形成性評估（formative evaluation）又受時間安排的限制，因此本研究以「橫斷研究設計」（cross-sectional investigation design）的方式進行。在評估設計上，本研究採用「多方持份者的視角分析」（multi-stakeholder analysis）進行，並配合「混合方法」（mixed methods）收集數據，希望通過「三方剖分法」（data triangulation）更深入地探討三方合作的動態和成功因素。

本研究分兩個階段進行：一為結構性問卷調查；二為深度訪談。在問卷調查方面，本研究分別派發了兩套自填調查問卷予第三至第五輪所有獲基金贊助而已完結的項目的非政府機構及其商業伙伴。在深度訪談方面，本研究根據獲贊助項目的特徵，以非政府機構的規模大小、獲贊助項目的商業伙伴的數量、獲贊助項目所推行的服務性質與種類，以及伙伴合作的贊助方法和參與程度等準則，挑選了非政府機構、商業伙伴、服務使用者和政策制定者（社署的地區福利辦事處代表和服務科的代表，以及「攜手扶弱基金諮詢委員會」的委員）進行深度訪談。

剖析三方合作

本研究探討了吸引非政府機構和商業伙伴對三方合作感到興趣的因素。問卷調查和深度訪談的結果顯示獲贊助項目的非政府機構和商業伙伴普遍認為基金能夠

為獲贊助項目帶來更多商界和政府的財政資助及其他資源、加強社會對弱勢人士的支持，以及推廣/實現企業社會責任。這不但反映了基金成立的主要目的，而且辨識了推動更多非政府機構和商業伙伴合作的理由。

為了提高商業伙伴的參與程度，差不多所有受訪者都認為理念相近、共同的合作目標、清楚的分工、溝通平台、彼此信任等都是促成成功的伙伴關係的主要因素。在合作的過程中，合作雙方表示不但對合作關係感到滿意，而且逐漸投入於項目當中，並產生歸屬感和問責意識，使項目的推行更趨完善。

項目評估

本研究顯示差不多所有的獲贊助項目都取得商業伙伴的現金贊助，總額超過港幣三千萬元，而有三分一的獲贊助項目獲得商業伙伴的實物贊助。除了提供物質上的支持外，接近一半的獲贊助項目有商業伙伴的義工隊參與，而接近三分之二的商業伙伴更參與在項目的設計和組織過程中，反映了商業伙伴在這些項目中更高的投入程度。

非政府機構和商業伙伴受訪者對獲贊助項目的成果普遍感到滿意，大部分伙伴認為有關項目能夠成功達到預期的服務目標。這些非政府機構指出基金能夠為他們帶來政府和商界的額外財政支援及其他資源，不但為弱勢人士提供更大的支持，而且有助社會福利機構拓展他們的社會網絡。商業伙伴則認為透過基金參與合作項目可以提升他們的企業形象，讓他們有機會回饋社會，實踐企業社會責任。

此外，本研究確定了上一次評估研究的「4E²」評估框架中不同方面之間有正向關係。其中「提供社會及物質條件」與「預防社會排斥」兩項有高度的正向關係，意思是獲贊助項目在改善服務使用者的社會及物質條件時，對促進社會共融也可能有正面的影響。「提供社會及物質條件」與「健康的體魄」和「就業」也有高度的正向關係；「就業」則與「預防社會排斥」有正向的關係；而「充權」則與「健康的體魄」有正向的關係。這幾個觀察顯示，雖然一些獲贊助項目可能只專注在某個服務領域或向某類服務對象提供幫助，但項目的成果卻可能產生連鎖效應，對不同群組的參與者有整體性的影響。

根據上一次評估研究，本研究亦運用了上述「4E」評估框架作為評估獲贊助項目的成果的準則。雖然各個獲贊助項目的成果會有所差別，但本研究嘗試利用這個「4E」評估框架，並以個別的指標把這些成果分類，藉此探討調查結果的含意。非政府機構受訪者認為獲贊助項目最能幫助服務使用者的是「改善心理健康」，其次是「提高自我形象」和「擴大社交網絡」。辨識了獲贊助項目的好處後，本研究利用了因素分析（factor analysis）的統計方法，探討項目為服務使用者帶來的成效與達到良好的範例的關鍵成功因素的潛在關係，以求找出促成有效的三方合作的關鍵因素。本研究不但確定了上述「4E」評估框架所包含的幾個範疇有相互作用的地方，而且指出了在這四個範疇中促成項目達到預期目的的各個關鍵因素。

² 「4E」所指的是生活質素的提升、就業/技術發展、充權和預防社會排斥。

探討攜手扶弱基金的優點

本研究顯示基金的制度提供了數個有利條件，促成新的社福界、商界和政府之間的三方合作伙伴關係，從而提高獲贊助項目的效益，確切落實基金「攜手扶弱」的目的。由於基金沒有限制申請項目的服務對象的種類和規模、項目或活動設計，以及財政預算等，因此非政府機構和項目組織者有較大的彈性策劃、組織和安排項目，尤其在人手安排方面，機構可以聘請擁有不同專業知識和技能的額外員工，推行項目。在額外的財力、人力和物資的支持下，基金更促使參與的非政府機構及其員工持續自我完善，讓他們發揮創造力，不但鼓勵他們更主動尋找潛在的社會問題和需要，推廣一些試驗性及創新的項目和服務，亦提供機會改善其現有服務。

此外，基金對非政府機構和商業伙伴的社會網絡能力也有正面的影響。所提供的配對基金使非政府機構更有動力尋找不同類別和潛在的合作伙伴，更有效地運用社會資源。雖然有一些商業伙伴早已為了實踐企業社會責任而開展各類的服務計劃，但由於基金使商界的贊助倍增，對弱勢人士的支援也因而倍增。大部分商業伙伴主要是應非政府機構的邀請和抱著中國人的“做善事”心態參與合作計劃，但在合作和推行獲贊助項目的過程中，他們逐漸發現三方合作的好處和意義。加上愈來愈多來自政府和市民的認可，商業伙伴更有動力實踐其企業社會責任。他們亦漸漸發現參與合作計劃不但可以提高公司的名氣、改善企業形象，而且在企業層面也產生一些意想不到的良好效果和影響。

再者，本研究發現在額外資源的支持下，有些非政府機構努力推動創新的先導服務，而這些服務可有效地填補現有政府津助服務在一些政策或服務上的不足之處。由於資源或其他因素所限，傳統的非政府機構未必會有能力回應新呈現的社會問題。因此，基金起了“種籽基金”的作用，支持非政府機構營辦這些試驗計劃一段時期，以達致自負盈虧的運作或融入現有服務當中，以長遠運作。更重要的是，基金推行至今已有數年，不但外部環境已經有所變化，而且目標弱勢社群的內部與不同弱勢社群之間的一些要素也有所改變。特別是近幾年間，隨著香港社會經濟復蘇和商界支持的經費更為充裕，分配予弱勢社群的社會資源已相應增加。基金的獲贊助項目也因而“擴闊”，不但包括更多類型的弱勢群體，且服務設計也日趨多元化及有動力。

良好的範例

上一次評估研究採用了「平衡計分卡」(Balanced Scorecard) 這個方法，在五個主要範疇識別促成及維繫三方合作的良好範例。本研究沿用這個方法作為分析工具，根據第三至第五輪的獲贊助項目中三方合作的關鍵因素與服務效益之間的關係檢視，識別伙伴關係的主要表現準則。本研究發現策略性的伙伴關係和充足的財政支持這兩個相互影響的因素是達到項目預期目標的重要元素，而前者更是促進緊密伙伴合作和完善項目的計劃統籌和效益的最重要元素。

本研究利用「平衡計分卡」提出了五個視角，分別為使命視角、成果視角、持份者（顧客）視角、項目過程視角和學習及成長視角。第一，在使命視角方面，本

研究的結果顯示，能夠意識到基金使命和項目目的一致，並通過有共識的合作及項目決策是促進三方合作和產生更大的正面社會影響的主要元素。第二，在成果視角方面，本研究採用的「4E」評估框架有助評估各項目的成果。第三，由於三方合作涉及社福界、商界和政府的協作，不同持份者對基金和獲贊助項目有不同價值方面的考慮和期望。本研究就持份者（顧客）視角辨識了善意、效益、全方位、公正、及時性、聲譽、持續性和創造性等八個組成部分。第四，在擁有共同的使命、清楚的目的和有共識的期望的前提下，本研究細分了四個代表合作項目管理過程的範疇，分別為項目設計和推行過程、持份者管理過程、報告及評估過程，以及創新過程。

最後，以上四個過程顯示非政府機構和商業伙伴之間的合作可如何助長改善和維繫伙伴關係及提高項目的成果。為了促進上述四個視角，學習及成長視角顯示基金的設立為三方合作奠定基礎，容許不同層面的資本在合作伙伴關係中以由下而上的方式交流。其中四個重要的元素是理念相近、團隊合作和清楚的分工、溝通平台和領導能力。

建議和總結

本研究以混合調查方法收集了主要持份者的意見後，確定基金的成效能夠達到其明確目的。參與的非政府機構和商業伙伴之間有一個無爭議的共識：他們都認為基金可以推動並加強香港為弱勢人士提供的社會支援。本研究的「4E」評估框架也發現基金的獲贊助項目對服務使用者的生活質素、充權、就業和社會融合幾方面都有正面的影響，結果令人鼓舞。從基金日漸擴大的服務範疇和覆蓋範圍來看，攜手扶弱基金是一個較受歡迎的經費來源，並可填補現有服務的不足之處和應付變化中的社會需要。很多商業伙伴認為參與基金的項目是一個實踐社會企業責任的很好方法。在社會網絡日漸擴大，以及社福界、商界和社區組織更多參與的情況下，這種三方合作大有機會持續下去。

在探討了基金和獲贊助項目的成效和三方合作的成功關鍵因素後，本研究提出一些政策建議予基金考慮，不但嘗試從參與伙伴認為重要的廣闊幅度政策考慮提供可信賴的資料，並介紹一些可提高持續有效地發展三方合作的合適政策措施。有關進一步發展基金及三方合作關係的措施可分為下述五個方面：

促進三方合作的持續性

攜手扶弱基金的目的及價值在於它以開展三方合作關係，衡量以跨界別合作作為一個幫助弱勢社群的渠道的可行性。本研究清晰地指出三方合作把個別界別的能力匯聚，通過互相合作，倍增其對社區及社會事功的貢獻，從而使各界別在處理社會問題上產生比較優勢。促成成功的合作關係的要素為共同相標、具體的項目目的、清楚的分工、清晰的評估準則、有效的溝通渠道、商業伙伴的積極參與，以及配合社會發展需要。因此，現在需要考慮的是如何在長遠的發展上繼續促進並鞏固現已建立的合作關係。中華人民共和國香港特別行政區政府可以考慮締造長遠而具有發展視野的有利政策環境，推廣三方合作。就此，本研究建議：

1. 攜手扶弱基金秘書處應協助推廣促成成功的三方合作關係的主要因素。基金可以考慮優先處理能展示申請機構和商業伙伴的策略性合作關係的申請項目，例如確認一些參與程度較高、商業伙伴投入在項目的計劃和籌備、安排員工和義工的工作，甚至參與非政府機構的委員會的項目。
2. 對一些長期的合作關係和有良好的範例作用的項目予以正式認可，社署所舉辦的頒獎典禮或座談會就是很好的例子。

把攜手扶弱基金設成一個常設的經費來源以幫助弱勢人士

本研究的問卷調查和訪問主要持份者的結果基本上確定，攜手扶弱基金的成立可以促進非政府機構和商業伙伴的合作，從而達到幫助弱勢人士的目的。本研究亦發現策略性的伙伴合作和充足的財政支持這兩個相關的因素是合作項目達到預期目的的關鍵成功因素。換句話說，額外的財政支持是推動非政府機構和商業伙伴投入合作計劃的必需條件。假若沒有政府的配對基金支持，非政府機構就難以維持或擴大其項目規模，以及擴展他們的網絡。受訪者一致認為基金的靈活性的確可以促進社會創新，並鼓勵有關方面主動嘗試填補現有提供予弱勢人士服務的不足之處。可是，一些非政府機構擔心倘若基金不是常設的話，他們是否有能力應付新呈現的社會需要。另一方面，假如政府對基金的財政支持是更穩定的話，商業伙伴會更樂於與非政府機構維持長遠的合作關係，讓弱勢人士受益。此舉更可以鼓勵參與的商業機構持續發展其社會企業責任，有助推廣社會和諧。

為了鼓勵商界和社福界長期合作，本研究強烈建議把攜手扶弱基金設成常設和穩定的經費來源，以幫助弱勢人士。由於近年社福界和商界參與基金項目的增長，政府應該參考第五和第六輪基金獲贊助項目的總額和每一輪申請總數的增長率，以保證基金有充足的資源。

建立以社區為本的發展策略

本研究發現申請的非政府機構並不限於傳統的福利機構，而包括不同類別提供福利服務而沒有接受政府資助的不同類別社區組織。政策人員的深度訪談顯示，社署的地區福利專員和各服務科在項目審批過程的參與甚為重要。此舉不但有利於各申請項目獲得相關領域的專業意見和知識，而且提高服務的質量。社署的地區單位對區內當下的社會需要和潛在的社會問題有較深入的理解，其意見更有助申請項目釐清服務需要、識別問題及改善項目設計。在這種意義上，地區福利辦事處和各服務科就好像基金的眼睛和耳朵一樣，不但可協助申請項目適當聚焦和確定服務對象，而且可以有助基金根據最適用的數據更有效地分配資源。換言之，基金的成立可以被視為政府的一項社區動員和社區參與的嘗試，因為三方合作的最重要精神是有共識的協作和相互投入的貢獻。因此，基金可考慮把更多焦點放在合作的過程上，加入一些在制度上有策略性的社區參與方案，以推廣有方向性並以社區為本的三方合作的伙伴關係。就此，本研究建議：

1. 基金可以考慮建立更緊密的內部合作機制，就各地區及社區的需要和情況交流意念及資訊，不但提高地區解決社會問題的能力，亦可藉此重建和活化社區網絡及凝聚力以促進三方合作。
2. 社署的地區福利辦事處也可動員它們的網絡，以幫助中、小型非政府機構在區內尋找潛在商業伙伴合作。因此，本研究認為應鼓勵以地區為基礎的宣傳活動。

肯定基金秘書處所提供的行政支援

攜手扶弱基金最重要的特點是它給予申請項目的設計和服務推行靈活性，讓非政府機構可自主地策劃一些先導及試驗性服務以應付新的社會需要。與其他有特定目的和服務對象的基金相比，攜手扶弱基金提供了一個社會創新的機會。從基金的第三輪申請開始，成功申請的項目及其受惠者的範圍都有顯著的增加和擴闊。雖然大多數的獲贊助項目是由在香港有一定歷史的非政府機構所推行的，但小型非政府機構和地區機構在基金秘書處的技術支持下也能成功申請，而秘書處亦會向一些不太熟悉社福界的商業機構推介基金。在這種意義上，秘書處可以擔當“培育者”及“經紀人”的角色，以培養新的合作關係和動員社會資源，直接參與三方合作的推廣。鑑於攜手扶弱基金秘書處在推廣和處理基金等事務上的重要性，本研究建議：

1. 攜手扶弱基金應該保留其靈活性的特點。
2. 基金秘書處可設立一個由擁有社會工作、活動管理和會計策劃背景等政府人員組成的專責小組，以負責基金的推廣、監管和行政工作。

建立攜手扶弱基金的成果評估機制

經過幾年推行和發展後，攜手扶弱基金已經進入了一個鞏固的階段。本研究發現基金不單惠及弱勢群體，還惠及他們的照顧者、非政府機構、商業伙伴，以及社區和商業機構的義務工作者。因此，應該進一步探討基金的社會影響以確保其向公眾問責。由於成立基金的其中一個目的是推廣民、商、官之間的持續協作，因此建立一套全面的評估機制以探討基金及獲贊助項目的成效和影響，尤其重要。本研究建議：

1. 攜手扶弱基金可以考慮把申請項目是否有成果評估機制設定為審批新申請項目的其中一個準則，並建立相關機制以評估獲贊助項目能否達到其項目目的。
2. 當基金發展至成熟階段時，可考慮設立一個長遠的策略性發展框架以評估基金的社會影響。本研究建議的策略性圖表可作其中一個參考例子，說明如何以有系統的方法組織和傳承項目設計及建立合作關係的經驗。

Chapter 1: Introduction

“An Evaluative Study of Partnership Fund for the Disadvantaged (PFD) for the Social Welfare Department” is a research study commissioned by the Social Welfare Department (SWD) of the Hong Kong Special Administrative Region (HKSAR) Government and undertaken by the Centre for Third Sector Studies (CTSS), the Department of Applied Social Sciences (APSS) of The Hong Kong Polytechnic University (PolyU).

SECTION ONE: POLICY BACKGROUND

The HKSAR Government has advocated various initiatives in order to promote social harmony and enhance social cohesion in Hong Kong, in response to the growing need to build an international metropolis with a vibrant economy and a dynamic civil society. Such initiatives have included establishment of Community Investment and Inclusion Fund (CIIF) presently under the Labour and Welfare Bureau, the “Conference on Social Investment and Future Tripartite Partnerships” organized by the then Health, Welfare and Food Bureau, and studies about public private partnership conducted by the Central Policy Unit (CPU, 2005a, 2005b), engaging the business and welfare sectors to support partnership projects and activities aimed at helping the disadvantaged in society. “Tripartite Partnerships” are increasingly used to encourage different members of Hong Kong society to work together, pooling different resources and efforts in order to deliver the services required for balanced and inclusive growth and poverty reduction.

Against this backdrop, the Partnership Fund for the Disadvantaged (PFD) was established in 2006 and monitored by the Social Welfare Department (SWD). The Fund has two clear objectives: first, to motivate the third sector to expand its networks, by seeking to encourage corporate participation; the second is to encourage the business sector to “take up more social responsibility in helping to create a cohesive, harmonious and caring society”. In 2005, the Government allocated \$200 million to the Fund, aiming to provide financial support to social welfare projects in the form of “matching grants” against donations contributed by the business sector. By the end of July 2010, the Fund had allocated more than \$120 million in five rounds of applications, to 319 projects. Under this programme, 109 non-governmental organizations (NGOs) entered into partnerships with more than 300 business corporations to help the disadvantaged in the community. Due to the success of the Fund, the Finance Committee of the Legislative Council has allocated an additional \$2 million to the Fund in 2010 so as to encourage further cross-sector collaboration.

SECTION TWO: STUDY BACKGROUND

In 2007, the SWD commissioned an evaluation of the sustainability of partnerships established between the welfare and the business sectors under the Fund initiative³. The Centre for Third Sector Studies (CTSS) of the Department of Applied Social Sciences, the Hong Kong Polytechnic University (PolyU) undertook the research – “An Evaluative Study of the Partnership Fund for the Disadvantaged in Promoting and Sustaining Partnerships between NGOs and Business Corporations”. This study (hereafter the “previous study”) examined the features and patterns of partnerships in the first two rounds of PFD applications as well as articulating and analyzing key success factors affecting such kinds of relationship building. It also identified several principles and recommendations that helped enhance the formation, development and maintenance of partnerships.

In the previous study, 43 projects initiated by 43 NGOs in partnership with 141 business corporations were reviewed. Although most of the NGOs were conventional welfare organizations that had provided welfare services for many years, the study showed that more and more business corporations were willing to exhibit a higher level of involvement during the partnering processes. More than half of these projects involved the participation of volunteers from the business sector. In one-fifth of the projects professional corporate staff also contributed their specific knowledge and skills to the services. One-third of the projects included their business partners in the planning stage of strategies for service implementation.

All these reflected that successful and sustainable partnerships between the business and the third sectors depended on a number of pre-conditions and a participatory collaboration process. Two factors were found to have significant impacts on the sustainability of the partnerships – the human factor, meaning that the formation and development of partnerships rely heavily on personal networks among major stakeholders; and the institutional factor, i.e. corporations’ philanthropic orientation is another important motivation for facilitating higher involvement in partnering processes. These findings enabled us to have a clear focus and locus in the current study to further examine critical factors that might facilitate or impede different stages of partnerships for the PFD projects.

Analysis of the patterns of partnerships in the previous study resulted in the development of, a “4E” framework to examine the intended outcomes of the funded projects: Enhancement of quality of life; Employment/ skills development; Empowerment; and Exclusion prevention. This framework not only helped collect feedback from NGOs, business partners, and service users, but also served as an analytical framework examining the contrasts between a project and the absence of the project, or between two or more project options. It was hoped that the current study would apply and reaffirm the framework from the perspective of multiple

³ Please find the report from the link: http://www.swd.gov.hk/doc/partnership/PFD_report_final_.pdf.

stakeholder analysis.

SECTION THREE: OBJECTIVES OF THE STUDY

The current study moved on from the foundations set by the previous study, by focusing on the effectiveness of the approved projects (from the Third to the Fifth Rounds)⁴ and the sustainability of tripartite partnerships. The specified objectives of the study are as follows:

- Examine the effectiveness of the projects in pursuit of the objectives of the Fund so as to promote and sustain tripartite partnerships between the Government, the business sector and the third sector;
- Examine the cost and effectiveness of the projects in helping the disadvantaged in Hong Kong;
- Identify good practice and factors facilitating or hindering the ability of projects to meet both the Fund's general objectives and their own particular objectives; and
- Furnish an evaluative study report, including an executive summary on the effectiveness of the approved projects in pursuit of the objectives of the Fund with recommendations for developing good practice and suggestions for the future development of the Fund.

The main purpose of the study was to conduct a more comprehensive review of the formation and maintenance of partnerships and to examine reasons for differential performance between different projects performed. Learning from the previous study and existing literature on the natures and forms of tripartite partnerships, critical success factors were identified through an investigation of the traits in the project processes. This also helped examine and assess the effectiveness of the approved projects and the Fund. Through these, the study suggested several policy measures to maintain and promote the strengths of the Fund and good practice within projects. In sum, the data and conclusions of this study provided added value to Government policy considerations by highlighting how the PFD could be better utilized to foster the long term sustainability of tripartite partnerships.

⁴ For the details of the coverage of the approved projects of the study, please refer to Section 1, Chapter 3.

Chapter 2: Research Design and Methodology

SECTION ONE: EVALUATION FRAMEWORK AND RESEARCH QUESTIONS

Over the past decade, the notion of tripartite partnerships has been hailed as a promising model to complement or even replace the distributive social welfare model and since then, it has formed a central focus and preferred model in public and social policy discourse and practice (Jordan, 2010). The term, “tripartite partnerships” (TPPs), also known as “tri-sector partnerships” (TSPs), “tri-sector dialogues” (TSDs) and “social three-folding” (Warhurst, 2001), suggests that, collaboration, that combines the public goods characteristics of Government action, the market mechanism of the business sector, and the moral energy of the welfare sector is more effective in resolving social problems than the efforts of individual organizations working alone (Liebenthal, Feinstein & Ingram, 2004; Maxwell & Conway, 2002). “Partnering” is described as the process of collaborative relationship building between groups and entities, striving for shared goals and missions through a mutually agreed division of labour (Axelrod, 2004). This emphasizes the idea of achieving a win-win situation through continuous, consensual decision making that yields better-planned action, better project selection, and greater support for final outcomes for the parties engaging in partnership (Stern, 2004; Austin & Hesselbein, 2002; Picciotto, 1998).

However, the effectiveness of these collaborations within tripartite partnership programmes remains under-investigated. This evaluative study, therefore, served two main purposes: one was “institutional credibility or accountability” for proper and effective uses of private donations and public funds; the second purpose was for “policy or organizational learning” which not only aimed at improving individual projects but also to make available the result for policy formulation and institutional development. International experiences and evaluative studies on partnerships have shown that an ideal partnership is characterized by a shared vision and shared purposes, interdependence and a clear division of labour, trust building and capacity development, equitable distribution of costs and benefits, equality and empowerment of less powerful partners, and mutual adjustment and learning (Stern, 2004; Maxwell and Conway, 2002; Piccioto, 1998; Alter and Hage, 1993). In reality, as partnership projects involve many layers of relationships and different levels of coordination, various types and separate evaluation criteria were suggested for addressing two core dimensions: one was “project success”, focusing on whether or not the project activity was performed and achieved its outcomes; the second was “success factors”, focusing on whether the partnership was sustained and whether it produced what it was supposed to produce (Catley-Carlson, 2004).

Moreover, since projects approved by the Fund had different goals and missions, specific service targets, and different performance indicators and measurable

outcomes, it might not be appropriate to use a standardized measurement to assess the project outcomes. In order to cope with the problems of evaluating partnerships in a world of imperfect data, the study thus focused on importance-satisfaction analysis of different stakeholders, examining how and why the participants perceived partnerships could benefit from the projects. On the other hand, the study examined the good practice in partnership programmes that were typically acknowledged to be successful for sharing the results with one another and with the partners to achieve a more general picture of the idea and practical uses of the key elements of partnerships. These two evaluation methods enabled us to take heed of disparate viewpoints and multiple elements during the partnership decision and implementation processes that underlined the meaning of cost and effectiveness of the approved projects. In addition, they enhanced knowledge transfer and knowledge management for further partnership development, underpinning why some of the project goals being pursued might require partnership working.

Effectiveness

As mentioned above, the main purpose of the Fund was to maximize the potential for pooling resources and effort from different sectors of our society so as to improve services aimed at helping the disadvantaged. To address how the outcomes or achievements of the objective(s) of the Fund in general and the projects in particular can be assessed, the first key evaluation criterion was to look at the *effectiveness* of specific projects. In the broadest sense, “effectiveness” can be understood as whether or not the projects or programmes are achieving their stated goals. The domains for examining and assessing the effectiveness of partnerships mainly include the following aspects:

- *Purposes*—what is (are) the purpose(s) and objective(s) of the projects? What is the scope of specific partnership? How inclusive are partnerships?
- *Level*—what is the level and dimension of partnership collaboration? What was involved in the planning and initial definition of partnership tasks?
- *Mechanism*—what are the mechanisms for maintaining collaboration to ensure project implementation? What are the mechanisms for communication, decision making and conflict resolution?
- *Process*—have the mechanisms for collaboration changed during the implementation process? If so, what are the underlying dynamics?
- *Intended outcomes*—what are the outcomes of partnership? In what ways do the outcomes require partnership working?

Since there might be variations in expected outcomes of the applicant projects, the

study employed the “4E” framework developed in previous study: Enhancement of Quality of Life, Employment, Empowerment, and Exclusion Prevention as a basic analytical framework:

- *Enhancement of Quality of Life*: According to the World Health Organization (WHO), quality of life refers to individuals’ perceptions of their position in life in the context of the culture and value systems in which they live and in relationship to their goals, expectations, standards and concerns (Rapley, 2003). Quality of life refers to a subjective evaluation which is embedded in a cultural, social and environmental context. The study particularly focused on assessing how the projects were able to improve the quality of life of disadvantaged service recipients.
- *Employment*: Tripartite partnerships view improving employability and providing employment opportunities as long-term strategies for helping the underprivileged (Jordan, 2010). Employability is about being capable of getting and keeping fulfilling work. It is assumed that individuals not only need various forms of support and labour market information to help them overcome physical and psychological barriers, but also opportunities to access relevant training and personal development (Weinert, 2001). The study focused on the indicators that examine the effectiveness of the relative projects, namely number of posts created, number of participants who were able to find a job in the labour market following job training, and improvements in participants’ job seeking skills.
- *Empowerment*: Empowerment is a buzzword, referring to spiritual, political, social or economic strengths of individuals and communities (Chamberlin, 2010). Although the term can be described as both a process and an outcome and also includes different levels, the study concentrated on individual-level outcomes. Indicators thus included an enhancement of self confidence or self-image, a sense of knowing one can make changes in life, and an awareness of one’s own rights.
- *Exclusion Prevention*: Social exclusion is about the inability of our society to keep all groups and individuals within reach of what we expect as a society. Exclusion refers to a tendency to push vulnerable and difficult individuals into the least popular places, furthest away from our common aspirations, and resulting in affected people feeling they do not belong in the mainstream (Taket, 2009). The study thus focused on evaluating the dimensions of preventing exclusion from the means of earning a livelihood, from social services, welfare and security, and from access to information.

It should be noted that the 4E framework is not mutually exclusive in principle, i.e. the projects may have different levels of impacts that can be categorized into more

than one of the “Es”. In this sense, the study emphasized effectiveness in a relative, rather than in an absolute sense since it might not be possible to use any single measurement or method to objectively evaluate the expected outcomes of the projects.

Cost Effectiveness

Another common evaluation criterion is to consider effectiveness in dollar terms: cost-effectiveness, meaning that comparisons of the projects are made in units of outcome per dollar (Berk and Rossi, 1999). The ideal situation is that evaluations can identify and compare different costs in different projects so as to ascertain the lowest cost for achieving a particular level of effectiveness. However, since goals of the projects were stated broadly and vaguely and some goals were incapable of being articulated, the study team took the view that it was not appropriate to emphasize the relationship between monetary costs and the effectiveness of the projects and/or the success of partnerships, before identifying important attributes of “good practice” among the projects. Although there are different types of cost such as fixed costs, variable costs, direct costs, indirect costs, and opportunity costs, a subjective apportion of indirect costs on different projects and speculation on opportunity cost make a more precise calculation of cost difficult. Therefore, expenditure shown in the budget proposals or final financial reports was only considered as one of the references for partnership evaluations, particularly for evaluating the expense ratio of different items of the projects.

Good Practice

Good practice is an example of a preferable way to perform a process for specific objectives, referring to what has worked, how to get started, and what are the conditions for success. Having identified the features of partnerships in the projects, the Balanced Scorecard approach served as a good starting point for identifying various attributes among the projects, including organizational learning and growth, internal process, outcome and impact, and customer perspectives (Kaplan and Norton, 1996). Application of such a performance measurement framework added strategic non-financial performance measures to traditional financial metrics to present a more “balanced” view of organizational performance, which was shown as follows (See Figure 2.1):

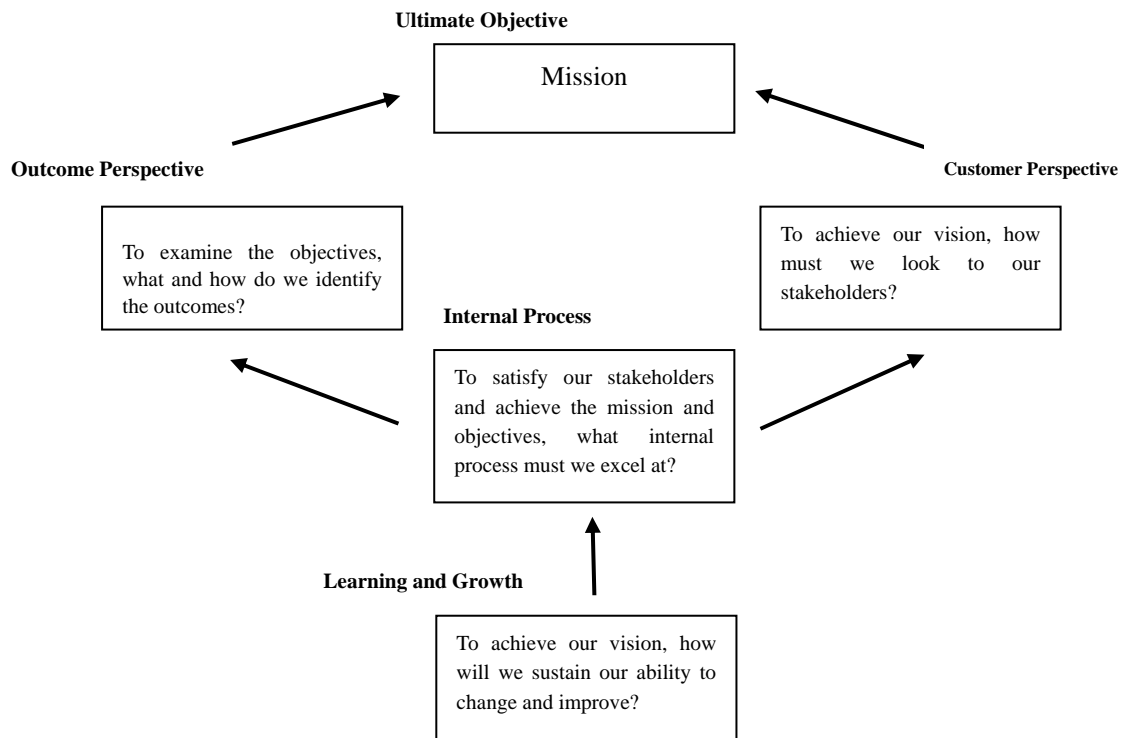


Figure 2.1 Conceptual diagram of a Balanced Scorecard for nonprofit organizations
(Source: adapted from Niven, 2006)

From the above diagram, the Learning & Growth perspective includes employee training and institutional development, which are related to both individual and corporate self-improvement; the Internal perspective refers to internal business processes; the Customer perspective indicates an increasing realization of the importance of customer focus and satisfaction. Poor performance from this perspective is a leading indicator of future decline, even though the current financial picture may look good; although the financial perspective does not disregard the traditional need for financial data, timely and accurate funding data is always a priority, and organizers do whatever necessary to provide it.

This framework not only identified critical success factors that contributed to the good practice of forming sustainable partnership, but it also highlighted the difficulties and hurdles encountered by those involved in collaboration. In sum, with the help of the framework, the study aimed to make recommendations on how NGOs and their business partners could sustain partnerships for serving the disadvantaged in the community, how the Government could promote the idea of corporate social responsibility, and how to promote the competence of NGOs in forming social partnership with business corporations while carrying out welfare projects.

SECTION TWO: RESEARCH METHODS

To document the empirical data regarding the outcomes of the Fund, a summative evaluation of the study was proposed that tried to reveal the extent to which the outcomes of the projects have been achieved upon completion (Hall, 1998). It was expected that objectives identified in the commencement of projects should have been achieved during the lifetime of the project. The study thus concentrated on documenting the outcomes of the projects so as to assess to what extent the Fund achieved the expected outcomes.

Since the projects had various goals and missions, the study adopted a multi-stakeholder approach as means of finding out and analyzing the opinions from all the important groups that were directly related to the system, and which would inform the final evaluation. According to Schmeer (1999: 1-1), “stakeholder analysis is a process of systematically gathering and analyzing qualitative information to determine whose interests should be taken into account when developing and/or implementing a policy or programme.” In the identification of the stakeholders at the Fund, voices of the Government, the NGOs, the business corporations, and the service users were taken into consideration as follows:

- Policy holders who were responsible for steering and monitoring the Fund, including Members of the Advisory Committee of the Partnership Fund for the Disadvantaged (ACPFD) and officers of SWD district social welfare offices and service branches;
- NGO staff who were familiar with the beliefs, rationales and details of the application and responsible for launching the projects;
- Business corporation staff who were familiar with the rationales and details of the projects on the side of business partners;
- Service users or other stakeholders such as volunteers.

Regarding the design of data collection, the study employed mixed methods, also known as multi-strategy research (Bryman, 2006), which tried to combine quantitative and qualitative research methods in compliance with the suitability of different methods in collecting different kinds of information, i.e. while quantitative methods ensure greater validity and representativeness of findings, qualitative methods are used to address research questions that require explanation or deeper understanding of social phenomena and their contexts. The value of combining these two methods for better serving the overall purpose of understanding the inherently complex social phenomena in context have been widely recognized (Greene, 2007). It also allows data triangulation where the findings from different methods are compared and agreement is sought. The study was thus designed to examine four stakeholder groups.

(See Table 2.1):

- *Documentary research*: official documents, including project proposals, progress reports as well as the final evaluation reports were reviewed to solicit background information about the scope and quality of the projects. These data served as one of the sources of triangulation for further data collection of questionnaire survey and in-depth interviews.
- *Questionnaire survey*: a structured questionnaire was administered to both NGOs and business partners (Please see appendix 1). The questionnaire was designed in self-administered mode to tap the expected objectives and completed outcomes and the essence and importance of partnerships upon completing the PFD projects. Content coverage included the expectation in and satisfaction of the partnership and services outcomes at the commencement of project and the actual outcomes being achieved.
- *In-depth interview*: In-depth interviews were conducted with policy holders (including ACPFD Members, officers of SWD district social welfare offices and service branches). Such a qualitative method was deemed to be mostly suitable for gathering more in-depth information and views with regard to different partners' expectations of the projects, their satisfaction and dissatisfaction as regards achieving expected outcomes, their evaluation of strengths, shortcomings and difficulties encountered, and their recommendations for enhancing the cost and effectiveness of the projects. To strike a balance between standardization and flexibility for exploration, a semi-structured interview guide was prepared (Please see appendix 2).
- *Focus group*: Focus group sessions were conducted with a group of service users from selected projects. Such an arrangement was to gather different points of view about the outcomes of the projects within in an interactive group setting.

Stakeholders	Sampling Methods	Data Collection Methods	Sample Size	Selection criteria
Policy holders	● Purposive sampling	● In-depth interviews	● ACPFD : 4 members accounting for one-quarter of the study population	● Selecting 4 out of 12 ACPFD members, at least two of them serving for more than one term
	● Purposive sampling	● In-depth interviews	● Representatives from District Social Welfare Offices: 3 officers from Hong Kong Island, Kowloon, and New Territories	● Officers who provided comments about projects

	<ul style="list-style-type: none"> ● Purposive sampling 	<ul style="list-style-type: none"> ● In-depth interviews 	<ul style="list-style-type: none"> ● Representatives from Service Branches (namely Family and Child Welfare, Youth and Corrections, Elderly, and Rehabilitation and Medical Social Services): 1 officer from each offices 	<ul style="list-style-type: none"> ● Officers who provided comments about projects
NGOs	<ul style="list-style-type: none"> ● The whole population 	<ul style="list-style-type: none"> ● Questionnaire survey 	<ul style="list-style-type: none"> ● 59 NGOs, operating more than 132 projects 	<ul style="list-style-type: none"> ● Staff who were knowledgeable about the ethos, rationale and details of the application and the launch of the PFD project.
	<ul style="list-style-type: none"> ● Clustered sampling 	<ul style="list-style-type: none"> ● In-depth interviews 	<ul style="list-style-type: none"> ● 12 NGOs accounting for one-fifth of the total population, representing 15-20 projects. 	<ul style="list-style-type: none"> ● The criteria were set to tap the following diversities such as (i) size of applicant NGOs, (ii) number of partners, (iii) targeted service groups, (iv) nature and coverage of services, (v) amount of cash and/or in kind donations, (vi) modes of donation (in cash, in kind or both), (vii) levels of involvement (philanthropic, consultative and/or strategic), and (viii) nature of NGO-business partner matching preferences.
Business Corporations	<ul style="list-style-type: none"> ● The whole population 	<ul style="list-style-type: none"> ● Questionnaire 	<ul style="list-style-type: none"> ● All business partners involved in the projects 	<ul style="list-style-type: none"> ● Staff of the business partners who were knowledgeable of the rationale and details of their participation in the PFD projects.
	<ul style="list-style-type: none"> ● Clustered sampling 	<ul style="list-style-type: none"> ● In-depth interviews 	<ul style="list-style-type: none"> ● Variables according to the 15-20 projects selected 	<ul style="list-style-type: none"> ● Where projects had several different business partners, it was expected that the NGO staff would nominate 1-2 companies with the greatest involvement. ● Single vs. multiple partners
Service users	<ul style="list-style-type: none"> ● Random sampling 	<ul style="list-style-type: none"> ● Focus groups 	<ul style="list-style-type: none"> ● Variable according to the 15-20 projects selected ● Each selected project to form one focus group. ● 4 to 6 service users. 	<ul style="list-style-type: none"> ● Direct users of the services. ● Service users exposed to different project outcomes selected by a set of sampling/filtering criteria such as surname based or ID-digit based.

Table 2.1 Selection of stakeholders and sampling design

Chapter 3 Background Information

SECTION ONE: AN INTRODUCTION TO THE PROJECTS

The study reviewed the Third Round to the Fifth Round of allocations of the PFD⁵, covering 132 projects initiated by 59 NGOs partnered with 229 business corporations⁶. Overall, nearly all of the projects were completed before the launch of the study; though a few have not submitted their project reports. This means the study was a summative evaluation which tried to identify different key factors providing good partnerships and provide data on project outcomes and impacts.

Since the three rounds of applications contained different types of welfare organizations as well as social enterprises, the research team was well aware of the variations in the profiles of NGOs, the nature of the approved projects, the features of partnerships as well as their pre-determined and different criteria for evaluating their effectiveness. Compared with the previous study evaluating sustainability of the partnerships established among the NGOs and business corporations under the PFD initiative in 2007, the applicant NGOs in the current study were not limited to conventional welfare organizations that have been providing welfare services in Hong Kong for years. Other types of NGOs were also identified such as faith-based organizations, community-based associations, social enterprises, or support groups affiliated to cultural, arts or sports body.

Moreover, the district coverage of the 132 approved projects served was quite broad and well-distributed. All eleven SWD districts were covered by at least 60 of the applications. The highest number of applications was in Wong Tai Sin and Sai Kung District which had 75 projects, followed by 69 projects in Central, Western, Southern and Islands District. On the other hand, more than one-third of the 132 projects (39%) operated in a single district, while the same number (39%) operated territory-wide.

In the current study, the types of service projects were more diversified (See Table 3.1) than those in the previous study. According to the record from the PFD Secretariat⁷, the highest number of applications was related to Family & Child Welfare Services (55 projects), followed by Rehabilitation & Medical Social Services (31 projects), Youth & Corrections Services (21 projects), and Elderly Services (21 projects). As some of the projects did not provide direct welfare services to the disadvantaged but to their supporters or carers, the study added a new type of service projects as Services for

⁵ Since the first two rounds of the allocation of the PFD were evaluated in the previous study in 2008, this study mainly focused on reviewing the Third Round to Fifth Round. In addition, concerning the comprehensiveness and availability of the background information of the projects, only those approved projects which were completed in July 2010 were included in the study.

⁶ Some NGOs made more than one application. Some business partners also supported more than one project.

⁷ The calculation of the types of the service projects was based on the records provided on the application proposals.

Supporting Groups (24 projects) to identify another form of service delivery.

Types of Service Projects	Numbers of the Approved Projects⁸
Family & Child Welfare Services	55
Rehabilitation & Medical Social Services	31
Youth & Corrections Services	21
Elderly Services	21
Services for Supporting Groups	24

Table 3.1 Types of service projects

Although the types of projects were categorized as in Table 3.1, some projects served more than one core service target in several specific programmes so that the types of service users might be varied. Data from the survey showed that more than half of the projects (55% of the 95 projects) provided direct services to a specific target group, followed by almost one-quarter (24%) serving two target groups.

Among the diverse service target groups in the Third to Fifth Rounds (See Table 3.2), the findings from the survey showed that the three major groups served were: family & children (89%), elderly (32%), youth and corrections (28%), and territory-wide (28%). Viewing from the varieties of the service targets and the coverage of the projects, these figures clearly revealed the primary objective of the PFD – Helping the Disadvantaged.

Types of Service Targets	Percentage of Projects (%)⁹
Family & Children	89% (85)
Persons with Special Needs (such as physical disabilities and mental disabilities)	26% (25)
Youth & Corrections	28% (27)
Elderly	32% (30)
Territory-wide	28% (27)
Other Types of Service Users (such as carers, volunteers, and minority groups)	18% (17)

Table 3.2 Types of service targets

SECTION TWO: AN OVERVIEW OF THE RESEARCH PROGRESS

According to the original research design, the data collection methods included both Questionnaire Survey and In-depth Interviews.

Questionnaire Survey (See Table 3.3)

⁸ Multiple entries were calculated as some projects covered a wider scope of aims.

⁹ The percentage of the types of service targets was calculated with the base of the number of Part B of the questionnaires received for NGO respondents, i.e. 95 projects. Multiple entries of the question were calculated as some projects served more than one specific group of service users.

191 questionnaires were sent to participant NGOs by post in early January 2011. These included 59 questionnaires focused on gathering views on partnerships in general (Part A) and 132 questionnaires on the cost and effectiveness of specific projects in particular (Part B). 132 completed questionnaires were eventually collected, including 37 questionnaires for Part A and 95 questionnaires for Part B. The return rates (response rate) were 63 per cent for Part A and 72 per cent for Part B respectively, which fulfilled the international standard (at least 30 per cent) for surveys by post¹⁰. As the research team sent out the questionnaires to all applications from Third Round to Fifth Round, rather than by sampling, descriptive and associational inferential statistics were used for further analysis.

According to the records from the PFD Secretariat, 229 business partners were involved in the project partnerships from Third Round to Fifth Round in total. But because of missing addresses and other information, only 201 questionnaires were sent out finally¹¹. Up to early June 2011, 40 questionnaires had been returned by business partners; 14 questionnaires without completion were returned because of addressee unknown, moved, or other reasons. The return rate of 20% was below the international standard. The Secretariat of the Fund and the research team made considerable effort on encouraging the business partners to participate. However, as many of the projects under review, especially for those of the Third and Fourth Round had terminated several years previously, it was quite difficult to reach the person-in-charge of the projects because the personnel might have left the companies or moved to another departments. A few companies had even closed down because of the financial tsunami in 2008.

Questionnaire Respondents	No. of Questionnaires Sent Out		No. of Questionnaires Received		Return Rate (%)	
	Part A	Part B	Part A	Part B	Part A	Part B
NGOs	59	132	37	95	63%	72%
	By post		By post		20%	
201		40				

Table 3.3 Number of questionnaires completed

¹⁰ Please see Babbie, E. R. (2011). *The basics of social research*. Wadsworth, Calif.: Wadsworth Cengage Learning.

¹¹ The reason why the number of business partners in the report was different from the one (270) in the interim report is because the interim report had misleadingly included the number of business partners from Round I to Round V. Some of the business partners were also double counted by using different Chinese and English company names. Please also note that some questionnaires for business partners might be duplicated because some had supported more than one project.

In-depth Interviews (See Table 3.4)

Staffs from 11 out of 13 NGOs selected for inclusion in in-depth interviews were interviewed. As three of these NGOs had more than five projects or had set up a specific central unit specifically for organizing and contacting the business partners, the research team decided to have at least twice the number of interviews with such kind of organizations. Interviews were recorded and were transcribed for content analysis.

Secondly, seven business partners were interviewed. Six business partners refused to participate in the study because of pressures of work and tight working schedule.

Thirdly, eight groups of service users of the selected NGOs were interviewed. Representatives from the rest of the NGOS reflected that since their projects had ended some time previously, they were unable to arrange the focus group interviews.

Fourthly, all selected ACPFD members were interviewed. Interviews with two representatives from both district social welfare offices and service branches of the SWD were also included.

Interviews	Total Number	No. of Completion	No. of Withdrawal
Informants			
NGOs	13	11	2
Business Partners	13	7	6
Service Users	13	8	5
ACPFM Members	4	4	0
District Social Welfare Offices	2	2	0
Service Branches	2	2	0

Table 3.4 Number of in-depth interviews completed

Chapter 4 Appreciating Partnerships

One of the prime objectives of the PFD is to facilitate the development of cross-sectoral collaboration between NGOs and business partners in order to maximize the benefits and impacts for helping the disadvantaged in the community. As the Fund encourages donations from the business sector by providing matching grants to support NGOs' social welfare projects, the availability and enthusiasm of business partners is the key to formulate tripartite partnerships. According to the record provided by the PFD Secretariat, more than two thirds of the projects (70%) involved only one business partner. Around one-fifth of the projects secured between 2 and 5 business partners. The highest number of business partners for a single project was 19. Data from the survey also indicate that more than two thirds of the NGOs (73%) supported the Fund for more than one round.

SECTION ONE: MOTIVATIONS FOR COLLABORATION

It is assumed that partnerships develop not only for pragmatic reasons that the involved parties want to achieve, but also to promote, the social benefits generated from such kind of collaboration. In the survey, the respondent NGOs were asked to indicate their expectations, their perceived expectations of their business partners, and their perceived expectations of the Government concerning participation in the Fund¹². The respondents regarded the following as being the most important factors for/of their applications (See Figure 4.1): securing Government funding and other resources – 為我們機構的服務工作帶來政府的財力及其他資源 (86%), attracting funding and other resources from the business sector – 為我們機構的服務工作帶來商界的財力及其他資源 (81%), strengthening social support available to the disadvantaged – 增強對弱勢社群的支援 (76%), and expanding NGOs' networks – 擴展我們機構的社會網絡 (73%); while no NGO regarded boosting team spirit – 增強我們機構員工的團隊精神 or promoting the sense of belonging amongst staff towards their organizations – 增強我們機構員工的歸屬感 as a significant factor of consideration.

These three considerations regarding participations in partnership with NGOs were also reflected in the in-depth interviews. One informant from a social enterprise opined that without the support of the Fund, their organization would barely sustain their services. Another informant from a traditional NGO pointed out that the most important benefit of the Fund was to expand project influences on a larger scale because of sufficient financial support. In other words, the additional material support was the necessary condition for motivating NGOs to commit to partnership projects.

¹² The base used for calculating percentages shown in this section was 37, i.e. the number of returned Part A questionnaires from applicant NGOs.

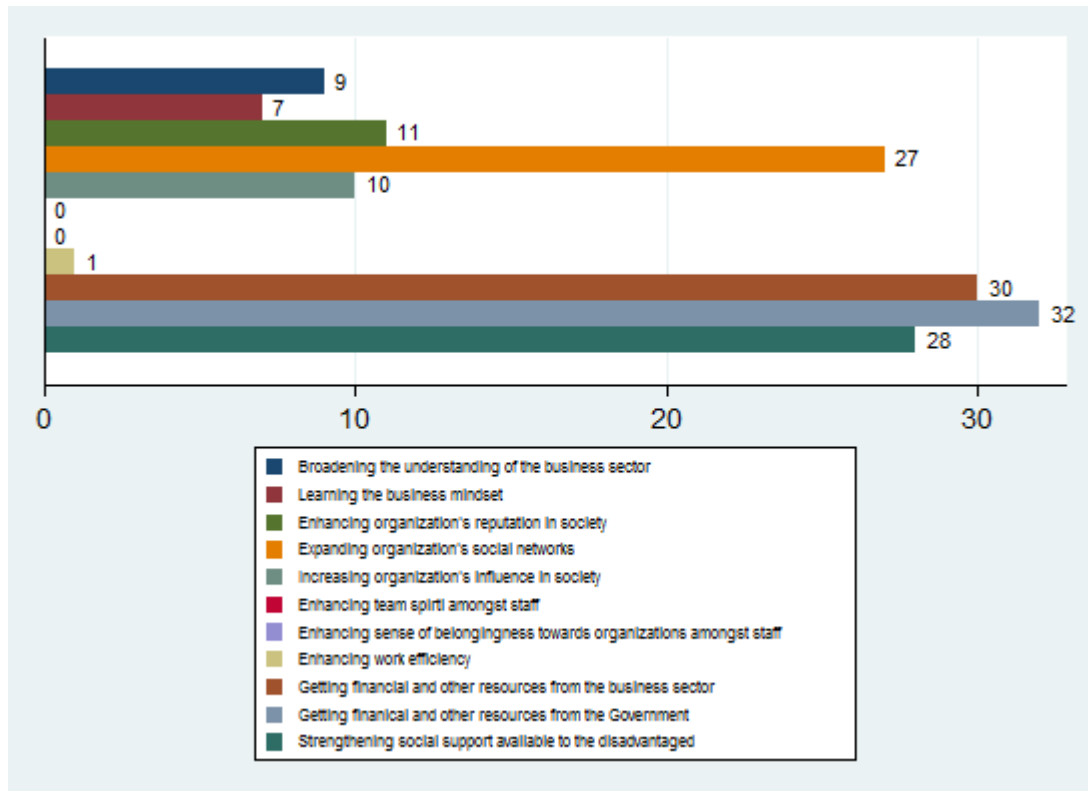


Figure 4.1 NGOs' expectations to partnerships

Concerning the expectations of the NGOs towards their business partners upon joining the Fund (See Figure 4.2), more than two thirds thought that business partners might expect partnering and joining the Fund to implement corporate social responsibility – 實踐企業社會責任 (73%), understand more about disadvantaged groups – 增加對弱勢社群的認識 (70%), improve corporate image – 改善企業形象 (68%), and enhance corporate reputation – 提升機構在社會上的知名度 (57%), while learning the mindset of the welfare sector – 學習一些社福界的思維 (8%) was of least importance to the business partners.

In the interviews, some international business corporations indicated that promoting corporate social responsibility (CSR) was now the trend in market strategy, but what they considered most was not only the improvement of their own corporate image, but the outcomes of the partnership projects, i.e. if the projects could broadly contribute to society. Some large companies stated that they would review the directions of their corporate volunteering after a period of time. And, a representative from a local corporation emphasized that their principle for supporting social services was “equity”, thus they tended not to “make perfection still more perfect” (錦上添花), rather preferring to “help a lame dog over a stile” (雪中送炭). Viewed from these examples, it is obvious that promoting CSR was the ultimate consideration for the business partners; while the meaning of this concept might vary and change in accordance to the market positions of specific companies.

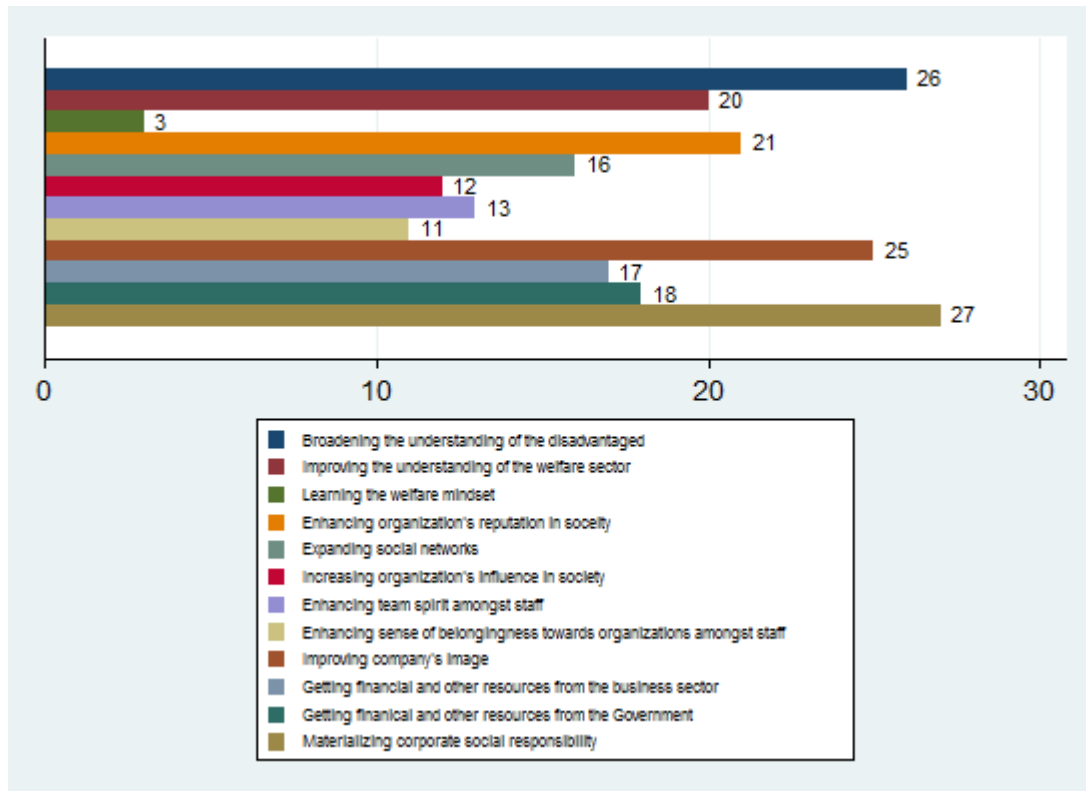


Figure 4.2 NGOs' perceptions on business partners' expectations towards partnerships

As for NGOs' perceptions of Government expectations regarding the Fund (See Figure 4.3), quite a number of respondent NGOs understood that the Government wanted to further strengthen social support available to the disadvantaged – 增強對弱勢社群的支援 (84%), which was obviously the prime objective of the PFD. In the meantime, nearly all of the NGOs agreed that promoting the idea of corporate social responsibility – 提升商業機構的社會責任意識 (89%) and improving the distribution of social resources – 改善社會資源的分配 (81%) were the other important objectives of setting up the Fund; while barely one-third of the respondent NGOs thought enhancing the efficiency of social services – 提升社會服務的工作效率 (27%) could be achieved through formulating partnerships and joining the Fund.

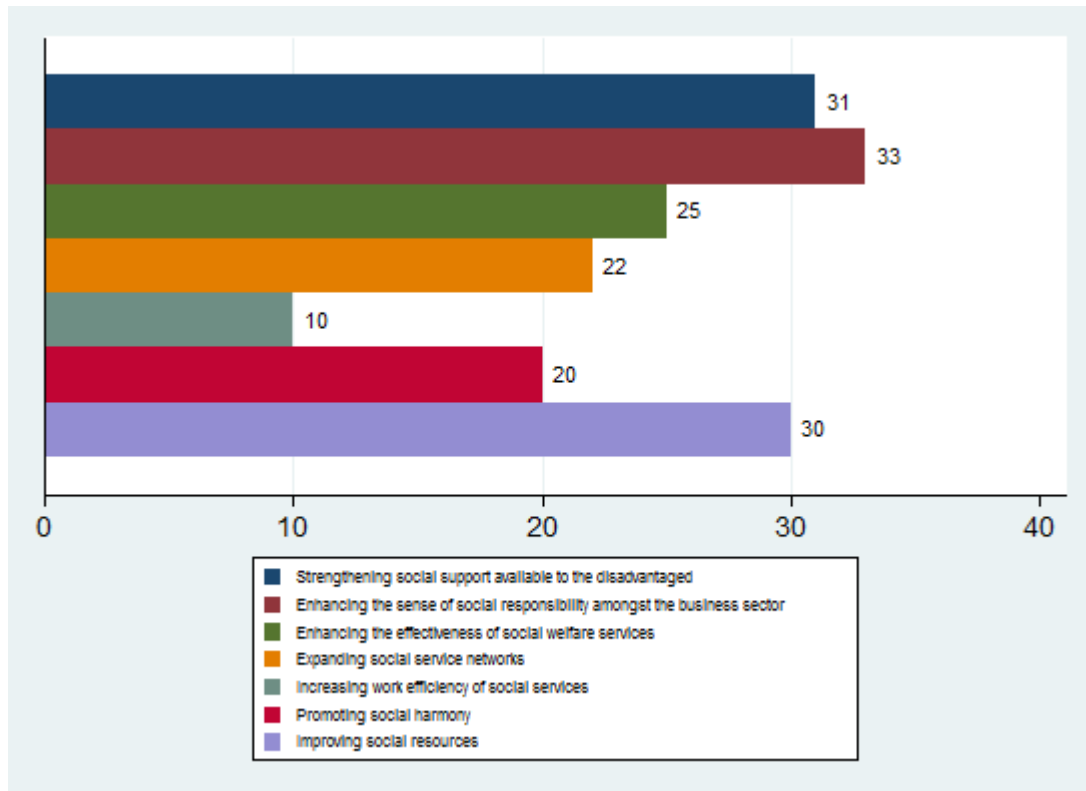


Figure 4.3 NGOs' perceptions on Government's expectations towards partnerships

The survey also indicated the expectations of the business partners and their perceived expectations of the partnering NGOs and the Government in connection with participation in the project¹³ (See Figure 4.4). Quite a number of the respondent business corporations (65%) agreed that implementing corporate social responsibility – 實踐企業社會責任 was the most important factor attracting their contributions, followed by enhancing their understanding of disadvantaged groups – 增加我們對社福界的認識 (50%). Nearly half of the business respondents thought that the Fund could transfer funding and other resources from the business to the welfare sector – 為社會福利服務帶來商界的財力及其他資源 (45%) and from the Government to the welfare sector – 為社會福利服務帶來政府的財力及其他資源 (45%) respectively; while a few business partners regarded the followings being important for attracting their contributions: enhancing corporate reputation – 提升我們在社會上的知名度 (13%), enhancing corporate influence in community – 增加我們公司在社會上的影響力 (13%), enhancing work efficiency – 增強我們公司員工的工作送效率 (5%), and promoting the sense of belonging of staff towards their organizations – 增強我們機構員工的歸屬感 (5%).

¹³ The base used for calculating percentages shown in this section was 40, i.e. the Part A of the questionnaires for business partners.

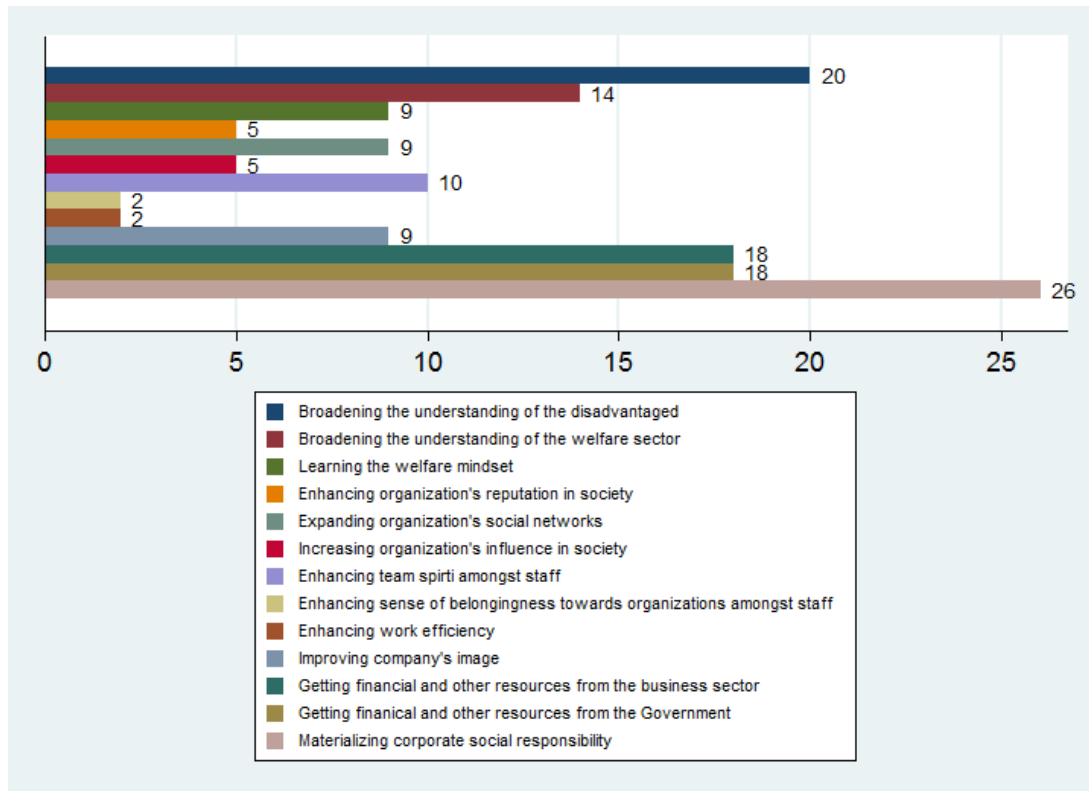


Figure 4.4 Business expectations to partnerships

As regards business partners' assessment of NGOs' expectations of the partnerships (See Figure 4.5), nearly two thirds of the business respondents (65%) perceived that partnering NGOs expected the Fund could strengthen social support available to the disadvantaged – 增強對弱勢社群的支援. Besides, half of the respondents thought that the Fund could help learning the business mindset – 學習一些商界的思維 (53%), and nearly half of them thought that the Fund could help NGOs expand their social networks – 擴展社會網絡 (48%) and enhance their influences in society – 增加社會福利機構在社會上的影響力 (43%).

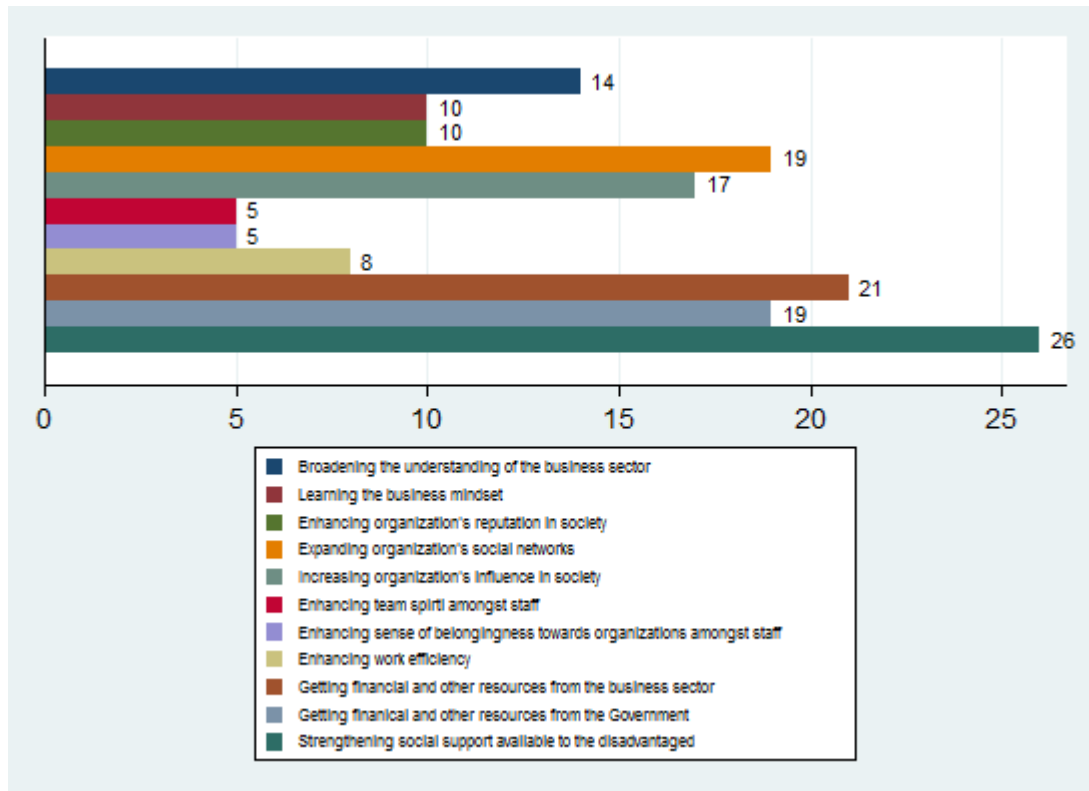


Figure 4.5 Business partners' perceptions on NGOs' expectations towards partnerships

Last but not least, majority of respondents agreed (See Figure 4.6) that the Government wanted to enhance social support available to disadvantaged groups – 增強對弱勢社群的支援 (75%) and promote corporate social responsibility – 提升商業機構的社會責任意識 (73%) through setting up the Fund. Nearly two thirds respondents (63%) thought that the Fund could help promote social harmony – 促進社會和諧共融 in the eyes of the Government. Around half of the respondents thought that the Government held the views that the Fund could expand the network of social services – 擴大社會服務網絡 (48%), improve the distribution of social resources – 改善社會資源分配 (48%), and enhance the effectiveness of social services – 提升社會服務的效益 (45%).

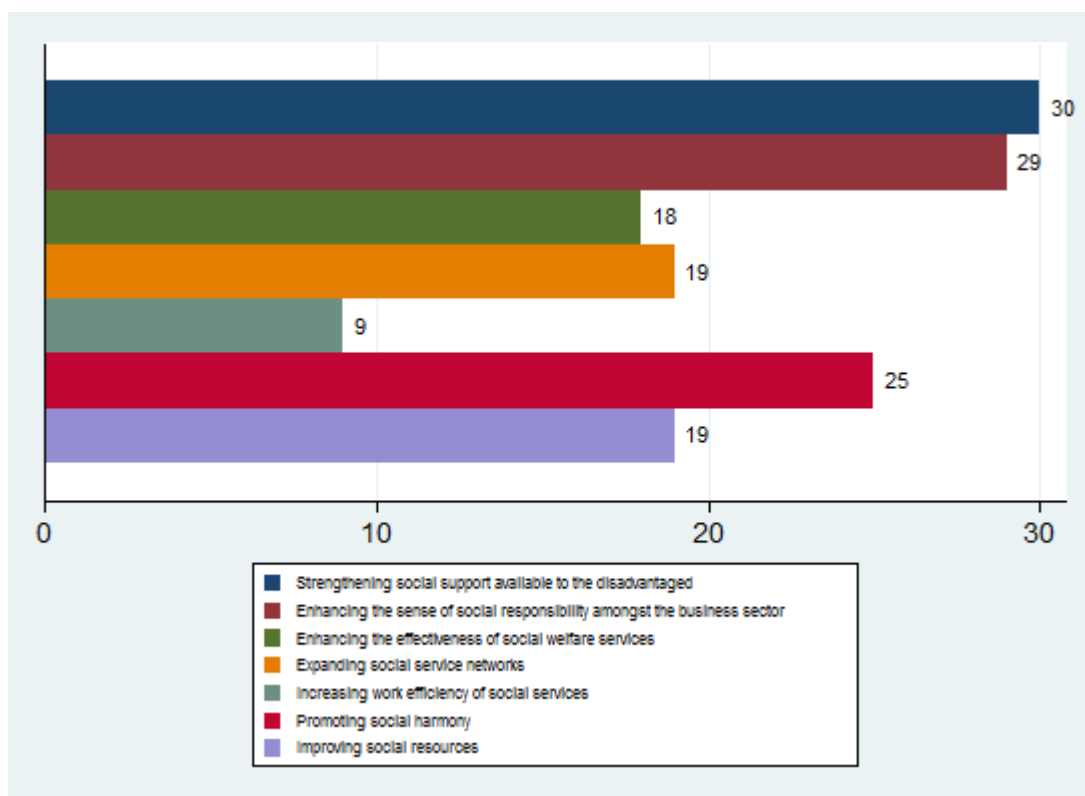


Figure 4.6 Business partners' perceptions on Government's expectations towards partnerships

These findings initially indicated three commonly-expressed expectations amongst partners as follows: bringing funding or other resources, promoting corporate social responsibility, and enhancing social support available to disadvantaged groups. These not only reflected the prime objectives of the Fund, but also identified several incentives that motivated their participation in partnerships. For example, for the NGOs, the matched funding arrangement provided them with an additional source of resources which probably enabled them to be more proactive in managing and planning their organizational agendas; to the partnering business corporations, the Fund encouraged them to be more enthusiastic in promoting the idea of corporate social responsibility.

SECTION TWO: LEVELS OF INVOLVEMENT

In general, tripartite partnerships involve different levels of collaboration. It is also suggested that a higher level of collaboration can facilitate a better combination and enhancement of complementary strengths through better communication and cooperation, therefore better partnerships. Overall, nearly all the NGO respondents¹⁴ agreed that having similar philosophies (Figure 4.7.1) – 在項目的工作理念相近

¹⁴ The base used for calculating percentages shown in this section was 37, i.e. the returned Part A questionnaires from NGOs.

(43.7% for strongly agree; 52.9% for agree), common goals (Figure 4.7.2) – 在項目的參與上擁有共同的目標 (42.3% for strongly agree; 56.1% for agree), clear division of labour (Figure 4.7.3) – 在合作的過程中有清楚的分工 (30% for strongly agree; 70% for agree), being capable and responsible for own’s duty (Figure 4.7.4) – 能够履行項目中所負責的工作 (36.1 for strongly agree; 63.9% for agree), platform for equal communication (Figure 4.7.5) – 在合作的過程中有平等的溝通平台 (36.4% for strongly agree; 62% for agree), mutual trust (Figure 4.7.6) – 彼此信任 (53% for strongly agree; 46.9% for agree), and a willingness to learn from each other (Figure 4.7.7) – 彼此學習 (39.7% for strongly agree; 57.0% for agree) were the key attributes that facilitated successful partnership relationships. Almost half of the NGO respondents strongly agreed that “mutual trust” (46.9%) was the most important factor of partnership building.

Figure 4.7.1 Have similar philosophies

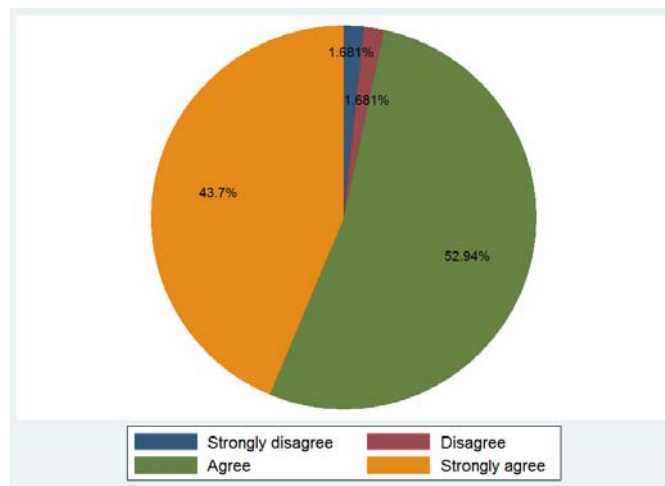


Figure 4.7.2 Have common goals

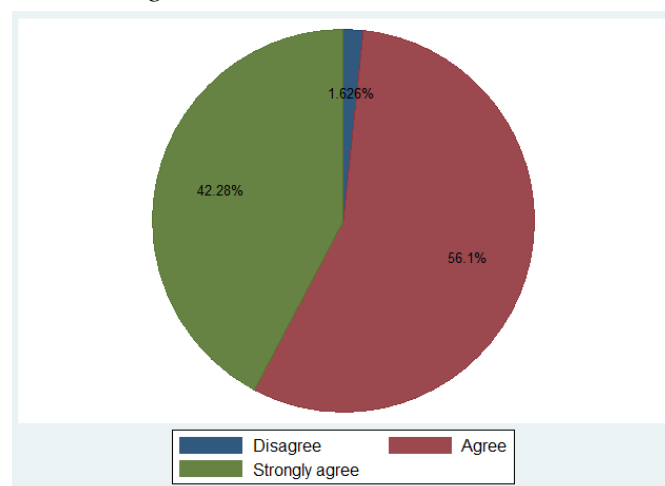


Figure 4.7.3 Have a clear division of labour

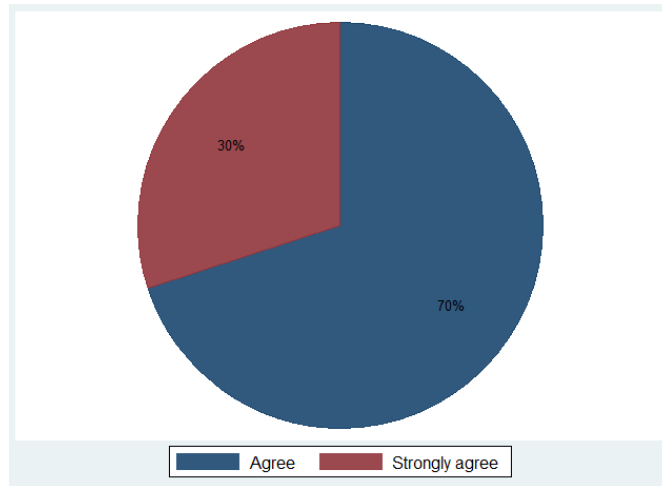


Figure 4.7.4 Capable and responsible for own's duty

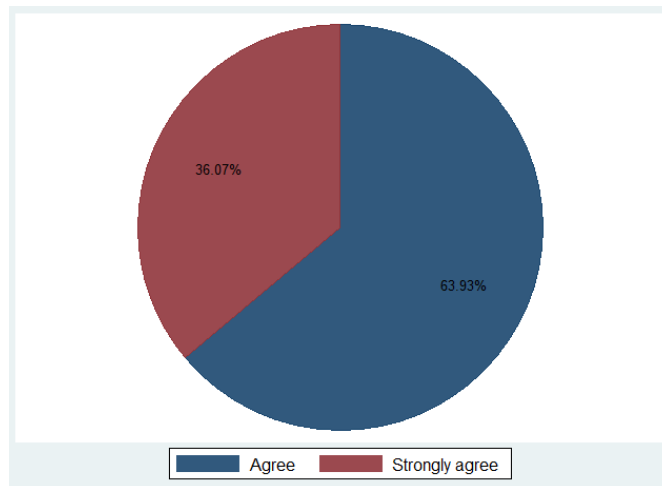


Figure 4.7.5 Have a platform for equal communication

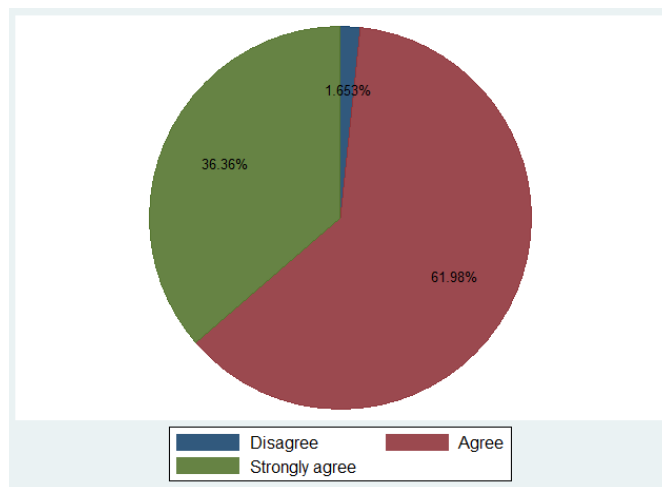


Figure 4.7.6 Have mutual trust

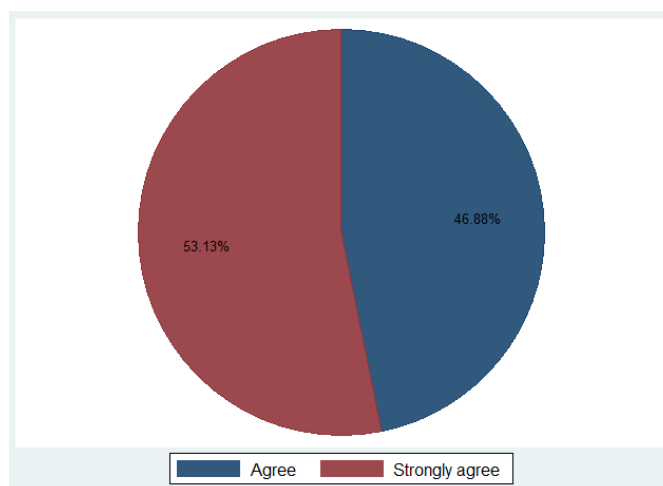


Figure 4.7.7 Willing to learn from each other

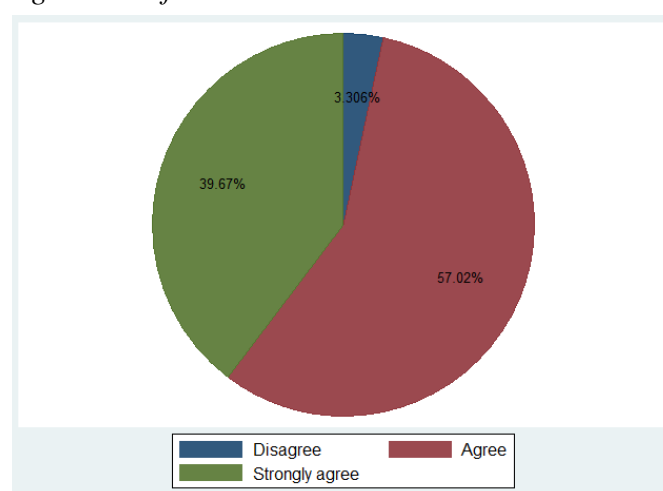


Figure 4.7 NGOs' perceptions of successful factors for partnership building

The views of the business respondents were quite similar with those held by NGOs¹⁵. Nearly all of the business respondents agreed that similar philosophies (Figure 4.8.1) – 在項目的工作理念相近 (36.7% for strongly agree; 61.2% for agree), common goals (Figure 4.8.2) – 在項目的參與上擁有共同的目標 (40% for strongly agree; 56.4% for agree), clear division of labour (Figure 4.8.3) – 在合作的過程中有清楚的分工 (35.6% for strongly agree; 62.4% for agree), being capable and responsible for own's duty (Figure 4.8.4) – 能够履行項目中所負責的工作 (38.8% for strongly agree; 61.2% for agree), platform for equal communication (Figure 4.8.5) – 在合作的過程中有平等的溝通平台 (36.7% for strongly agree; 61.2% for agree), mutual trust (Figure 4.8.6) – 彼此信任 (45.7% for strongly agree; 54.3% for agree), and a willingness to learn from each other (Figure 4.8.7) – 彼此學習 (41.2% for strongly agree; 58.8% for agree) were important to building an ideal partnership

¹⁵ The base used for calculating the percentages from business partners' views was 40, i.e. the number of questionnaires returned by business partners.

relationship. Having “mutual trust” (45.7%) was still the most important factor.

Figure 4.8.1 Have similar philosophies

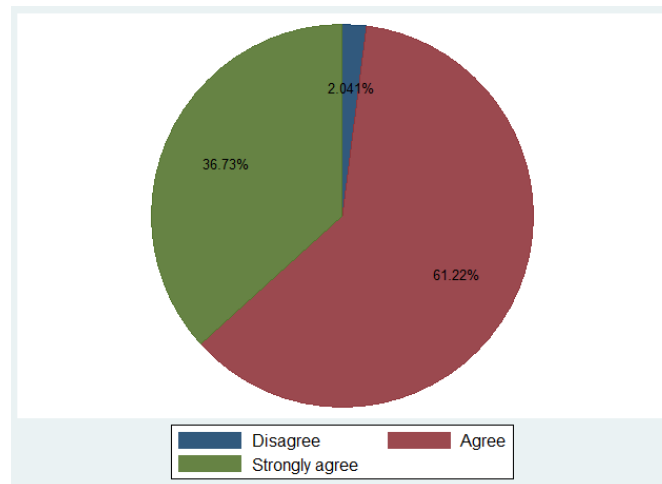


Figure 4.8.2 Have common goals

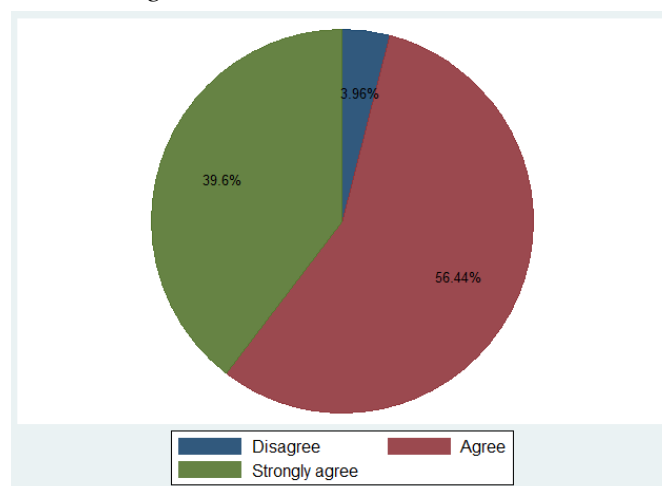


Figure 4.8.3 Have a clear division of labour

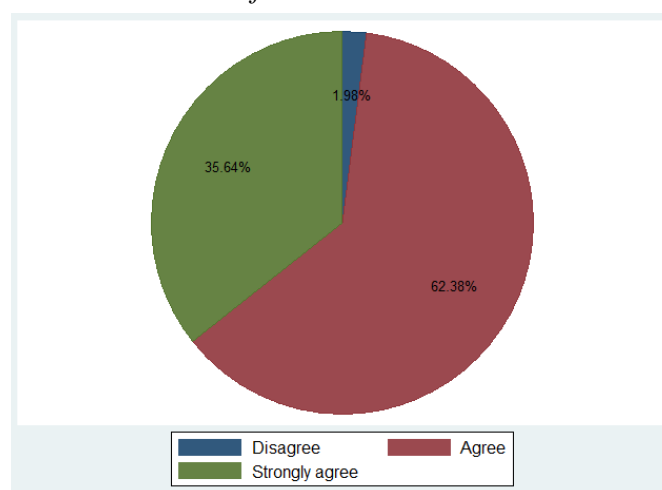


Figure 4.8.4 Capable and responsible for own's duty

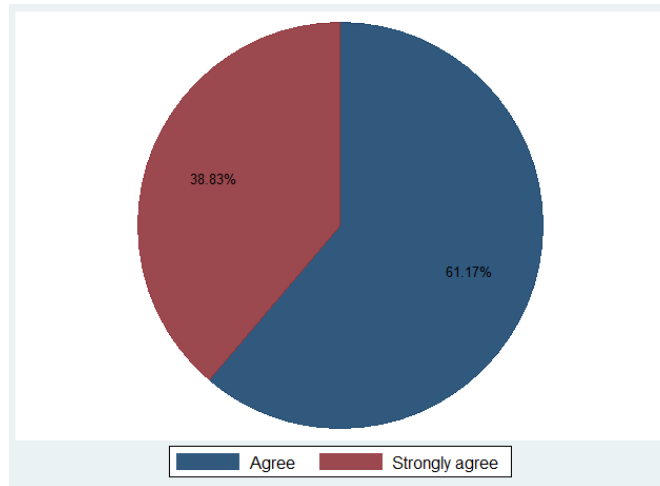


Figure 4.8.5 Having a platform for equal communication

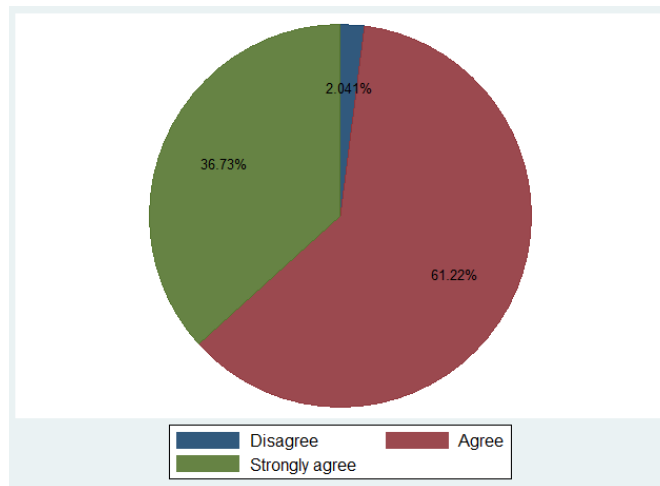


Figure 4.8.6 Have mutual trust

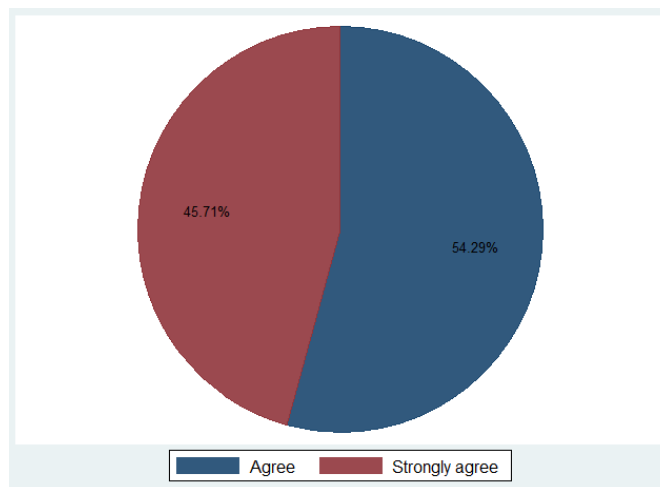


Figure 4.8.7 Willing to learn from each other

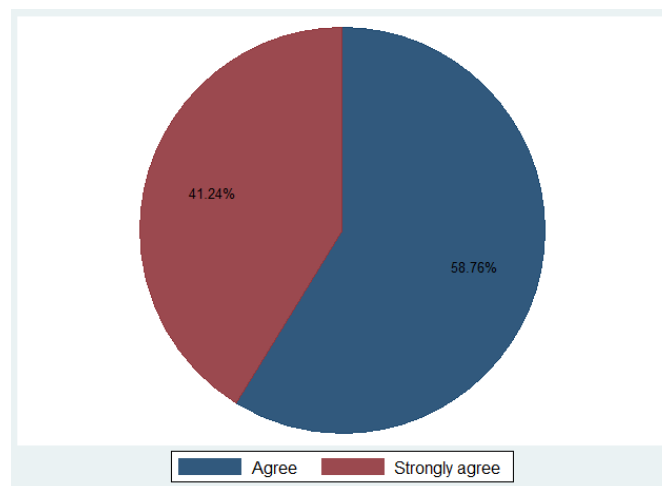


Figure 4.8 Business partners' perceptions of successful factors for partnership building

Obviously, “mutual trust” was the key to a good partnership between the NGOs and business partners. Yet a close and strong partnership relationship could not be built in one day as it would be obtained through mutual communications and cooperation gradually. Data from the survey showed (See Figure 4.9) that most of the projects were implemented with NGOs’ original established networks – 我們機構本身已有的關係網絡 (87%)¹⁶. Nearly half of the projects were realized by sending invitations to potential business partners with reference to the needs of particular projects – 我們機構根據計劃的需要而主動邀請合適的商業伙伴參加 (45%); while one-third of the partnerships’ projects had been initiated by business partners – 商業伙伴主動聯絡我們機構 (33%).

¹⁶ The base used for calculating the initiations of partners on the side of applicant NGOs was 95, i.e. the Part B of the questionnaires for the applicant projects the NGOs responded

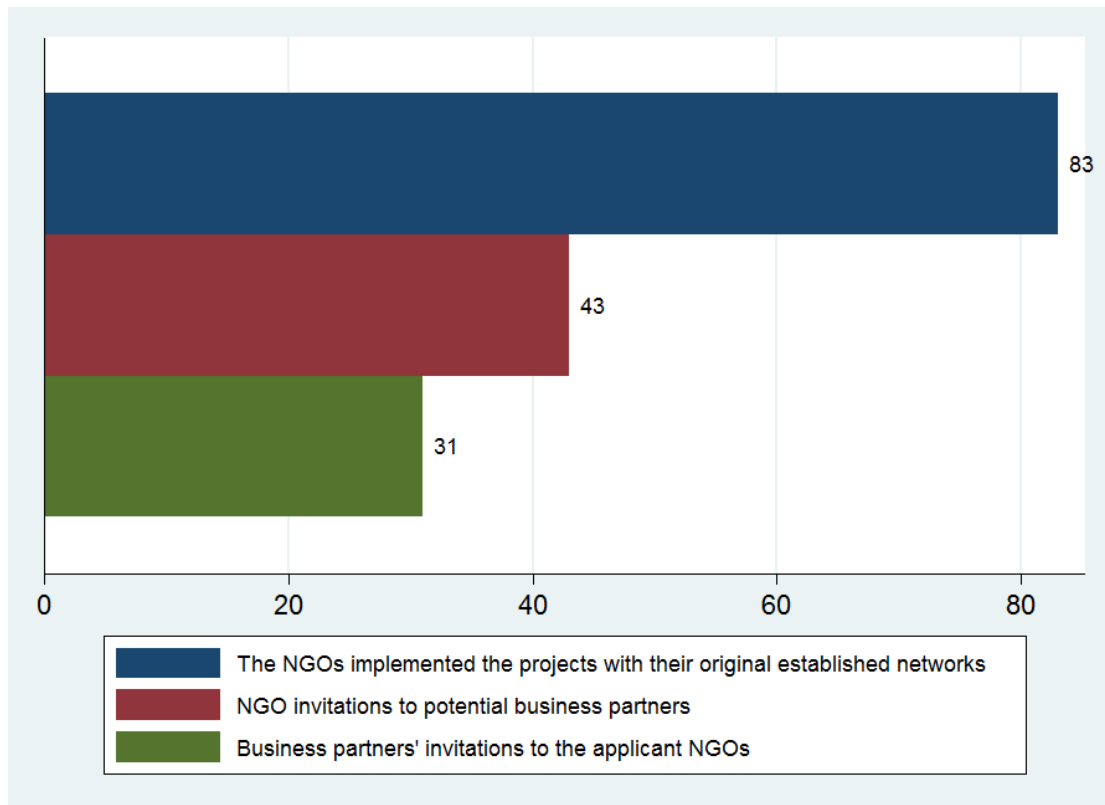


Figure 4.9 Initiations of partners on the side of applicant NGOs¹⁷

Among those projects initiated by NGO invitations to potential business partners, one-third were facilitated through personal networks – 個別人士引薦 (33%), followed by intermediary organizations or agencies – 透過中介組織引薦而認識的商業伙伴 (11%), such as The Hong Kong Council of Social Service. One third of partnerships that were initiated by business partners, were facilitated through personal networks 個別人士引薦 (33%).

The next issues to be considered are how such relationships could be further developed, the levels of involvement, the mechanisms for managing and maintaining partnership collaboration, and implementation of the projects. First, the most common and fundamental element of partnership formulation was “philanthropic partnership”, business participation primarily comprised provision of donations of money, benefits-in-kind, equipment, venues. According to the record provided by the Secretariat of the Fund, nearly all of the 132 approved projects (95%) received cash donations from business partners, amounting to more than HKD 30 million in total. The highest cash donation was HKD 1,228,000. In addition, survey data showed that a quarter of business partners (26%) also contributed goods or provided venues for the projects. The highest value in-kind donation was HKD 698,000. The amount received, including cash and in-kind donations and funding from the Fund, reached more than HKD 80 million in the three rounds of applications, serving more than three hundred

¹⁷ Multiple entries were allowed for the question of the initiations of partners on the side of applicant NGOs (Figure 4.9).

and fifty thousand people. While the size of donations to individual projects or the amounts of money spent per heads have no positive correlation with the benefits of the projects to service users, other factors that might have a statistical relationship with the benefits of the projects in general, are discussed in detail in Chapter 5 and Chapter 6 of the report.

Apart from the provision of money, goods, equipment or venues, some business partners provided consultancy, technical support or referral services, so as to facilitate the implementation of the projects, which are understood as a “consultative partnership”¹⁸. A quarter of projects (26%) also received goods contribution or venue donations from business partners and a few projects were provided with consultancy services – 提供諮詢性意見以助推展 (14%) or referral services – 轉介項目所需人力 (13%).

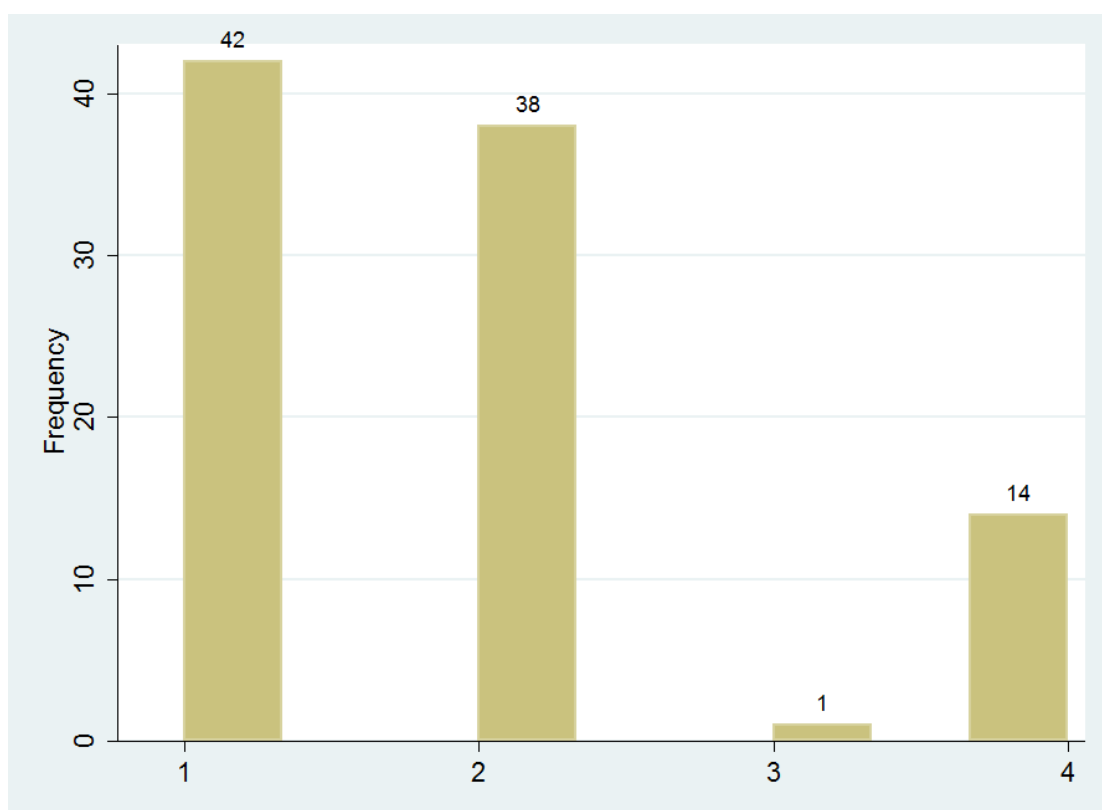
Moreover, nearly half of the projects involved the participation of corporate volunteers – 安排員工參與推展工作 (義工) (49%); while a few number of them involved the participation of business partners in project coordination – 參與計劃項目的統籌 (12%) and in planning processes – 參與計劃項目的共同策劃 (16%) and provided professional staff in the implementation of the projects – 安排員工參與推展工作 (專業人才) (12%). In total, almost two thirds of the projects (64%) exhibited a higher level of involvement in the applicant projects, apart from cash or in-kind donations.

SECTION THREE: MECHANISMS OF COLLABORATION

Different levels of involvement in partnerships and in the implementation processes of the projects contained various levels of staff in the organizations, which highlighted some unique mechanisms that not only facilitated partnership collaboration, but also affected the quality of particular projects¹⁹. Most projects (See Figure 4.10) were designed by the NGOs (in total 84%), 44% of the projects were designed entirely by the NGOs, along with details of their content – 由我們機構全盤擬定計劃的內容細節; while NGOs proposed the service frameworks, and had discussions about the overall implementations in details with their business partners in the remaining 40% of projects – 由我們機構擬定計劃的綱領, 再與商業伙伴討論細節. In 15% of the projects, the service frameworks were proposed by the business partners with discussion of details with the NGOs – 由商業伙伴擬定計劃的綱領, 再由我們機構設定細節; while only 1% of projects was designed together by NGOs and business partners working collaboratively – 由我們機構與商業伙伴共同策劃設計.

¹⁸ The base used for calculating percentages for this question was 95, i.e. the Part B of the questionnaires for the applicant projects the NGOs responded.

¹⁹ Unless otherwise specified, the base used in this section was 95, i.e. the number of Part B questionnaires returned by NGO.



Types of decision making of the projects

Labels	Types of decision making of the projects
1	The projects were designed entirely by applicant NGOs, along with details of their content.
2	Service frameworks were proposed by the NGOs, and the overall implementation was discussed in detail with their business partners.
3	The projects were designed together by NGOs and business partners working in collaboration.
4	Service frameworks were proposed by the business partners, and the overall implementation was discussed in details of the with the NGOs

Figure 4.10 Decision making of the projects

In most cases, both partners arranged a liaison officer to be responsible for the coordination of the project, 96% of projects have NGOs designated an officer for coordination; and 84% of projects have business partners arranged their staff for liaison. Nearly all of the projects involved NGO frontline staff – 前線員工 (95%) and managerial staff – 中層/管理級職員 (99%) in the partnership implementation processes. In addition, chairpersons/CEO of the NGOs – 機構總幹事/CEO were involved in 81% of the projects; while only one-third (34%) of the projects have NGOs' boards of directors – 董事局 involved. However, data from the questionnaires for business partners perceived that most of the projects involved NGO

frontline staff (70%) and managerial staff (78%) in the implementations of the projects. It was also perceived that more than half (60%) of the projects were participated by chairperson/CEO of the NGOs; while one-third (33%) of the projects have involvement of NGOs' boards of directors (See Table 4.1).

Besides, revealed from the questionnaires for the applicant projects responded by the NGOs, it was perceived that most of the projects had managerial staff (88%) of the business partners involved in the implementations of the projects and more than half have frontline employees (61%) and the chairpersons/CEO (59%) of the business partners participated; while less than one-fifth had the boards of directors of the business partners (17%) involved in the projects. To the business partners, however, more than half of the projects had their frontline employees (63%) and managerial employees (60%) involved in the projects. The percentage of projects with the frontline employees of the business partners participated was quite aligned with what the NGOs expected, i.e. around 60%; while around one-third of projects with the boards of directors of the NGOs involved were aligned with what the business partners expected, i.e. around 30%.

In the discussion of the participation of multiple levels of staff in the projects, it was obvious that frontline and managerial workers were the key persons who were responsible for the coordination and implementations of the projects; while chairpersons/CEO and the boards of directors involved less in the implementation processes. Notably, quite a number of respondents from both NGOs and business partners presented that they did not know whether or not, who or which levels of staff involved in the working processes. From the side of the NGOs, barely one-fifth of the projects responded by the NGOs indicated no knowledge whether the chairperson/CEO (20%) and the boards of directors (28%) of their business partners had participated in the projects or not; while from the side of the business partners, nearly half of the projects responded indicated no idea if the senior management of the NGOs had participated in the projects, i.e. 36% for the chairperson/CEO of the NGOs, 20% for the boards of directors, 20% for the managerial staff, and 18% for the frontline staff.

Percentage of participation in the projects (%)	NGOs	NGO impression of business partners' participation	Percentage of participation in the projects (%)	Business partners	Business partners' impression of NGO participation
Boards of directors	34%	17%	Boards of directors	23%	33%
Chairperson/ CEO	81%	59%	Chairperson / CEO	40%	60%
Senior management/ managerial staff	99%	88%	Senior management / managerial employees	60%	78%
Frontline staff	95%	61%	Junior/ frontline employees	63%	70%

Table 4.1 NGOs' & business partners' involvement²⁰

SECTION FOUR: EXPECTATIONS IN PARTNERSHIPS

As discussed above, common goals and shared expectations between partners were the basis of the formation of partnerships. Mutual trust, commitment, and clear division of labour were the elements for facilitating effective collaboration. How far the incentives of each partner were aligned and the outcomes of partnership relationships during project design and implementation are the next issues to be examined.

In general, nearly all NGOs were satisfied with business partners' cooperation²¹. Most agreed that they experienced a process of negotiation with their business partners during the implementation of the projects (See Figure 4.11.7) – 我們機構和商業伙伴之間的合作經歷磨合 (19% strongly agreed and 61% agreed). Two thirds of NGO respondents (66%) strongly agreed that they were able to complete their assigned job duties in the projects (See Figure 4.11.3) – 我們機構能够履行這項計劃中所負責的工作; while nearly half of the NGOs strongly (48%) agreed that their business partners completed their assigned duties (See Figure 4.11.4) – 商業伙伴能够履行在這項計劃中所負責的工作. More than one-third of the NGOs strongly agreed that they enjoyed mutual trust (See Figure 4.11.6) – 我們機構和商業伙伴之間能够彼此信任 (39%) and cooperation with each other (See Figure 4.11.5) – 我們機構和商業

²⁰ The base used for calculating the percentages of NGO participations and their impression on business partners' participation in the project was 95; while the based used for calculating the percentages of business partners' participation and their impression on NGO participations in the project was 40.

²¹ The base used for calculating percentages shown in the Figure 4.11 NGOs' perceptions to the collaboration with the business partners was 95, i.e. the number of Part B questionnaires returned by NGOs, unless otherwise specified.

伙伴在推展過程中能够彼此調節配合 (34%). About one-third of NGO respondents strongly agreed that they shared similar philosophies with their business partners (See Figure 4.11.1) – 我們機構和商業伙伴在這項計劃中的工作理念相近 (29%) or that a clear division of labour existed between them (See Figure 4.11.2) – 我們機構和商業伙伴在這項計劃中的分工合作很清晰 (28%).

As some NGO informants acknowledged, there were differences between NGOs and business corporations regardless of working styles or philosophies. But, most of the time they were able to reach consensus during the partnership process. A representative from a traditional NGO said, “I do not believe there is any shortcut for achieving a good partnership relationship. Although we have been cooperating with some business partners for quite a long time, we still keep in mind that relationships can be broken quite easily. It would only take a single event to ruin the relationships, therefore we are quite aware of some basic practices to communicate and cooperate with the business sector, such as being responsible, replying to enquiries on time, informing the partners of any changes or difficulties, and etc.” On the other hand, another representative from a small NGO shared that although they might not be able to spare extra resources for handling partnership communications, the most important element was to convince business partners by building a shared mission and being committed to partnership projects.

Figure 4.11.1 Have similar philosophies with the business partners

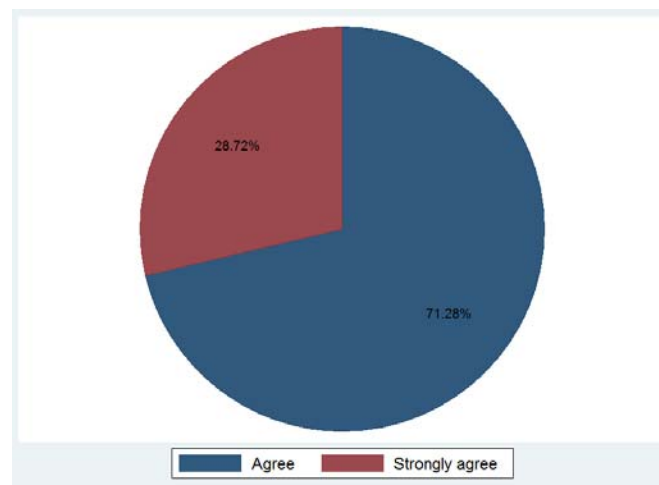


Figure 4.11.2 Have clear division of labour between partners

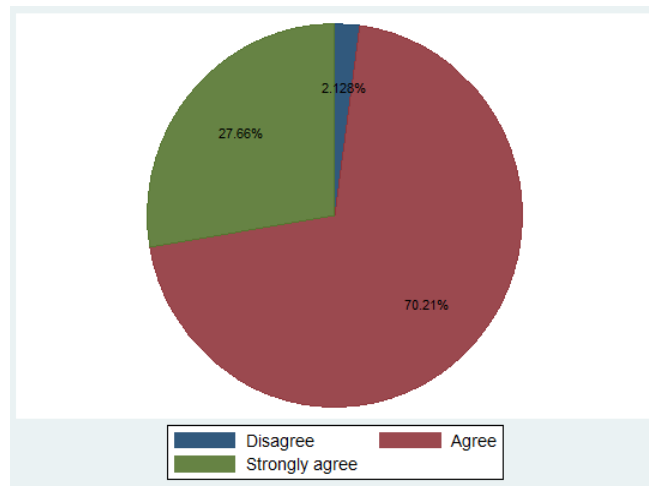


Figure 4.11.3 We (NGOs) are able to complete the assigned duties in the projects

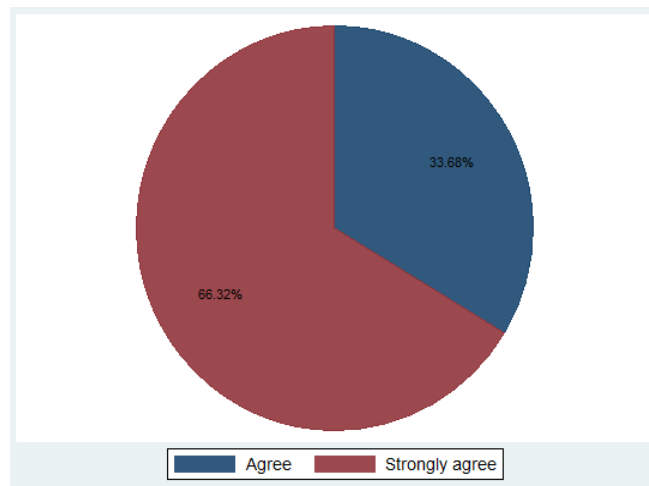


Figure 4.11.4 Business partners are able to complete the assigned duties in the projects

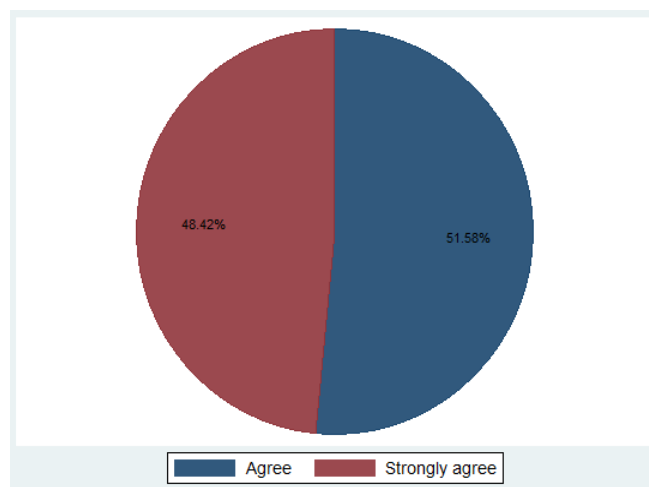


Figure 4.11.5 Experience good cooperation

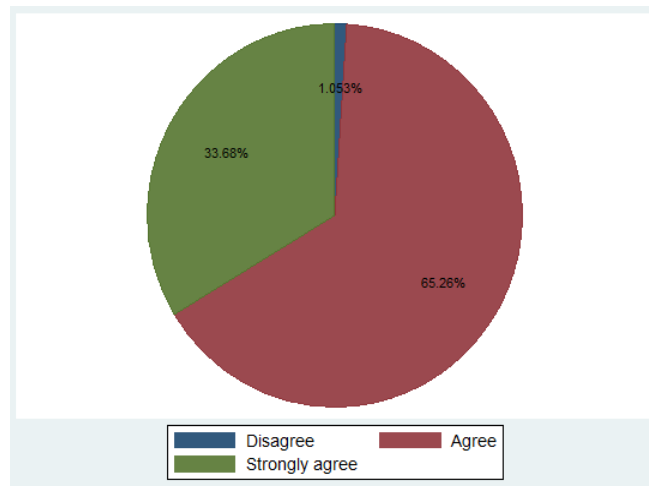


Figure 4.11.6 Experience mutual trust

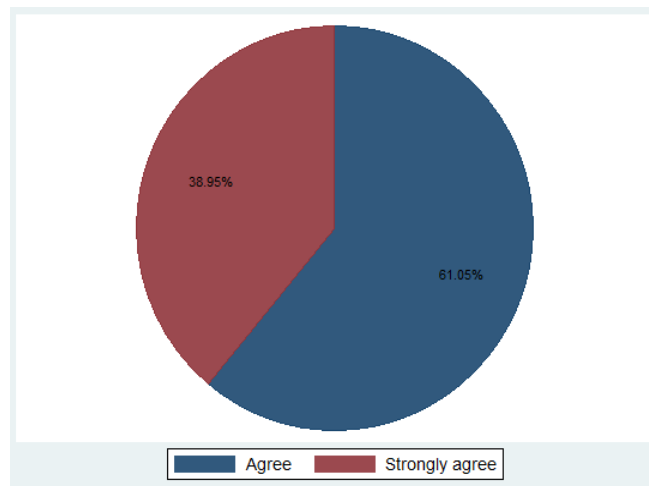


Figure 4.11.7 Experience a process of negotiation

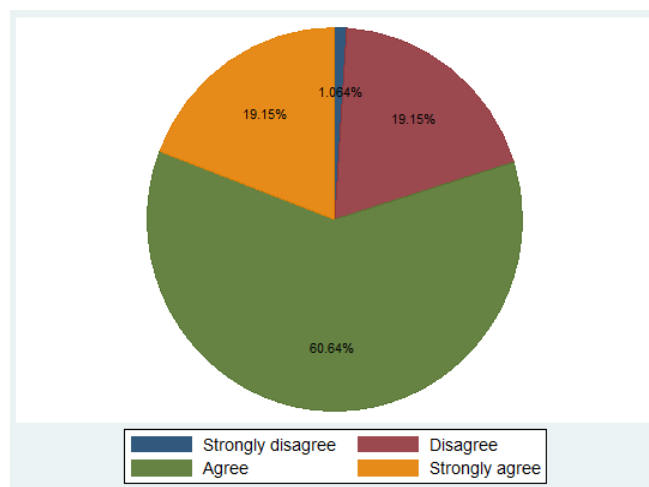
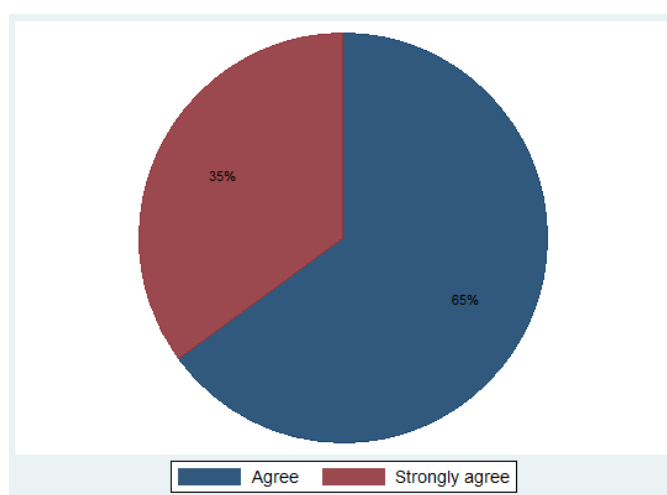


Figure 4.11 NGOs' perceptions of the collaboration with the business partners²²

²² The base used for calculating percentages shown in the Figure 4.11 NGOs' perceptions of the collaborations with the business partners was 95, i.e. the number of Part B questionnaires returned by

Moreover, the large majority of the business respondents were satisfied with the relationships with the NGO-partners, while quite a number agreed that they had a process of negotiation with the NGO-partners (See Figure 4.12.7) – 我們公司和社會福利機構之間的合作經歷磨合 (19% strongly agreed and 70% agreed)²³. More than half of the business partners strongly agreed with the following statements: NGO-partners complete their assigned duties well (See Figure 4.12.4) – 社會福利機構能够履行在這項計劃中所負責的工作 (62%); both partners have mutual trust in each other (See Figure 4.12.6) – 我們公司和社會福利機構之間能够彼此信任 (59%); and, business corporations complete their assigned duties well (See Figure 4.12.3) – 我們公司能够履行在這項計劃中所負責的工作 (56%). Besides, more than one-third of the business partners strongly agreed that they share a similar philosophy with their NGO-partners (See Figure 4.12.1) – 我們公司和社會福利機構在這項計劃中的工作理念相近 (35%), a clear division of labour with their partner(s) exists (See Figure 4.12.2) – 我們公司和社會福利機構在這項計劃中的分工合作很清晰 (38%); and, cooperate with each other well (See Figure 4.12.5) – 我們公司和社會福利機構在推展過程中能够彼此調節配合 (44%).

Figure 4.12.1 Share similar philosophies with the NGO-partners



NGOs, unless otherwise specified.

²³ The base used for calculating percentages shown in the *Figure 4.12 Business partners' perceptions of the collaboration with the NGOs* was 40, i.e. the number of questionnaires returned by business partners.

Figure 4.12.2 Have clear division of labour between partners

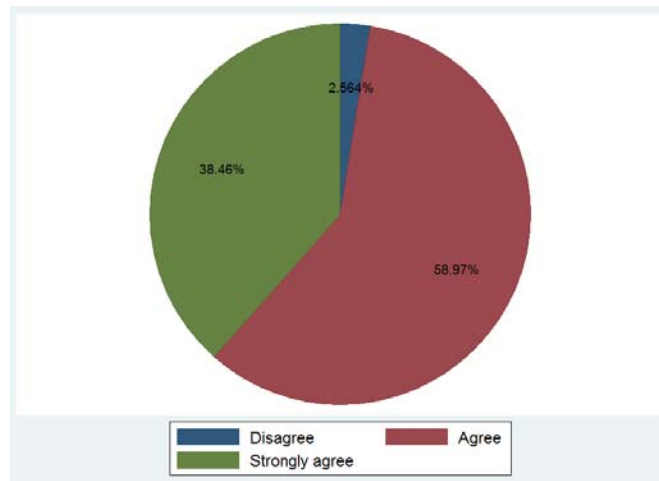


Figure 4.12.3 We (Business partners) are able to complete the assigned duties in the projects

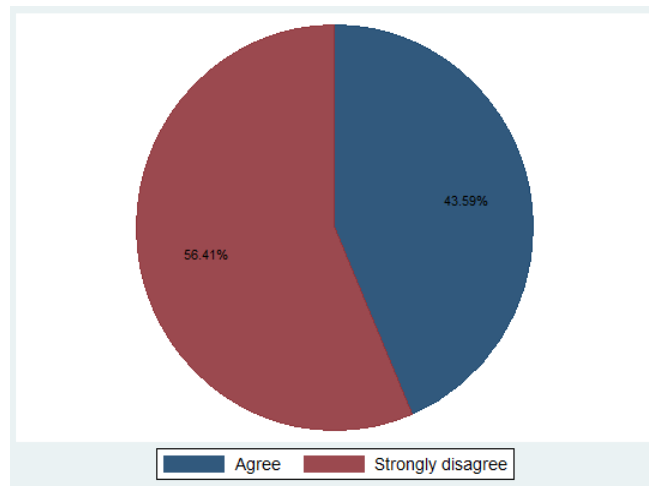


Figure 4.12.4 NGOs are able to complete the assigned duties in the projects

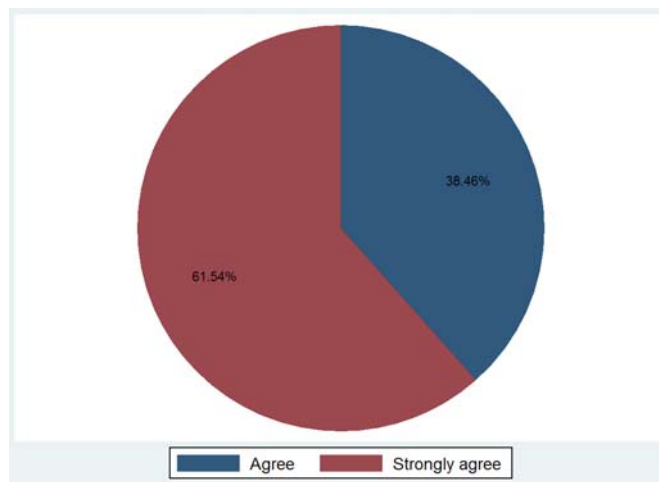


Figure 4.12.5 Experience good cooperation

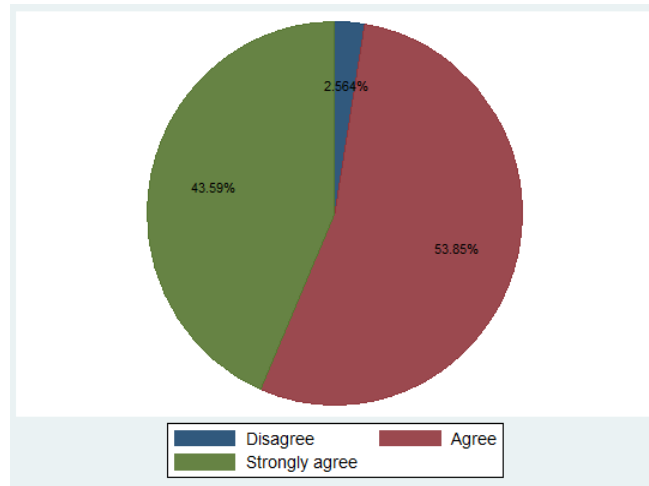


Figure 4.12.6 Experience mutual trust

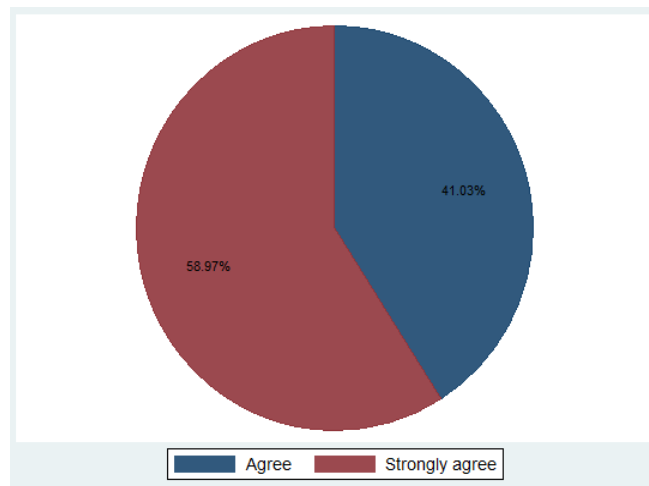


Figure 4.12.7 Experience a process of negotiation

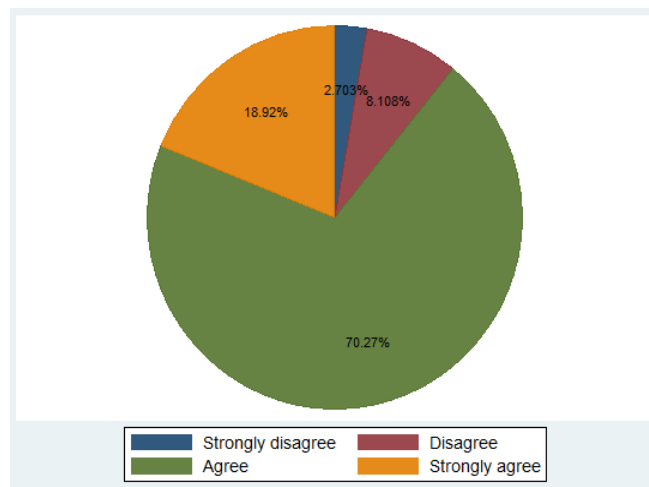
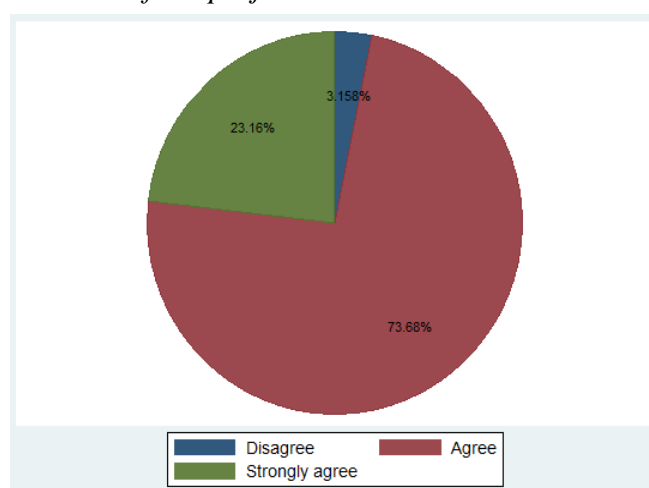


Figure 4.12 Business partners' perceptions of the collaboration with the NGOs

On the other hand, both partners felt more involved and had a stronger sense of ownership and accountability in the process of collaboration, which in turn facilitated better project implementations and generated better outcomes and strong positive impacts on people in the community²⁴. Nearly all NGOs agreed that their business partners developed a stronger recognition of the service goals during implementation of the projects (See Figure 4.13.1) – 商業伙伴越來越認同計劃的目的 (23% strongly agreed and 74% agreed). More than two thirds of NGO respondents also indicated that they had already planned to collaborate with their business partners on another project (See Figure 4.13.8) – 我們已打算展開其他合作計劃 (23% strongly agreed and 54% agreed); constructive ideas contributed by business partners (See Figure 4.13.7) – 商業伙伴能提供建設性的意見 (13% strongly agreed and 75% agreed). More than half of the NGO respondents agreed with the following statements about how their business partners changed during the processes: participating more in project activities (See Figure 4.13.2) – 所參與的活動越來越多 (11% strongly agreed and 60% agreed); contributing a variety of working styles (See Figure 4.13.3) – 能引入多元化的工作方式 (4% strongly agreed and 65% agreed); participating for longer time (See Figure 4.13.4) – 所投入的時間越來越長 (6% strongly agreed and 49% agreed); having a larger number of employees involved in the projects (See Figure 4.13.5) – 所參與的員工人數越來越多 (7% strongly agreed and 54% agreed); contributing more resources (See Figure 4.13.6) – 所投放的資源越來越多 (9% strongly agreed and 58% agreed), quite a number of the NGO respondents held contradicting views on these: around half disagreed that their business partners could involve more in term of time (1% strongly disagreed and 43% disagreed), more manpower (3% strongly disagreed and 36% disagreed), and more resources (1% strongly disagreed and 32% disagreed) in the projects.

Figure 4.13.1 Business partners developed a stronger recognition of service goals during the implementation of the projects



²⁴ The base used for calculating percentages shown in the Figure 4.13 NGOs' expectations on further collaboration with the business partners was 95, i.e. the number of Part B questionnaires returned by NGOs, unless otherwise specified.

Figure 4.13.2 Business partners participate more in project activities

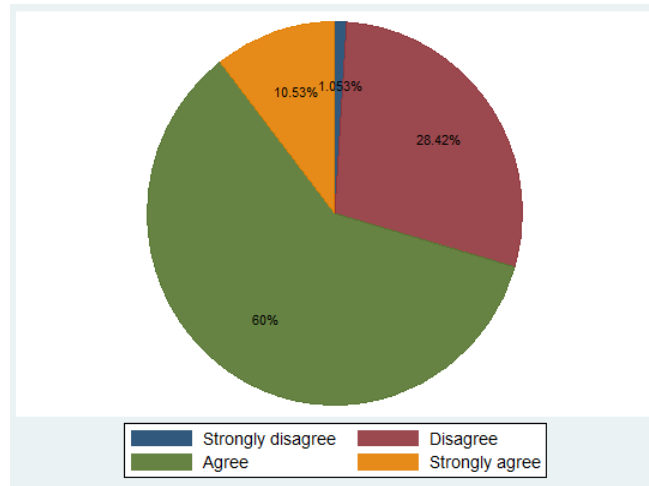


Figure 4.13.3 Business partners can contribute a variety of working styles

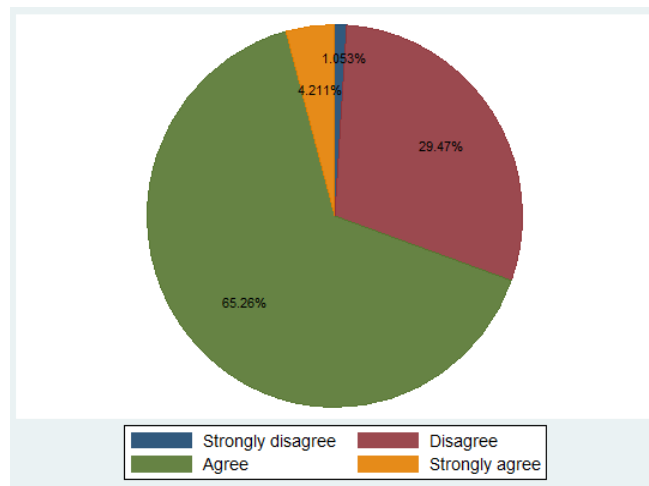


Figure 4.13.4 Business partners involved more in term of time

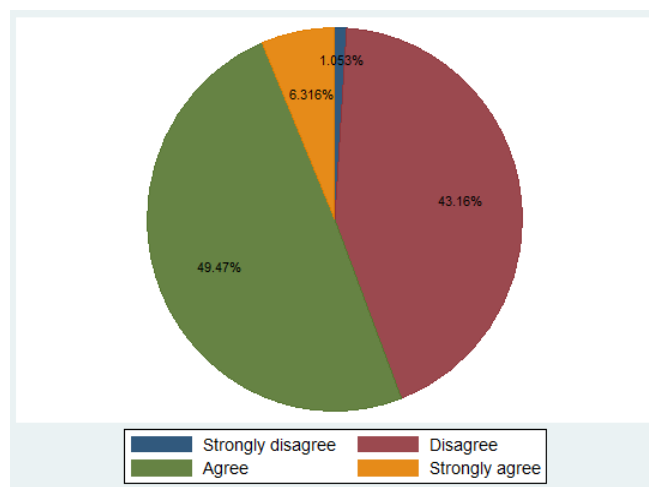


Figure 4.13.5 A larger number of employees are involved in the projects

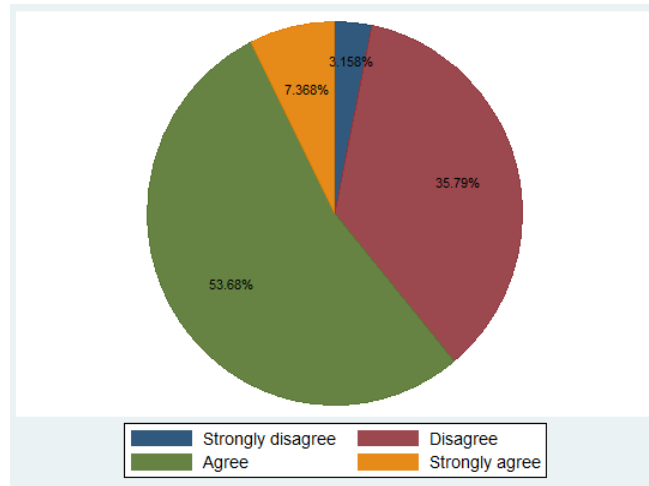


Figure 4.13.6 Business partners contributed more resources to the projects

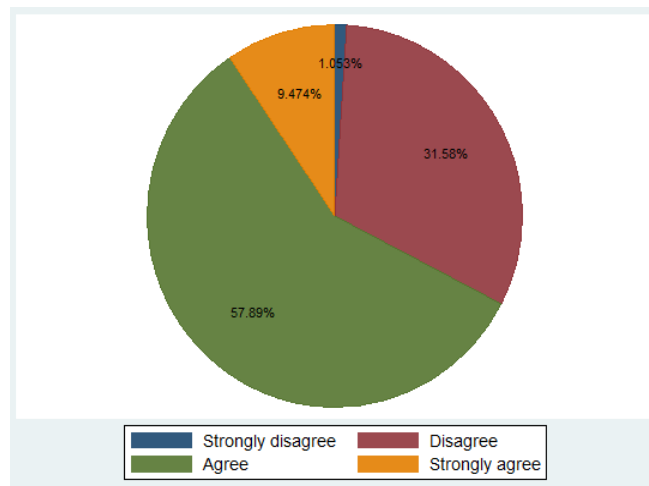


Figure 4.13.7 Business partners contributed constructive ideas

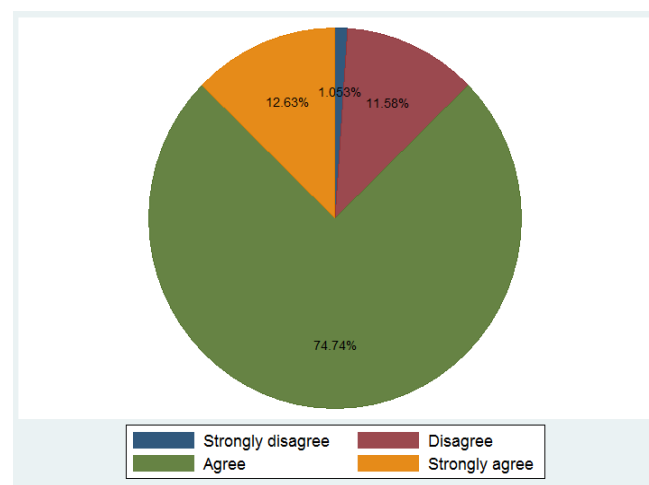


Figure 4.13.8 Partnership organizations have already planned for the next collaborative project(s)

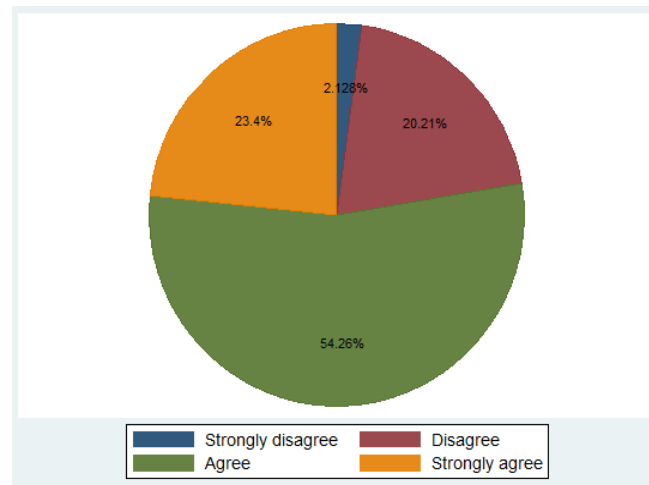


Figure 4.13 NGOs' expectations on further collaboration with the business partners

Most NGOs shared the view that they saw increasing engagement by their business partners and they would also like to cooperate with the business sector. Some representatives of business corporations were board members of NGO executive committees. This helped the collaborative relationships become closer and more effective, facilitating knowledge transfer and sharing of experience between the partner organizations. A community-based NGO representative said, “We have known each other for a long time because the company has been operating for years in the community...The business partner not only gave guest lectures to our center staff and service participants, but he also used his personal network to help the programme to find a field visit site.” Another NGO representative shared an experience about the way a business partner’s participation in the project changed, “At first, the reason why the colleague from the company joined the project is so simple because she was assigned by her big boss to join the department of human resources. She told us that she does not have any idea about social services and volunteering. After a couple of months, she not only showed her enthusiasm in joining and organizing the programmes, but also brought her family members and invited her colleague to join our volunteer team...In fact, the key attribute to sustain the partnership relationship is to let the business partners feel ownerships of the projects, to feel that this is their contribution.”

Chapter 5 Evaluating the Projects

As discussed in Chapter 4, building partnerships was a dynamical process that offered new opportunities to the welfare sector to increase their capacity to enhance the overall impacts of social services in the communities. Having more money and material support was the basic advantage of partnership formations. During the project implementation and partnering processes, however, the outcomes and impacts of the projects did not always correspond with their original expectations, which probably depended on several factors that affected the adoption of partnerships. Therefore, the tasks of this chapter are to identify the outcomes of the efforts to promote partnerships and explain the factors that affect the cost and effectiveness of the Fund in general and the projects in particular.

SECTION ONE: OVERALL SATISFACTIONS AMONGST STAKEHOLDERS TOWARDS THE PROJECTS

The basic understanding of the meaning of “effectiveness” is about getting the right thing done, and about how well a project works to achieve its expected goals in a given period of time. On average, the NGO respondents were more likely than not to rate those projects as having achieved their goals – *你認為這項計劃能夠達到預期目標嗎* (an average rating of 8.6 on a 10-point scale) 42% of respondents chose a value of eight, which 24% each chose the values of nine and ten²⁵. The business respondents also gave similar ratings regarding projects’ goal achievement (an average rating of 8.2 on a 10-point scale); nearly 50% of respondents chose a value of eight, which 13% chose the value of nine and 18% the value of ten²⁶.

Besides, NGO and business partners were asked if they were satisfied with the outcomes of the projects. Nearly all NGOs responded affirmatively – *我們機構對這項計劃的成果感到滿意* (an average rating of 8.7 on a 10-point scale). 38% chose a value of eight; while more than half of them were “highly satisfied”, 30% choosing the values of nine and 25% choosing ten. In addition, nearly all perceived that their business partners were also satisfied with the outcomes of the projects – *商業伙伴對這項計劃的成果感到滿意* (an average rating of 8.7 on a 10-point scale). 38% chose a value of 8; while more than half of the business partners were highly satisfied, 30% choosing a value of 9 and 25% choosing a value of 10²⁷.

Business partners were more likely than not to express satisfaction with the outcomes of the projects – *我們公司對這項計劃的成果感到滿意* (an average rating of 8.1 on a 10-point scale): 35% chose a value of 8, 28% chose a value of 9, and 13% chose a value of 10. More than two thirds of the business respondents perceived that their

²⁵ The base for this question was 95, i.e. the number of Part B questionnaires returned by NGOs.

²⁶ The base for this question was 40, i.e. the number of questionnaires returned by business partners.

²⁷ The base for this question was 95, i.e. the number of Part B questionnaires returned by the NGOs.

NGO-partners were satisfied with project outcomes – *社會福利機構對這項計劃的成果感到滿意* (an average rating of 8.3 on a 10-point scale): 30% chose the values of 8 and 9 and 15% chose a value of 10²⁸.

On the other hand, both partners were also asked if they were satisfied with the effectiveness of the projects. Nearly all NGO respondents expressed satisfaction – *我們機構對這項計劃的成效感到滿意* (an average rating of 8.6 on a 10-point scale): 35% chose a value of 8, 27% chose the values of 9 and 10. Nearly all NGO respondents perceived that their business partners were also satisfied with the effectiveness of the projects – *商業伙伴對這項計劃的成效感到滿意* (an average rating of 8.7 on a 10-point scale): 38% chose a value of 8, 30% chose a value of 9, and 24% chose a value of 10²⁹.

More than two thirds of business respondents were satisfied with the effectiveness of the projects – *我們公司對這項計劃的成效感到滿意* (an average rating of 8.1 on a 10-point scale): 43% chose a value of 8, 23% chose a value of 9, and 13% chose a value of 10. Additionally, a number of business respondents perceived that their NGO-partners were satisfied with the effectiveness of the projects – *社會福利機構對這項計劃的成效感到滿意* (an average rating of 8.3 on a 10-point scale): 39% chose a value of 8, 30% chose a value of 9, and 16% chose a value of 10³⁰.

Project Benefits for NGOs and Business Partners

Apart from overall satisfactions, different stakeholders were asked what kind of benefits they had gained from the partnership projects. Most NGO respondents stated (See Figure 5.1) that attracting financial support and other resources from the business sector – *為機構的服務帶來商界的財力及其他資源* was the most significant benefit of the projects, which received an average rating of 8.9 on a 10-point scale. More than one-third of the NGOs (38%) agreed with this view. The second significant benefit of the projects to the NGOs was expanding support for the disadvantaged – *增多了對弱勢社群的支援*, which received an average rating of 8.8 on a 10-point scale. The third benefit was getting financial support and other resources from the Government – *為機構帶來政府的財力及其他資源*, which received an average rating of 8.7 on a 10-point scale. However, the less significant benefits were the enhancement of work efficiency (of the welfare sector) – *增強了員工的辦事效率* and the enhancement of workers' sense of belonging to their organizations – *增加了員工對公司的歸屬感*, which received average ratings of 7.3 and 7.4 on a 10-point scale respectively.

²⁸ The base for this question was 40, i.e. the number of questionnaires returned by business partners.

²⁹ The base for this question was 95, i.e. the number of Part B questionnaires returned by NGOs.

³⁰ The base for this question was 40, i.e. the number of questionnaires returned by business partners.

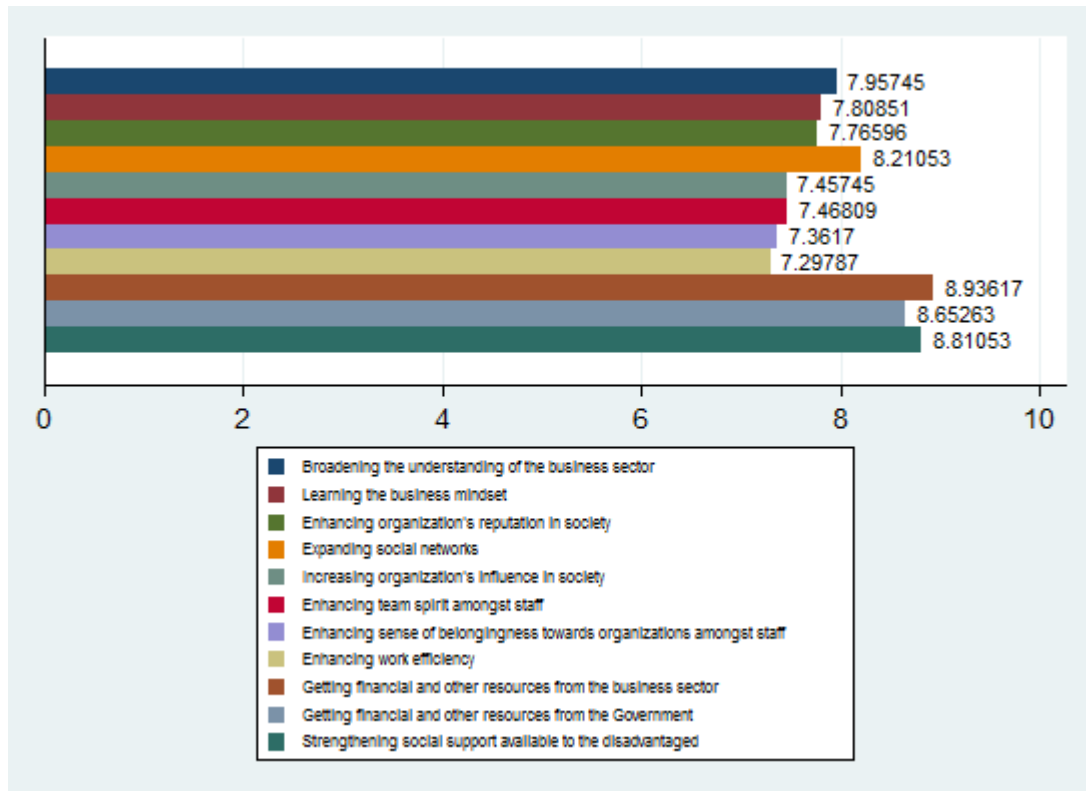


Figure 5.1 Benefits of the projects to the applicant NGOs

The survey also investigated what NGO respondents perceived their business partners had gained from the projects (See Figure 5.2). The most significant benefit to their business partners recognized by NGO respondents was the practice of corporate social responsibility – 實踐了企業社會責任, which received an average rating of 8.8 on a 10-point scale. More than one-third of the NGO respondents agreed, 38% choosing a value of 9. The second significant benefit of the projects was that they provided business partners with the opportunity to contribute to society– 回饋社會, which received an average rating of 8.7 on a 10-point scale. The third and fourth benefits were broadening understanding of the disadvantaged – 增加對弱勢社群的認識 and increasing corporations' understandings of the welfare sector – 增加對社福界的認識, which received average ratings of 8.2 and 8.1 on a 10-point scale respectively. However, the less significant benefits to their business partners as perceived by NGO respondents were the enhancement of employees' sense of belonging to their companies – 增加了員工對公司的歸屬感 and the enhancement of team spirit amongst employees – 增加了員工的團體精神, which received average ratings of 6.6 and 6.8 on a 10-point scale respectively.

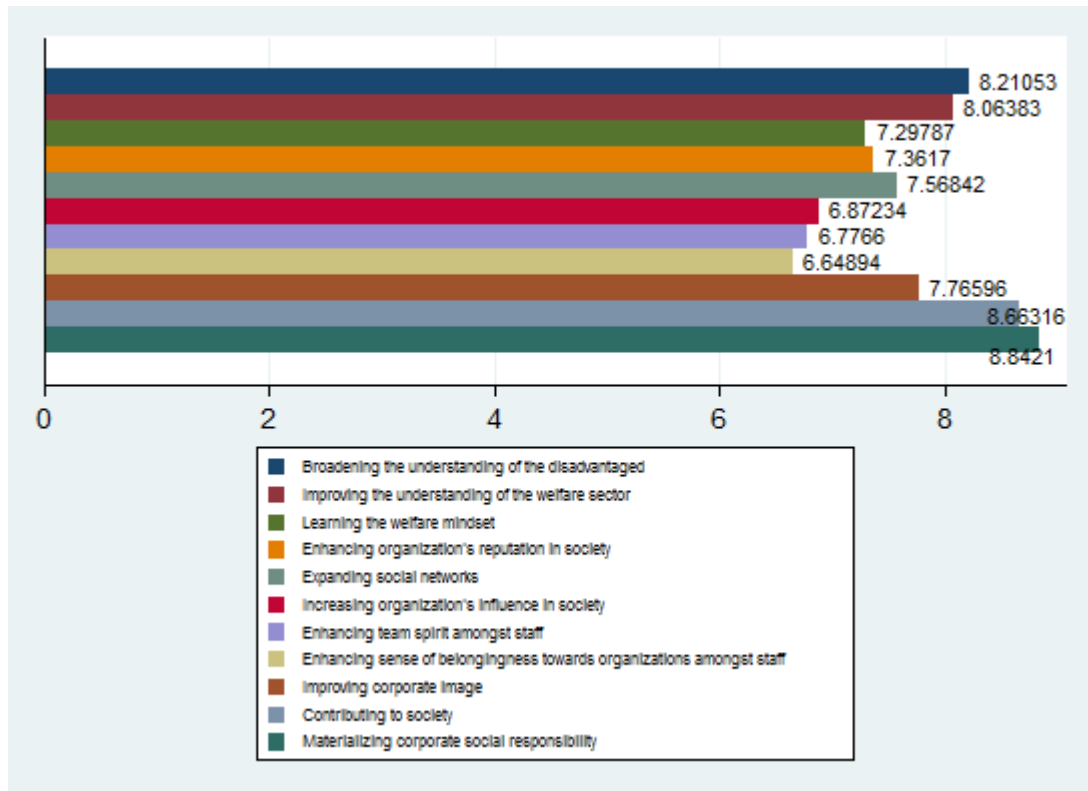


Figure 5.2 NGOs' perceptions on the project benefits to the business partners

Most business partners stated (See Figure 5.3) that enhancing corporate reputation – 提升了在社會上的知名度 was the greatest benefit of participating in the projects, which received an average rating of 8.8 on a 10-point scale. The second and third benefits were providing opportunities for the businesses to contribute to society – 回饋社會 and materializing corporate social responsibility – 實踐企業社會責任, which both received an average rating of 8.7 on a 10-point scale. However, extending influence of the companies in the community – 增加公司在社會上的影響力 and strengthening team spirit amongst employees – 增加了員工的團體精神 were perceived as the less significant benefits, receiving average ratings of 6.4 and 6.7 on a 10-point scale respectively.

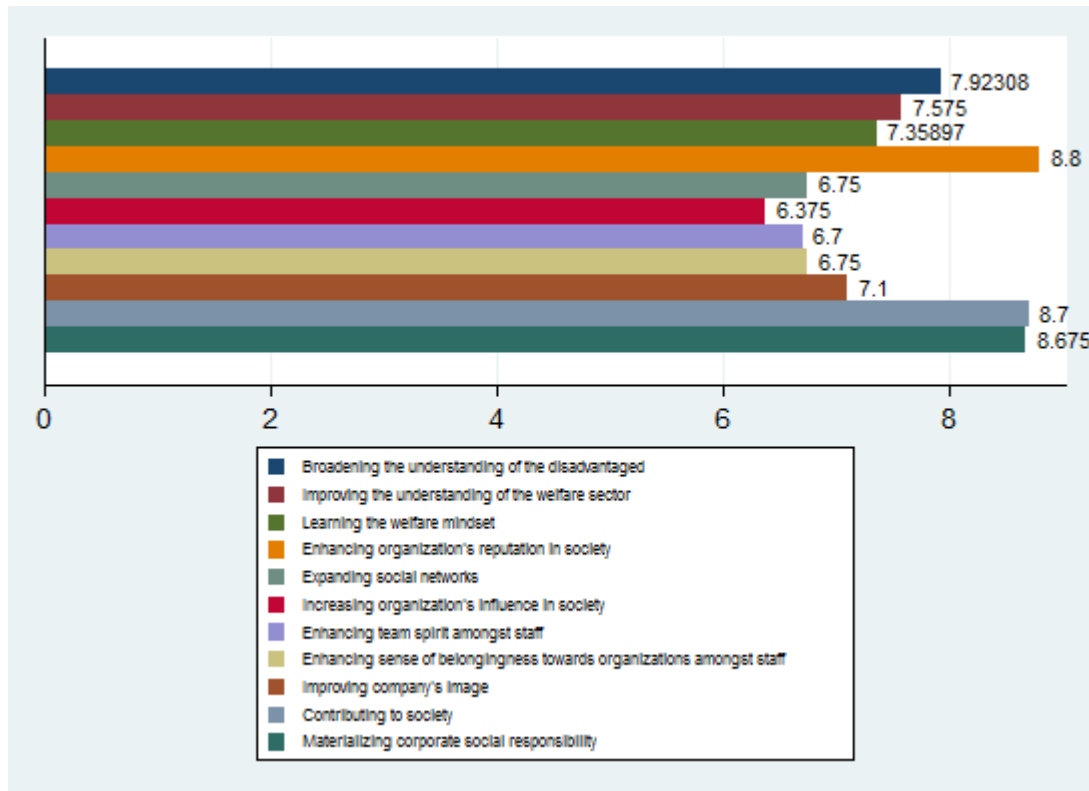


Figure 5.3 Benefits of the projects to business partners

Business respondents were also asked for their perceptions of the benefits of project participation to their NGO-partners (See Figure 5.4). The most significant benefit identified was that the projects helped NGOs expand their support and services they provided to the disadvantaged – 增多對弱勢社群的支援, which received an average rating of 8.6 on a 10-point scale. The second and third significant benefits were receiving financial support and other resources from the business sector – 為機構的服務工作帶來商界的財力及其他資源 and from the Government – 為機構的服務工作帶來政府的財力及其他資源, which received average ratings of 8.4 and 8 on a 10-point scale respectively. However, the least significant benefit was the enhancement of worker efficiency – 增強員工的辦事效率, which received an average rating of 6.9 on a 10-point scale.

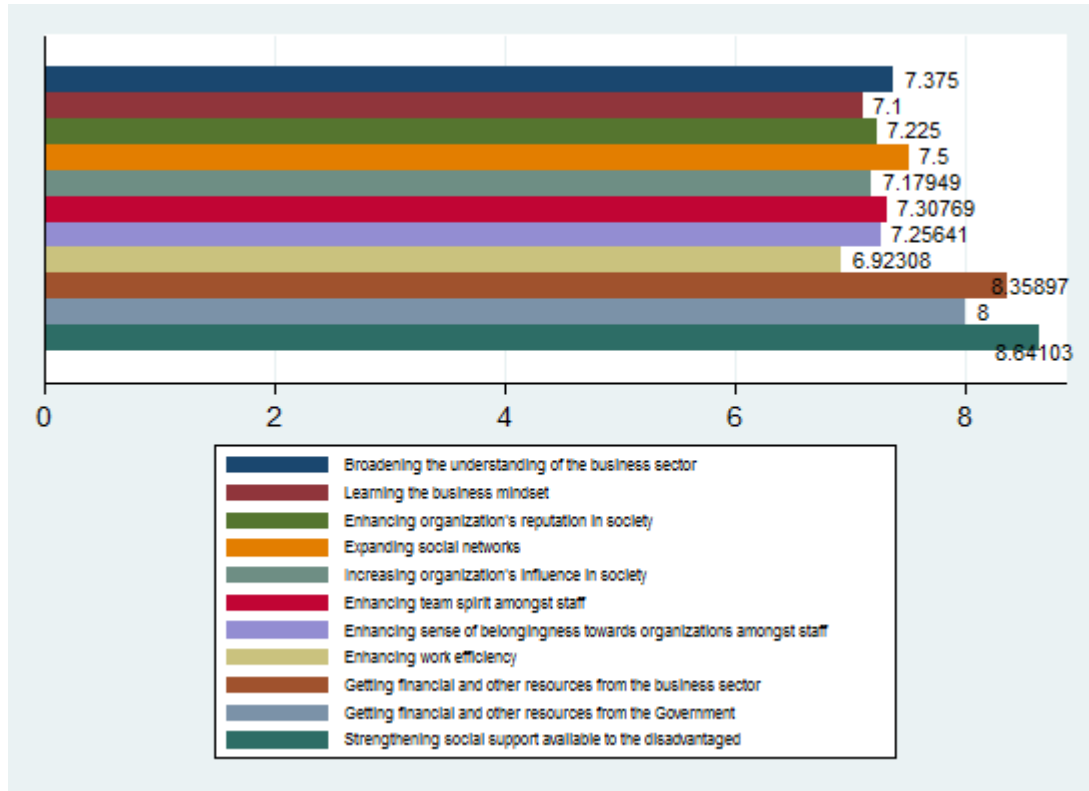


Figure 5.4 Business partners' perceptions of the benefits of the projects to the NGOs

Benefits for Service Users

Based on the previous study, a “4E” analytical framework was adopted for examining various outcomes of the projects from the Third Round to Fifth Round in this evaluation. Although there might be variations in those expected outcomes, this study tried to categorize them into different factors towards understanding of the realization of project benefits to service users. The “4E” framework was as follows: Enhancement of quality of life, Employment, Empowerment, and Exclusion prevention. Furthermore, each of these four dimensions was conceptually divided into four sub-criteria, 16 items in total, in the survey for further assessing various aspects of the dimensions (See Table 5.1).

4Es	Sub-criteria
Enhancing quality of life	<ul style="list-style-type: none"> • Improvement in material well-being • Improvement in living environment • Improvement in physical well-being • Improvement in psychological well-being
Empowerment	<ul style="list-style-type: none"> • Improvement in independent living ability • Increase in learning ability • Improvement in self-image • Increase in awareness of one's own rights
Employment	<ul style="list-style-type: none"> • Job opportunities • Increase in salary and improvement of work conditions • Work placements and internships • Improvement in communication skills
Exclusion prevention	<ul style="list-style-type: none"> • Improvement in perception by others • Improvement in social adaptability • Expansion of social networks • Stronger sense of belonging to the host community

Table 5.1 Sub-criteria of the “4E” framework

NGO respondents considered (See Figure 5.5) improving psychological well-being – 改善心理健康 to be the most significant benefit to the service users, giving this an average 8.2 on a 10-point scale. Nearly half of the respondents (46%) chose a value of 8. NGO respondents perceived improvement in self image – 提高自我形象 to be the second most significant benefit to service users, which received an average rating of 7.8 on a 10-point scale. The third most significant gain was the expansion of social networks – 擴大社交網絡, which received an average rating of 7.5 on a 10-point scale. However, the less significant benefits were salary increment and improvement of work conditions – 提高薪酬和待遇, having work placements and internships – 獲得職前實習的機會, and having employment opportunities – 獲得就業機會, which received average rating of 2.4, 2.7, and 3.0 on a 10-point scale respectively.

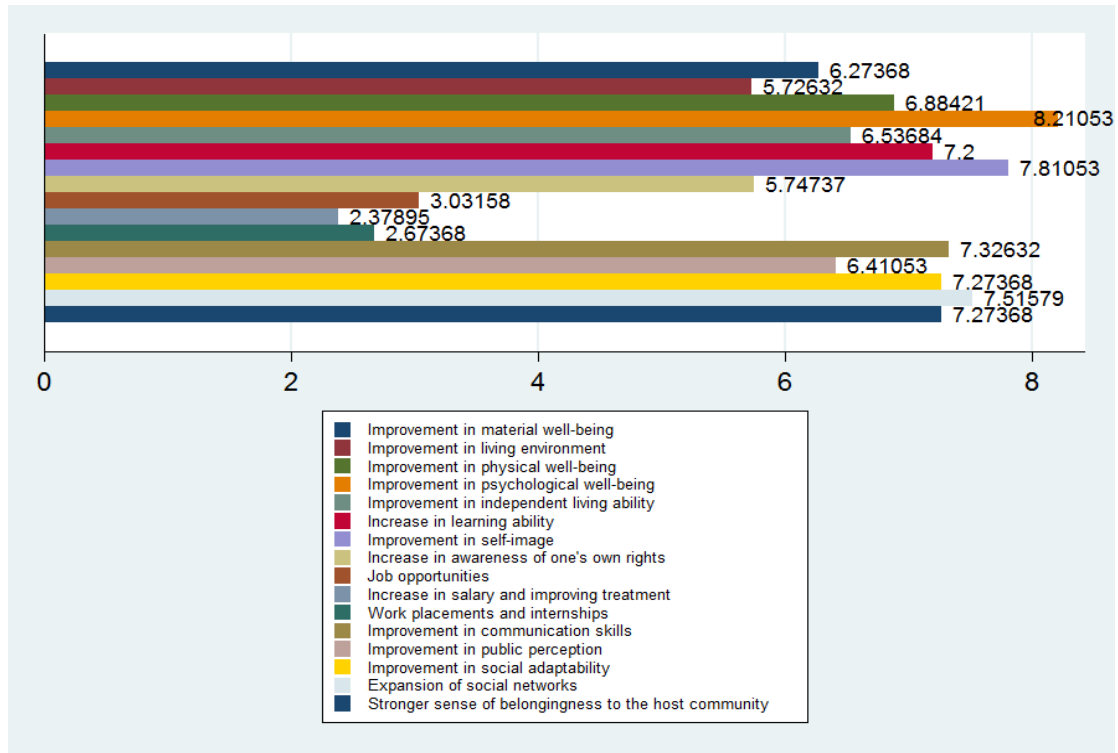


Figure 5.5 NGOs' perceptions of the benefits of the projects to service users

With the findings shown from Figure 5.5, exploratory factor analysis (EFA) can be used to isolate a small set of key factors about the benefits of the projects for the service users from the sixteen variables (sub-criteria). This statistical method is used to explore some potential and unobservable variables among observed variables, and thus uncover the underlying structure of a relatively large set of variable. The findings are presented as below (See Table 5.2).

Factor analysis/correlation	Number of obs =	95
Method: principal-component factors	Retained factors =	5
Rotation: orthogonal varimax (Kaiser-Meyer-Olkin)	Number of params =	70

KMO and Bartlett's Test ^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.732
Bartlett's Test of Sphericity	Approx. Chi-Square	958.998
	df	120
	Sig.	.000

a. Based on correlations

Initially, the factorability of the 16 variables was examined. Several well-recognized criteria for the factorability of a correlation were used. Firstly, 14 items correlated at least .6 with at least one other item, suggesting reasonable factorability. Secondly, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was .732, above the recommended value of .6, and Bartlett's test of sphericity was significant ($\chi^2(120) =$

958.998, $p < .05$). The factor loading matrix for this final solution is presented in Table 5.2.

Table 5.2 Factor loading and communalities based on a principal components analysis with oblimin rotation from the findings of Figure 5.5

Variables	Enhancing of quality of life			Empowerment	Exclusion prevention
	Social & material capacity	Health	Employment		
Improvement in material well-being	.7134	.4128	.1433	-.0256	-.0407
Improvement in living environment	.6709	.578	.1755	.016	-.0299
Improvement in physical well-being	.102	.8830	.0343	.136	.0807
Improvement in psychological well-being	.0283	.4821	-.1828	.0991	.4862
Improvement in independent living ability	.1307	.6445	.0398	.5647	.013
Increase in learning ability	-.0311	.2537	.1133	.8733	.0347
Improvement in self-image	.1323	-.0011	.124	.9104	.12
Increase in awareness of one's own rights	.6735	.0848	.2765	.4221	-.1236
Job opportunities	.1159	.0132	.9340	.1202	.0994
Increase in salary and improvement of work conditions	.1539	.0796	.9283	.0699	.0392
Work placements and internships	.0526	-.0017	.9564	.0846	.0711
Improvement in communication skills	.1343	-.0418	.2092	.4365	.5925
Improvement in perception by others	.5898	.0818	.1749	-.0619	.6097
Improvement in social adaptability	.1478	.0932	.2104	.1105	.7112
Expansion of social networks	.7085	-.0179	.1154	.2161	.322
Stronger sense of belonging to the community	.8662	-.0124	.0428	.0161	.2333
Eigenvalues	6.16	3.46	4.86	4.07	3.11
Variance	3.139	2.028	2.974	2.398	1.680
Cumulative proportion	0.1962	0.6587	0.3821	0.5320	0.7637

LR test: independent vs. saturated: $\chi^2(120) = 969.92$ Prob> $\chi^2 = 0.0000$

Composite scores were created for each of the five factors highlighted in grey, which were based on the mean of the variables that had their primary loadings on each

factor.

The first factor generated was **social & material capacity**, which included the variables of improvement in material well-being, improvement in living environment, increase in awareness of one's own rights, expansion of social networks, and stronger sense of belonging to the community. The second factor generated was **health**, which included improvement in physical well-being and improvement in independent living ability. These two factors indicated two dimensions under the criterion of enhancing quality of life.

The third factor generated was **employment**, which included job opportunities, increase in salary and improvement of work conditions, and work placements and internships. The fourth factor generated was **empowerment**, which included increase in learning ability and improvement in self-image. The last factor generated was **exclusion prevention**, which included improvement in perception by others and improvement in social adaptability. Through identifying some potential relationships between those variables, the factor loading not only revealed the fact that the "4E" criteria were actually overlapped with each others in reality, but also the factor scores helped to scale down the framework to an operational level.

On the other hand, the business respondents were also asked to identify the benefits gained by service users from the projects (See Figure 5.6). Business partners concurred with their NGO partners identified that the most significant benefit was improving psychological well-being – *改善心理健康*, which received an average rating of 8.1 on a 10-point scale. Nearly half of the business partners (48%) chose a value of 8 for this point of view. Business partners' perception of the second most significant benefit was also consistent with that of NGO respondents: improvement in self image – *提高自我形象*, giving an average rating of 7.7 on a 10-point scale. Three benefits received equal ratings of 7.5 on a 10-point scale: improvement of social adaptability – *提升社會適應能力*, the expansion of social networks – *擴大社交網絡*, and strengthening the belonging to communities – *對社區更有歸屬感*. The least significant benefits were also similar to those identified by NGO respondents: salary increment and improvement in work conditions – *提高薪酬和待遇*, having work placements and internships – *獲得職前實習的機會*, and having employment opportunities – *獲得就業機會*, which received average ratings of 3.7, 3.9, and 4.0 on a 10-point scale respectively.

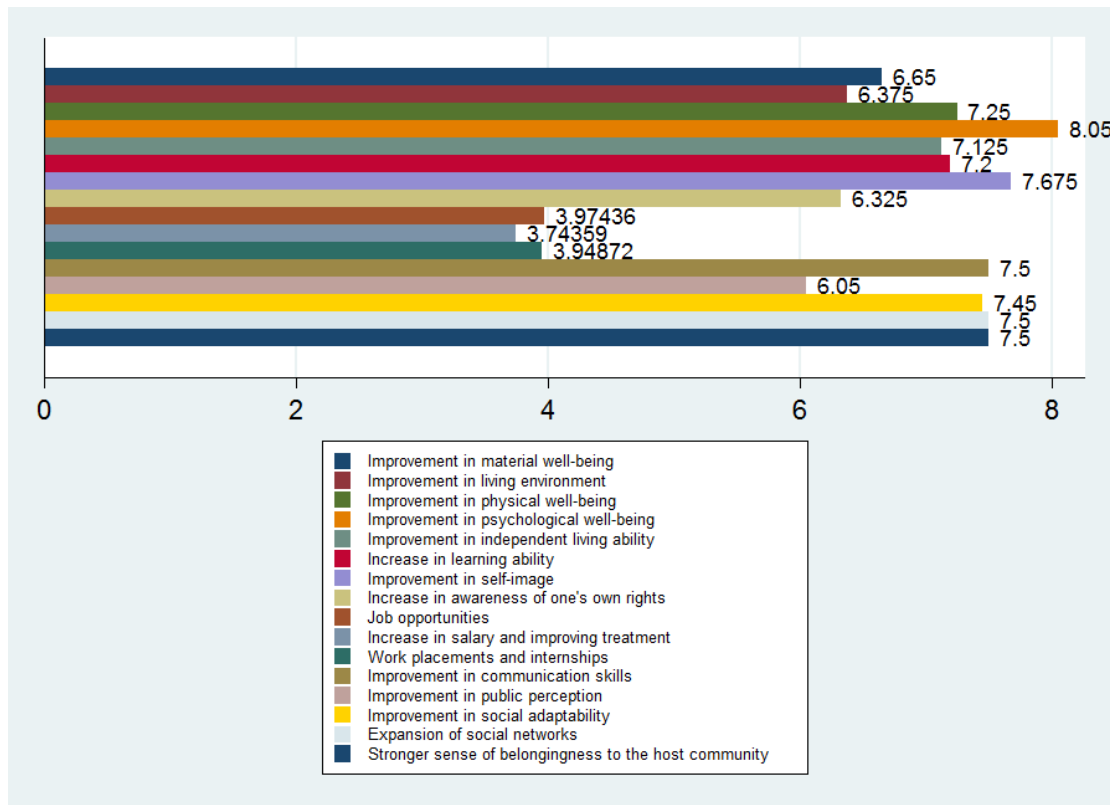


Figure 5.6 Business partners' perceptions of the benefits of the projects to service users

SECTION TWO: EXAMINING THE STRENGTHS OF THE PARTNERSHIP FUND

Before identifying good practices in the projects, findings from the in-depth interviews indicated that the Fund had already provided several possible conditions that might help facilitate partnership formation and achievement of the objective of helping the disadvantaged. These conditions were considered to provide both a necessary basis for project implementation, as well as potentially generating greater long-term impacts in the community if the essential elements of good practices were being taken in the right place at the right time.

NGO's Perspective

First, *flexibility* was one of the most frequently-mentioned strengths of the Fund by NGO interviewees. Since the Fund did not restrict either the types or coverage of service targets or how the funding should be used, NGOs enjoyed flexibility in planning, organizing and implementing the pioneer projects, particularly the ability to employ additional project staff possessing a range of different professional skills and knowledge. As the Fund posts no restriction on personnel or emolument, the applicant NGOs can employ experienced staff from other disciplines.

For example, social work trained staff may not be familiar with the working style and culture of business sectors so that the NGOs need to employ experienced workers from other sectors, who are strong in organizing partnering programmes and communicating with business partners, to be specialized in taking over this job with the support of the Fund; the NGOs can also employ other professional employees such as physiotherapists and occupational therapists for the betterment of the projects. Therefore, most of the applicant interviewees strongly suggested that the Fund should maintain and promote this credit that allows greater flexibility in using the matching grant. This suggestion is highly concordant with the expectations of the NGO respondents towards the Fund, which were shown from the findings of the questionnaire survey.

Secondly, taking advantage of the flexibility of the modes of organizing different types of service programmes, the NGOs were able to promote *piloting and pioneering* services. In addition to the support of expanding manpower and having sufficient human resources, the NGOs were able both to deliver services on a wider scale and for a longer service period, compared with those organized by a single party, and to develop innovative ideas in the form of “piloting schemes”. This not only helped NGOs improve their existing or subvented services, but also encouraged them to explore potential social resources in the community, responding to newly-emerging social needs as well as putting their creative ideas into practice.

One NGO interviewee provided an example of organizing a community-based tutorial and home caring service in a newly developed public estate, which lacked basic community facilities, to test out the feasibility of household-based community support networks. Eventually, with the support of the Fund, and following the success of the pilot project, the NGO is now trying to extend its services to other districts in Hong Kong as well. Therefore, many NGO representatives said that the idea of “innovation” could be promoted by the partnerships, so long as sufficient space and support were available to engender and facilitate creativity.

Thirdly, since resources under the Fund were distributed in the form of a matching grant, this mode of funding not only encouraged NGOs to be more proactive in searching for potential business partners and additional income sources, but also improved business corporations’ incentive to participate in partnership projects. Once partnerships are formed, the complexity of the synergy of such kind of partnering services is far more than those organized by a single party. It is simply because the business sector is no longer acted as a service donor, but rather as a partner, one of the deeply involved stakeholders of the projects. It means the role of business sector has been changed to role as facilitators and monitors in the partnering processes.

For instance, one business partner has set up a new department to organize and arrange corporate volunteering in their company. Especially with their support and a high level of involvement in the projects, the interactions between stakeholders were

no longer monolithic or single dimensional, but rather dynamic. The relationships between parties were not through “point-to-point” connections, but rather as a ‘radiator’ with different layers. For example, other than donating money and/or benefits in-kind, some business partners became involved in the NGOs' organizing or volunteering committees, even using their personal or organizational networks to find more corporate support and other resources for the projects in the form of snowballing cooperation. This eventually enhanced the NGOs' *networking* capacity.

Business Partner's Perspective

Firstly, it is quite clear that business corporations, large companies and enterprises, value most the opportunity for increasing organizational reputation and public recognition through promoting *corporate social responsibility (CSR) and corporate volunteering*. However, some business partners might have the capacity to run various types of CSR programmes on their own even without a formal partnership with the welfare sector. Why, therefore, were business partners interested in joining the partnering programmes? From the records of the projects provided by the Secretariat, the business partners donated tangible resources such as money or in-kind to NGOs at the early stage of cooperation. This philanthropic relationship - the most basic form of partnership - would then transform and evolve when business partners began to engaging more actively in the projects.

For example, one interviewee from the business sector shared her experience that she was assigned by her senior manager to be responsible for the coordination of the company's volunteer services. Initially, she thought of this only as a job; however, after a few years of collaboration, she had not only become an enthusiastic and senior volunteer, in addition she was nominated as a member of the advisory committee for the NGO. Now she is responsible for promoting corporate volunteering in the company and at the same time she shares with the NGO her business experience in planning and organizing partnering programmes.

In this sense, business partners' considerations and attitudes towards partnerships were not always pragmatic and market-oriented. Many were interested to see whether or not the projects could really help the disadvantaged. Most informants from the business sector shared the view that an effective partnership between NGOs and business partners required different levels of cooperation and engagement, which should be built gradually over time. A representative from the department of human resource of an international enterprise said that their company cherished very much cooperation with the welfare sector because it was not only an opportunity to let the public know more about the company, but it also let their employees learn about, and contribute to, the community. Another informant shared that whilst it was most important if the partnership project could help the company positively build and achieve a positive image and reputation in the community, nevertheless, they would also consider whether the projects themselves could really help the needy and whether

the resources they contributed could really reach the service recipients. This means that corporate involvement in partnership relationships was not solely taken in the form of charitable philanthropy. Although promoting corporate social responsibility was the most significant and typical advantage brought to the business partners, the more they became involved, the stronger sense of incentive and motivation of maintaining and supporting partnerships they had.

Secondly, some partnering companies found that participating in social service cooperation not only helped their staff develop their communication skills, increased team spirit and created a better working atmosphere, through facilitating *team building* and *staff development*, but they also resulted in unexpected consequences and impacts on the companies at the corporate level.

For example, after participating in the projects, some company employees brought their family members to join the social service teams of the companies. It seems, through participating in the services, both employees and their family members not only knew more about the disadvantaged and themselves but also improved family relationships. One business representative shared an example that their company's volunteer team was not designed and founded by senior management, but rather by the frontline workers themselves. The volunteer association was not only independent of the company but also had its own mission and vision. This in turn became an ingredient and opportunity that helped the company develop staff's organizing, planning and communication skills as well as enhance and boost employees' self-confidence and personal fulfillment. As a result, the relationships among staff and between staff and the company were more cohesive. The sense of belonging towards the company was also stronger than before. In short, the joint effect of such partnership projects enabled the exchange of different expertise and strengths amongst different parts of society, which was not only beneficial to both parties, but also enhanced the overall productivity of society.

Service User's Perspective

With additional resources, whether in terms of money, benefits-in-kind or manpower, the capacity of social support available to the disadvantaged was undoubtedly enhanced. However, the essence of determining the effectiveness of the partnering projects was not solely based on the increment of the amounts of those countable elements, such as the number of projects launched, the number of NGOs and business partners involved, the number of people served, and the amount of funding or donation generated, but rather, how social resources could be further generated and redistributed. As revealed in the reports and in-depth interviews, some projects not only pioneered innovative services, but were also really able to *fill policy/ service demands*, which could not be fully covered or recognized by Government-funded social welfare or subvented services, to meet emerging social issues or new social needs.

For example, one project was about expanding facilities in a center for children diagnosed with chronic illness or developmental delay. Since this group of children might need to wait a certain period of time before receiving Government funded speech therapy services, the center filled a service and policy demands, delivering immediate services to the children during the waiting times. Another example was the household-based community support network project as mentioned above. The estate lacked community facilities because it was not planned to be developed as such a high-density residential area. Although center staff tried to think about how to utilize potential community spaces to respond to increasing community needs, insufficient resources had prevented the development of services until support was provided via the Fund. These two cases reflected that the establishment of the Fund not only enabled the welfare sector to provide more direct services with additional resources, but it also encouraged NGOs to think about creative projects to fill policy or service demands.

Secondly, the Fund was also considered as “*seed money*”, which helped to sustain some projects for a period of time and then facilitated continued self-funding to deliver services long-term. For example, participants in a sports programme for marginal youth, showed better self-image, greater confidence in themselves, and a clearer vision and positive attitude in their future careers. Some were even trained as coaches in sports clubs and worked as volunteers in the project, which helped the NGO save on administrative costs. Even though some of the projects might not be self-sustainable at the present time, they did realize benefits that could be put to productive use. For example one NGO made good use of the knowledge and experience of their senior staff and published a tool kit for center staff and parents. This not only helped knowledge transfer, circulation and sharing both inside and outside the organization, but also enabled and empowered parents to learn some basic techniques at an early stage of physiotherapy treatment for their children.

Another example was provided by an organization that promoted awareness of potential dementia sufferers in the community with the help of a standardized assessment toolkit. This project not only enriched workers, helpers and carers’ knowledge by providing several training workshops, but also aroused public awareness through large-scale and extensive community tests. Another project encouraged junior students from under-privileged families to read more by subsidizing the purchase of extracurricular books. These examples revealed the core advantage of the Fund that since the partnering NGOs enjoyed greater flexibility with the designs and service targets of the projects, they could plan for several relatively long-term services such as capacity building or empowering programmes, rather than providing direct but one-off services.

Thirdly, since the Fund has been in operation for years, not only the external environment but also some internal elements within/ between partners may have

changed. In 2005, the Fund was initially established after the outbreak of severe acute respiratory syndrome (SARS) in Hong Kong. The economic situation was not good and so the objective of the Fund had a clear vision – to help the disadvantaged. Subsequently, however, Hong Kong’s economy has been recovering; the availability of resources for the most needy and vulnerable has improved compared with the situation during the economic downturn.

One of the trends, therefore, observed from the reports of the projects was that the scope of targeted service was “broadening”, in the sense that services became more varied and dynamic, and did not simply provide “more of the same”. For example, one NGO organized a flagship function with different kinds of partners, such as different sized NGOs, schools, business partners, and the general public, so as to promote a volunteering culture in Hong Kong. At first glance, the roles between service users and service deliverers were quite clear and distinctive. As time went by, however, some service users enrolled as volunteers and became new service deliverers; some service deliverers shared that volunteering had given them meaning in life following retirement. Some volunteers even tried to start their own organizations or self-support groups to promote volunteering.

Moreover, with previous experience in partnership development, some projects even made the volunteer management more systematic. For example, one NGO recruited a group of healthy and young elderly as both service users and project volunteers. After attending a series of workshops on life and death education, arrangements were made for this group of young elderly volunteers to perform a drama and share their own experience about death in a long-term care relay elderly center. With the elderly people’s personal sharing, the weak elderly with long-term diseases not only felt others’ warmth and care, but also felt more comfortable facing death by sharing with people of a similar age. The NGO also identified key elements for improvement of similar projects and was ready to integrate these in the next round of application of the Fund. Learning from the above examples, it indicated that the main objective of the Fund, helping the disadvantaged, was sharpened and crystallized, which was not only limited to helping service recipients; rather, NGO workers, business partners, volunteers and service users also benefitted from the dynamic of tripartite partnerships.

Chapter 6: Good Practice

The meaning of “good practice” does not mean that there is a formal and standardized model or a set of simplified and structured procedures for formulating successful partnerships. Rather, this section attempts to identify several elements or principles which can be followed and thus contribute to achieving the objectives of the Fund in general and projects’ specific service goals. The Balanced Scorecard approach was adopted as a framework attending to five major perspectives, indicating different key performance parameters for formulating partnerships. Using this analytical basis, this chapter draws out the inter-dependencies and associations between different elements in the perspectives on the one hand and attempts to develop a longer-term strategic framework for the Fund on the other hand.

SECTION ONE: CRITICAL SUCCESS FACTORS FOR GOOD PRACTICE

Key elements of partnership formations were identified from different stakeholders’ perspectives (See Figure 6.1)³¹. For NGOs, the most important element facilitating goal achievement was access to sufficient financial resources – 充足的財力資源, which was uniformly scored 10 on a 10-point scale. The second important element was clear assessment criteria – 清晰的評估指標, which received an average value of 8.9 on a 10-point scale. The third one was specific project goals – 具體的計劃目標, which received an average value of 8.7 on a 10-point scale. The less important elements, however, were Government supplementary measures – 政府的配套措施, active involvement of business partners – 商業伙伴的積極參與, and clear division of labour – 清楚的工作分工, which received average values of 7.8, 7.9, and 8.0 respectively.

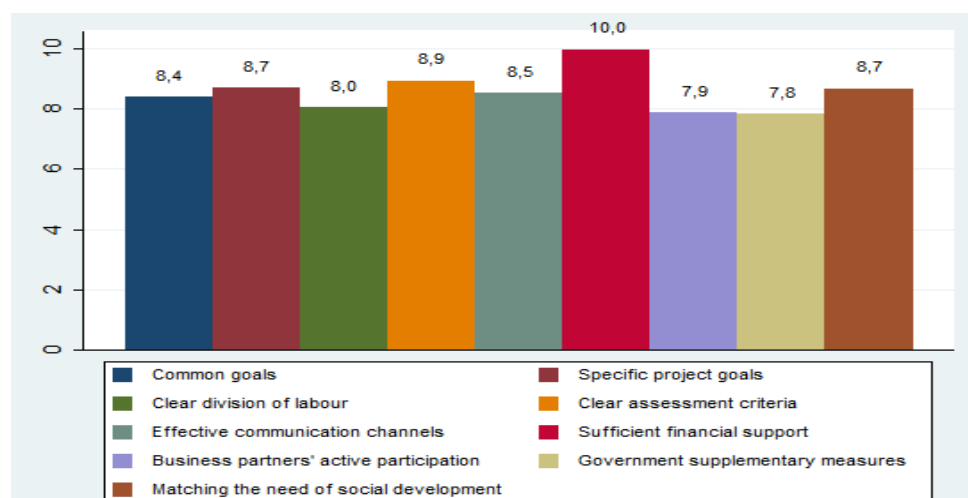


Figure 6.1 NGOs’ perceptions of the critical success factors of the projects

³¹ The base for NGO’s perceptions of the critical success factors of the projects was 95, i.e. the Part B questionnaires returned by NGOs.

Strategic Partnerships included the variables of common goals, specific project goals, clear division of labour, clear assessment criteria, effective communication channels, business partners' active participations, and matching the need of social development. The factor reflected the key elements of the mechanism of partnership formations.

Sufficient Financial Support included one raw variable only so that it was not sufficient to form a new construct of the raw variables.

By identifying the factor of **Strategic Partnerships**, the study then explored the relationships between the factor loadings of Strategic Partnerships and the factors (See Table 5.2) of NGOs' perceptions of the benefits on the projects towards service users before examining the assumption that there might be positive correlations between the levels of involvement of partners and the benefits of the projects towards service users (See Table 6.2).

		<i>Factors of NGOs' perceptions of the benefits of the projects for service users</i>				
		Social & material capacity	Health	Employment	Empowerment	Exclusion prevention
(obs=95) Sig. < 0.05						
<i>Key elements of achieving expected goals in partnerships</i>	Common goals	0.3882 0.0001		0.2147 0.0377		
	Specific project goals		-0.2616 0.0105		0.3920 0.0001	
	Clear division of labour	0.3947 0.0001			0.2374 0.0212	
	Clear assessment criteria					
	Effective communication channels	0.3820 0.0001	-0.2837 0.0056			0.2051 0.0474
	Sufficient financial support					
	Business partners' active participation	0.3872 0.0001			0.3749 0.0002	
	Matching the need of social development	0.2383 0.0201	0.2665 0.0094	0.2865 0.0051	0.2835 0.0054	

Table 6.2 Correlations between the key elements of achieving expected goals in partnerships and the factors of NGOs' perceptions of the benefits for the projects towards service users

The findings contained in Table 6.2 showed that there were positive correlations between **Common goals** and **Social & material capacity**; **Specific project goals** and **Empowerment**; **Clear division of labour** and **Social & material capacity**; **Effective communication channels** and **Social & material capacity**; and **Business partners' active participation** and **Social & material capacity** and **Empowerment**.

Assuming that the levels of involvement of partners and the benefits of the projects

might be correlated (Liebenthal, Feinstein & Ingram, 2004), the study further indicated such relationships that were able to be exploited in the partnership projects with the use of statistical methods of correlation³². The results of Pearson's correlation are as follows (See Table 6.3)³³.

	Strategic Partnerships	Sufficient Financial Support	Social & Material capacity	Employment	Empowerment	Health	Exclusion prevention
(obs=95) ³⁴							
Strategic Partnerships	1.0000						
Sufficient Financial Support	0.5572 ^a	1.0000					
Sig. (2-tailed)	0.0000						
Social & Material capacity	0.5143 ^b	-0.0926	1.0000				
Sig. (2-tailed)	0.0000	0.9999					
Employment	-0.0668	-0.0632	0.3218 ^d	1.0000			
Sig. (2-tailed)	1.000	1.000	0.0304				
Empowerment	0.1679	0.0762	0.2723	0.2374	1.0000		
Sig. (2-tailed)	0.9129	1.000	0.1481	0.3528			
Health	0.2856	0.0049	0.4162 ^e	0.1142	0.4725 ^h	1.0000	
Sig. (2-tailed)	0.1148	1.0000	0.0006	0.9987	0.0000		
Exclusion prevention	0.3426 ^c	0.1384	0.5553 ^f	0.3192 ^g	0.1352	0.2439	1.0000
Sig. (2-tailed)	0.0173	0.9849	0.0000	0.0334	0.9884	0.3060	

Table 6.3 Pearson's correlation of the relationships between the factors of achieving expected goals in partnerships and the benefits of the projects to service users

³² For examining the relationships between the NGOs' perceptions of the benefits of the projects to service users (Table 5.2) and the key elements of achieving expected goals in partnerships (Table 6.1), the study first simplified the complex sets of variables of the question 31 and question 26 of the Part B of questionnaires for NGOs by using factor analysis, i.e. the base for this section was 95. Second, by computing the factor loadings of each variable of the two questions, the study thus identified five factors for the question 31 and two factors for the question 26 and then generated regression factor scores of the factors for a follow-up analysis of the correlation.

³³ In general, literatures about partnerships suggest that a higher level of collaboration can facilitate a better combination of complementary strengths and a stronger partnership. In the previous study, we used the terms "philanthropic partnership", "consultative partnership", and "strategic partnership" to describe different levels of involvement in partnership projects. "Philanthropic partnership" refers to those partnerships in which business participations consist of the provision of cash and/or in-kind donations; "Consultative partnership" refers to the partnership projects involve businesses' provision of consultancy services to facilitate project implementations or referrals for acquiring resources and staffing required; "Strategic partnership" refers to a higher level of involvement, of which the business partners may involve in planning and coordinating the projects, arranging staffs and volunteers, and even sitting in the broad committees of NGOs.

³⁴ This indicates the number of observations that were used in the correlations. In this statistical analysis there were no missing values, so all correlations were based on 95 observations.

As shown from the Table 6.3, there were two observations of scatter plots between the correlations of the factors of achieving expected goals in partnerships and the benefits of the projects to service users confirmed as having significant relationships, and five observations of scatter plots between the correlations of the factors of the benefits of the projects to service users themselves confirmed as having significant relationships.

a. From the scatter plot of the factors **strategic partnerships** and **sufficient financial support**, it can be seen that the correlation was highly positive, which was 0.5572 over a relatively high correlation in social sciences (> 0.5) with a significance level of 0.000 (< 0.05). It means these two factors had a highly positive relationship.

b. From the scatter plot of factors **strategic partnerships** and **social and material capacity**, it can be seen that the correlation was highly positive, which was 0.5143 with a significance level of 0.000. It means these two factors had a highly positive relationship.

c. From the scatter plot of **strategic partnerships** and **exclusion prevention**, it can be seen that the correlation was barely positive, which was 0.3426 over a fair correlation in social sciences (> 0.3) with a significance level of 0.0173. It means these two factors had a high positive relationship.

d. From the scatter plot of **social and material capacity** and **employment**, it can be seen that the correlation was barely positive, which was 0.3218 over a fair correlation in social sciences (> 0.3) with a significance level of 0.0304. It means these two factors had a positive relationship.

e. From the scatter plot of **social and material capacity** and **health**, it can be seen that the correlation was positive, which was 0.4162 over a fair correlation in social sciences (> 0.3) with a significance level of 0.0006. It means these two factors had a fair positive relationship.

f. From the scatter plot of **social and material capacity** and **exclusion prevention**, it can be seen that the correlation was highly positive, which was 0.5553 over a relatively high correlation in social sciences (> 0.5) with a significance level of 0.0000. It means these two factors had a high positive relationship.

g. From the scatter plot of **employment** and **exclusion prevention**, it can be seen that the correlation was barely positive, which was 0.3192 over a fair correlation in social sciences (> 0.3) with a significance level of 0.0334. It means these two factors had a positive relationship.

h. From the scatter plot of **empowerment** and **health**, it can be seen that the correlation was positive, which was 0.4725 over a fair correlation in social sciences (> 0.3) with a significance level of 0.0000. It means these two factors had a fair

positive relationship.

To conclude, the study first confirmed that the involvement of partners in the projects had a fair positive relationship with sufficient financial support. In addition, it was quite clear that the factor of strategic partnerships was highly correlated with the benefits of the projects generated. Moreover, the study also reaffirmed that the “4E” framework helped identify variables that had positive correlations with the benefits of the projects to service users. Some variables themselves had positive correlations and were interrelated with each other, such as social & material capacity in relations to health, employment, and exclusion prevention; employment in relations to exclusion prevention; and, empowerment in relationship to health. Last but not least, the factor analysis also identified two correlated underlying factors of Quality of Life factors, namely “social and material capacity” and “health”, which contributed a clearer understanding of the construct of the meanings of quality of life in the respondents’ perceptions.

SECTION TWO: A BALANCED SCORECARD FOR PARTNERSHIPS

Based upon the above analysis of survey data and the in-depth interviews, the study adopted the Balanced Scorecard as a reference tool for identifying key elements of sustaining partnerships and delivering well-planned and effective projects. The scorecard was segmented into five perspectives, namely **Mission Perspective, Outcome Perspective, Stakeholder Perspective, Internal Perspective, and Learning and Growth Perspective**. Although the Balanced Scorecard provided a framework for a strategic planning and management system to achieve the ultimate mission of the Fund, the perspectives proposed were only loose analytical categories which sometimes overlapped with each other or were reflected in another one.

Mission Perspective

Heading the Balanced Scorecard was the mission of the establishment of the Partnership Fund, aiming at helping the disadvantaged by promoting the idea of tripartite partnerships between the welfare sector, the business sector, and the Government. The Mission Perspective was the core and most important part of partnership formations, both as a means and as an end of these collaborative relationships. It could be understood in two senses: one was about the achievement of improved effectiveness of the Fund and the projects; the second was about the facilitation of several conditions for sustaining the partnerships.

Examples of good practice:

Having a shared mission – A community-based NGO has been working on child, youth, and family issues for many years. In one of their projects, they partnered with an international business corporation which has developed a clear direction of CSR at

the company-level, particularly aiming at promoting and supporting child and youth development, preservation of art and culture, and environmental protection. Since the missions of the two organizations were perfectly matched with each other, the partnership project not only provide workshops offering training, development, communications, and interview skills with the participation of the business partner's employees, but also provided internship opportunities to those outstanding participants. The example illustrated that having shared visions and values was the first step of formulating good partnerships which in turn contributed to effective and efficient project implementation.

Sharing your missions – Usually, however, mission alignment between NGOs, business corporations, and the public was not already in place. A social enterprise providing speech therapy for children with language impairments and delays from low-income families shared their initial difficulties and experience of running the organization. The founder of the project pointed out that their organization was small, and the idea of social enterprise was relatively new in Hong Kong. Its capacity for providing large-scale services and launching partnership projects was thus limited and low compared with traditional and large NGOs. To alleviate the limitations, on the one hand, the organization made very clear its position regarding the scope and coverage of services, aiming at filling the policy gap to serve underprivileged children who suffer from language difficulties but do not yet receive immediate therapies from Government-subsidized services. On the other hand, apart from clearly presenting the mission and objectives of the organization and providing high quality of services, the story behind the establishment of the organization was extensively reported, which not only touched many people but also helped the organization build or improve its public image and gain needed public support.

Outcome Perspective

In the Outcome Perspective, the “4E” evaluative framework was suggested because it helped the Fund narrow down its mission into different analytical categories to ensure better understanding of the outcomes and impacts for different domains of the projects served.

The first one was **Enhancement of Quality of Life**. The meaning of quality of life referred to a subjective continuum embedded in cultural, social, and environmental contexts. Here particularly focused on how the applicant projects could provide, improve or enhance better conditions for the disadvantaged to obtain better qualities of lives.

The second one was **Empowerment**. As the concept was a buzzword, referring to an increasing of individual and community capacities in different areas, the study concentrated on individual-level outcomes only. Indicators included an enhancement of self confidence or self-image, a sense of knowing one can make a change in life,

and an awareness of one's own rights.

The third one was **Employment**. Improving employability and providing employment opportunities were some long-term strategies for helping the underprivileged persons. Here particularly focused on the indicators to examine the effectiveness of the relative projects, namely number of employment created, number of participants who were able to find a job in labour market after job training and improvement of job seeking skills.

The fourth one is **Exclusion Prevention**. Social exclusion is about the inability of our society to keep all groups and individuals within reach of what we expect as a society, wherein some people feel being excluded from the mainstream as though they do not belong. In other words, it is about a tendency to push vulnerable and difficult individuals into the least popular places, furthest away from our common aspirations. Along this line, the study particularly focused on evaluating the dimensions of preventing exclusion from livelihood, from social services, welfare and security, and from access to information means and sources.

Stakeholder Perspective

Since tripartite partnerships involved collaboration between the welfare sector, the business sector, and the Government, different stakeholders might have different value perspectives regarding the Fund in general and the projects in particular. Eight criteria emerged from the interviews as the most important considerations amongst partnerships.

1. **Good deed**: whether the projects were doing something right – helping the disadvantaged.
2. **Effectiveness**: whether the projects were getting the right things done, achieving the project goals successfully.
3. **Holistic**: whether the projects were able to identify and serve the people most in need.

Example of good practice:

Good deed & Holistic – A representative from a social enterprise shared that although their service aimed at improving children's language abilities, they also considered the situations of children comprehensively. For example, apart from providing language ability assessments, the center social workers would conduct home visits in order to assess specific needs of different applicants; if the applicants came from underprivileged families, the center would reduce their service charges; the center would also borrow games or books for speech therapy or language learning

from the donations of business partners; the center would approach their business partners to see if they could help unemployed applicants' parents to find jobs. It can be seen from the case that small/middle-sized NGOs or social enterprises enjoy flexibility in project planning and implementation in order to provide an effective service.

4. **Equity:** if the applicant projects would help redistribute social resources.
5. **Timeliness:** whether the projects were delivered at an opportune time.

Example of good practice:

Equity – A local company partnered with several NGOs explained its approach to partnership matching: “As a local brand and middle-sized company, we understood our capacity in supporting partnership programmes. We might not be able to donate a huge amount of money to the welfare sector compared with those international enterprises; what we can provide is our products and volunteers. Thus, we think that ‘helping a lame dog over a stile’ is better than ‘making perfection more perfect’ in selecting NGO-partners. Some big and traditional NGOs might get sufficient support from large and international enterprises; while small NGOs might need our support. I think this is all about equity – how can we share what we have in a more reasonable way?”

Timeliness – In a project working on promoting community health, the NGO informant highlighted the flexibility of the Fund in allowing project NGOs to make use of the Fund to address urgent ad-hoc social needs, functioning as a preventive measure or safety valve for releasing social tension. In 2009, the outbreak of swine flu in Mexico and the United States had aroused public attention. Although the HKSAR government adopted some preventive measures to avoid the outbreaks of the swine flu as well as other types of influenza in community, the public, especially the elderly and the disadvantaged, might not have enough awareness of the illness. Under this situation, the project not only put effort in promoting public education and publicity of the illness, but with the supports of its business partners and the Fund, it provided free influenza vaccination services to the elderly for infection prevention.

6. **Reputation:** whether the projects were recognized by the people involved and the other parties.
7. **Sustainability:** if the projects would have the capacity to endure over time.
8. **Innovativeness:** if the projects would discover new social issues or use new methods to address existing social problems.

Internal Perspective

Partnership formations were a learning and growth process for the NGOs, the business partners and the Government. The partnering parties not only had to learn how to cooperate with each others at the partnership level, but they might also need to adjust and even transform their own working styles at the organizational level. In the internal perspective, four aspects represented the management processes of partnership projects: Project Planning & Implementation Processes, Stakeholder Management Processes, Report & Evaluation Processes, and Innovation Processes.

Firstly, the **Project Planning & Implementation Processes** included project design, project assessment, project implementation, and risk management. In these processes, project organizers needed to consider some basic arrangements of the projects such as goal and purpose development, resource and budget planning, labour and time management, service design, and contingency plan.

Secondly, the **Stakeholder Management Processes** included the processes of selection, acquisition, retention, and growth. Project organizers needed to think of how to find, organize, manage, and keep contact with both service users and business partners.

Thirdly, the **Report and Evaluation Processes** was about how the projects could be monitored and evaluated. Monitoring was the continuous assessment of project implementations; while evaluation was the periodic assessment of the projects. As partnership relationships involved different perspectives from different stakeholders, the criteria or understanding effectiveness and efficiency might be different. Most interviewees held the view that it might not be possible to standardize the evaluative criteria or the projects because of their different natures. Therefore, apart from recording some basic data and the details of service projects, a few pioneer projects tried to build-in project-based evaluative studies or research into their programmes, finding that such arrangement could significantly help them modify future service projects and improve project quality.

Fourthly, the **Innovation Processes** was about the renewal or improvement of the projects, which could be seen as a change in the thought process either for the means to achieve the project goals or for the goals of the projects themselves. Taking advantage of the flexibility of the Fund, some NGOs had already tried to implement some piloting projects or services. A few of these projects were even adopted as regular services in their organizations. In fact, the need to promote innovation was a factor underpinning the spread of partnerships. It was assumed that through collaboration partnership parties could collate knowledge and share experience, which in turn produced new knowledge and promoted knowledge sharing. To facilitate these processes, evaluation itself could be considered as a developmental process contributing to better implementation, capacity building, and good knowledge management of the projects or amongst partners.

Example of good practice:

Good Project Planning and Innovativeness – A project aiming at organizing community carer services in a public housing estate demonstrated good project planning and implementation process. The NGO informant recalled, “When our center moved to this community, we had already noticed that there might be some urban planning issues. The community was designed to be developed as a subsidized-sale programme of public housing (Home Ownership Scheme) but yet the plan was changed to build public housing after the cancellation of the scheme. Since the original plan did not incorporate for the development of a public housing estate, the community obviously lacked public facilities and community services such as library, youth center, and elderly day care center. Under such circumstance, we tried to work out a new idea for community capacity building. In order to identify the problems and needs of the community, we undertook a large-scale survey to see what residents perceived as their most important needs. We discovered that day care services for school children after school hours were the most needed because their parents had to work during the daytime. Now, the project has been running for two years. The participants and the residents are urging us to keep on running the service so that we are considering if it can become regular service some day.” This example illustrates that proper problem identification and need assessment not only helps the project identify its intended service outcomes, but also enhances its effectiveness.

The Involvement of Business Partners in Evaluation – A local enterprise partnered a NGO in Hong Kong in a project aiming at providing a service pack to several elderly centers to identify symptoms of early stage Alzheimer’s disease. The informants agreed that the project should conduct programme evaluation for further improvement in order to maintain its sustainability. Throughout the project, the participant centers were required to submit evaluation reports to the host NGO. The business partner also conducted their own project impact assessment. From this case, it can be seen that the roles of business corporations in partnership projects may not be limited to donating or volunteering; rather they can also be considered as monitors and stakeholders in the projects.

Learning and Growth Perspective

With the advantage of flexibility for the application requirements of the Fund, NGOs could not only approach different types and scopes of service users, but also they were able to propose some innovative services to meet both existing and emerging social needs. This revealed one of the characteristics of the Fund that it was not based on a top-down approach to promote the idea of tripartite partnerships; rather it was a bottom-up approach that provided the NGOs with a certain degree of flexibility to gradually develop their sense of ownership of partnering projects. Therefore, at the bottom of the Balanced Scorecard, the Learning and Growth Perspective was

suggested, identifying some pre-conditions for the success of partnership formations.

First of all, it is no doubt that tripartite partnerships involved different types of organizations from different sectors. Although the motivations for joining forces to form partnerships might be varied, most believed that something new must emerge from these relationships. For example, with the Government support and the business partners' contributions, the NGOs could have more resources to expand existing programmes or launch new piloting services; the business partners could make use of NGO networks to learn more about the disadvantaged in the community; the Government could discharge some of its responsibilities for tackling various social issues. In other words, tripartite partnerships helped the partnering parties enjoy comparative advantages through mutual cooperation and division of labour by three types of capital: Asset Capital, Human Capital, and Organization Capital.

Asset Capital refers to any asset used in the production of services such as the amount of cash or donation in-kind used in the projects, which also reflected the philanthropic relationships between the NGOs and their business partners, referring to the very basic exchange of tangible resources. The survey findings indicated that sufficient financial support was confirmed that would have fair positive relationships with strategic partnerships, i.e. human capital and organization capital.

Human Capital relates to the opportunities for partnership participants to exchange information, share opinions and experience, and contribute professional skills and knowledge. This capital referred to a second level of involvement – collaborative partnerships, wherein coordination was involved for the sake of efficiency and effectiveness by sharing the objectives and implementation at a project level.

Organization Capital refers to strategic partnerships whereby partnering organizations not only mobilized organizational networks or resources to contribute to the projects, but also recognized each other to be indispensable in the pursuit of project goals and aimed to sustain a long-term collaborative relationship in future.

Example of good practice:

Strategic Partnerships – In a programme for life and death education for the elderly, the community-based NGO identified a funeral company in the host district to be their business partner. The boss of the company not only gave talks to service users and provided trainings to the center staff, but also mobilized his own network to organize a trip to a coffin and casket manufacturing company for participants so that they could have a deeper understanding of death and bereavement. The project organizer admitted to initial anxieties about the success of the project because their staff were too young and had no experience or knowledge about making funeral arrangements and talking about the taboos of life and death to the elderly. With the business partner's support, her worry was swept away. The outcomes of the project not only

provided a very good foundation and experience for further improvement of elderly mental and health care programmes, but also enhanced community capacity in the district.

Secondly, in order to utilize these three capitals in partnerships, four elements emerged from the findings of the survey that are expected to be effective. The first element was **Common Goals**. It is common knowledge that different sectors of organizations had their own characters of working styles. For example, the business sector tended to be more aggressive, emphasizing cost and efficiency; while the welfare sector tended to be more conservative, looking for values and goodness. In partnership formation, however, partnering organizations needed to learn how to achieve balance and cooperate with others. During this process, recognition of the cultural differences and development of mutual understanding between different parties were necessary so as to share the common goals of the projects.

Example of good practice:

Creating Mutual Understanding – A project working on promoting volunteering in the community had gone through a process of mutual understanding by which partnership participants assigned and conveyed their own ideas in an attempt to create shared goals or the project. The NGO shared that since the project involved quite a lot of business partners, it was quite difficult to meet all the needs and considerations of different parties. The NGO informant also pointed out that working with the business sector necessarily took time to accommodate each others' working styles, i.e. the business sector tended to emphasize "output" more while the welfare sector might consider "process" more. In order to create mutual understanding, the NGO sent newsletters to keep the business partners informed and invited them to participate in the organizing committee. With these measures, the project not only gained greater support and improved reputation in the community, but also enhanced the incentive for the business sector to participate.

The second element was **Teamwork & Division of Labour**. Once it was agreed to set up a partnership, different parties might have different expectations about the relationships between each other. These expectations also acted to motivate the involvement of partners, i.e. the more they became involved, the higher their expectations towards the project. Besides, the gaps between expectations and actual experiences determined whether or not the partnering organizations were willing to further commit to the projects as revealed in the interviews. Thus, "trust" was crucial for partnership formations based on mutual obligation towards each others' expectations. Time was needed to build trust, and mostly took place in the context of long-term and continuous cooperation, rather than within a single project. Therefore, at the beginning of partnership formations, having a clear division of labour and a plan for cooperation development were identified as important criteria.

Example of good practice:

Good Division of Labour – A representative from an international bank which has been supporting community development in Hong Kong for years, shared that their company had put considerable effort into promoting CSR, not only because this was a business rationale for the company – to give back to society, but also the company found that effective stakeholder engagement and cross-sectoral partnering could really benefit both parties. As the business informant said, “The welfare sector has their own experience and expertise in providing humane social services; while the Government could play a vital role in promoting CSR and community collaboration. As a bank, we have our own advantages: one is ‘money’ for providing sponsorships; another one is ‘manpower and expertise’ for volunteering and particularly providing financial training...In other words, everyone has their own role to play in partnership relationships. During the partnering process, we will encourage our colleague to participate in the programmes, and we also treasure our senior management involvement and support. By identifying the strengths and roles of different partners, it is hoped that the partnership relationships can be sustained.”

The third element was **Communication**. Mutual respect and honesty were undoubtedly two essential elements in good human relationship building, although these might not be sufficient to formulate partnerships because partnering projects must aim at achieving some goals and/or completing some tasks. During the planning and implementation processes of the projects, communications must be timely, prompt, and effective, whether through formal or informal communication channels. These not only showed a certain degree of recognition amongst partners, but could also help avoid unnecessary misunderstanding between partners from different working cultures.

Example of good practice:

Open Dialogue – In an interview with an international company, the informant was asked what factors could facilitate better partnership formation. She thought that “open dialogue” was the key element to maintain good NGO-business relationships, and the first step to achieve this was to present and exchange each other’s expectations of the project at the very beginning of collaboration. By clearly defining the roles of the participants in the project, she believed that “trust and respect” could be gradually developed in the relationships. During the implementation process, “being patient and tolerant” was needed because disagreement and conflict could not be avoided in collaboration. This was why “open dialogue” was so important.

The fourth element was **Leadership**. Most interviews revealed that the projects would be more successful if the senior management or the bosses of the organizations supported and recognized the benefits and meanings of formulating partnerships, and especially if any institutionalized mechanisms responsible for the management and

coordination of partnerships were in place, such as the establishment of Corporate Social Responsibility teams.

Example of good practice:

Recognition of Partnership – A representative from a local enterprise which has been committed to CSR for years indicated that the support of senior management was very important in providing the conditions for partnership formulations. The informant shared that their company not only set up a specific department to be responsible for the management of corporate volunteering and partnership programmes, but also encouraged employees to participate in social services through practices such as having corporate volunteer days and rewarding staff to initiate their own volunteer services.

Chapter 7: Recommendations and Conclusion

By adopting mixed research methods to collect information from major stakeholders, the study aims to make recommendations concerning the Fund and tries to provide reliable information about a wide range of considerations important to partnering parties, as well as introduce some appropriate policy initiatives to promote the sustainability of tripartite partnership formations.

Through collecting the views of partnership participants about their satisfactions and opinions regarding the Fund and the idea of tripartite partnerships, the study confirmed the effectiveness of the Fund in achieving its stated objectives. It was an undisputable consensus among the participating NGOs and their business partners that the Fund created incentives for strengthening social support to the disadvantaged in Hong Kong. Based on the “4E” evaluation framework, it was encouraging to find that the PFD projects had demonstrated positive impacts on their recipients in terms of quality of life, empowerment, employment and social inclusion. The broadened scope and coverage of the Fund indicated that it was a preferred funding source which addressed existing service demands and changing needs of society. Many business partners reckoned their participation in PFD projects was an excellent way to actualize corporate social responsibility. With expanding social networks and increasing levels of participation from the welfare sector, district-based organizations and the business community, the sustainability of the partnership was quite promising.

Through examining the effectiveness of the Fund and the critical success factors of tripartite partnerships, the study proposes some recommendations to the Fund to try to inform policy and practice in the ways that these not only provide reliable information about a wide range of considerations important to partnering parties, but also introduces some appropriate policy initiatives to promote the sustainability of tripartite partnership formations. The measures for further development of the Fund and tripartite partnerships can be divided into five aspects as follows: Foster Sustainability of Partnership, Establish PFD as a Permanent Funding Source for the Disadvantaged, Develop a Community-based Strategy, Recognize the Administration Support of the PFD Secretariat, and Develop Outcome Evaluation for the Fund.

Foster Sustainability of Partnership

The purpose and value of the Fund is the initiation of tripartite partnerships to assess the viability of cross-sectoral collaboration as a vehicle for helping the disadvantaged. The notion of tripartite partnerships has been considered as a promising alternative way to address emerging complex social issues in recent years. In Hong Kong, the introduction of the Fund is an initiative to see whether the approach of tripartite partnerships is effective in helping the disadvantaged. The study clearly showed that tripartite partnerships generated comparative advantages from different parties in

society to tackle social problems by multiplying individual contributions to community and social endeavors through mutual collaboration. The total number of applications and the number of participating business corporations has increased more than three-fold in the past five years. Apart from the increase in the number of applications, the variation of the profiles of the applicant NGOs and business partners shows that the Fund has successfully encouraged and fostered the formation of tripartite partnerships among the welfare sector (including conventional welfare organizations, faith-based organizations, and organizations affiliated to the cultural, arts or sports areas), different sizes of business corporations, and the Government.

Besides, the study also found that the key attributes of successful partnership included common goals, specific project objectives, clear division of labour, clear assessment criteria, effective communication channels, active participation of business partners, as well as matching the need of social development. Building from this foundation, future attention now needs to be given about how partnership relationships can be fostered and consolidated in the long run. A more sustainable and conducive policy environment for enhancing tripartite partnership should be promoted by the HKSAR Government. Meanwhile, the study recommends:

- a. The PFD secretariat should help promote the key attributes of successful partnership identified by the study. The Fund may consider giving higher priority to projects which demonstrate strategic partnership between applicant organizations and their business partners.
- b. Formal recognition of long term partnership and opportunities for sharing good practices are recommended. The award ceremonies or symposiums organized by the SWD provide good examples of this.

Establish PFD as a Permanent Funding Source for the Disadvantaged

The findings from the survey and the interviews with major stakeholders essentially confirmed that the establishment of the Fund facilitated NGOs and business partners to work together to achieve the mission of helping the disadvantaged. The study also found that two inter-related factors, including strategic partnerships and sufficient financial support, were critical success factors to achieving the expected goals in partnerships. In other words, the additional financial support was the necessary condition for motivating NGOs and their business partners to commit themselves in the partnership projects. Without the matching grants from the Government, it was difficult for the NGOs to sustain or to scale up their projects, as well as expanding their networks. It was a unanimous view that the flexibility of the Fund did encourage social innovation and proactive attempt to fill existing service demands for the disadvantaged. Some NGOs, however, expressed concern on their ability to address new and emerging social needs if the fund is not established permanently. On the other hand, the business sector was more willing to maintain a long-term partnership

with the NGOs for the benefit of the disadvantaged if the funding from the Government is more stable. This will also encourage a continuous development of corporate social responsibility among participating businesses and help promote social harmony.

To encourage long-term partnership between the business and welfare sector, we strongly recommend a permanent PFD be established as a regular funding source for the disadvantaged. In view of an increasing level of participation by the welfare and business sectors, the Government should ensure adequate amount of matching grant for PFD projects by drawing reference to the total amount of approved grant in the Fifth and Sixth Round allocation and the increased rate in the total number of applications received during the different rounds.

Develop a Community-based Strategy

With the initiation of the Fund and the support of the business sector, the approach of tripartite partnerships has been extensively adopted in a wide range of service programmes dealing with complex social problems such as social exclusion and poverty. However, the increasing variations of organizations and of the types of partnership projects have shown that the Fund may have to consider re-defining the scope of the Fund as social conditions in Hong Kong have significantly changed in these two years. Although the main objective of the Fund has not been changed – helping the disadvantaged, understanding of the meaning of “disadvantaged” might vary according to different periods of time. In the first two rounds of applications to the Fund, there were quite a lot of short-term and employment-based and retraining programmes, since Hong Kong society was experiencing the aftermath of the outbreak of SARS and the economic downturn from 2008 to 2009. However, as the economy moved from recovery to boom at the end of 2009 and since then, wild inflation and skyrocketing property prices began to plague Hong Kong society, the income disparity between the rich and the poor has become ever more visible. The study confirmed that the applicant NGOs were not limited to conventional welfare organizations but covered a wide range of community organizations providing welfare services which received no subsidy from the Government.

In addition, although one of the objectives of the Fund aims at engaging the welfare and business sectors to support partnership projects with the purpose of helping the needy, the establishment of the Fund can also be understood as an attempt in community mobilization and community engagement. The essence of tripartite partnerships is based on consensual cooperation and mutual contributions, i.e. everyone’s view is needed and everybody brings something to the relationship. The in-depth interviews of policy holders also showed that the participation of service branches and district social welfare offices of the SWD in project review was crucial. This practice benefits the projects by providing professional expertise and knowledge from related fields of service officials. The comments from district units can also

facilitate the sharing of understanding of the community's immediate needs and emerging social issues, thus helping to improve problem identification and project design. In this sense, the service branches and district social welfare offices are like the eyes and ears of the Fund in helping to ensure that projects are suitably focused and targeted, and that Fund distribution is based on the best available information.

Therefore, apart from managing the Fund and providing matching grants to the projects, the role of the Government might not be limited as a monitor. It can also consider being more proactive in conditioning and directing the trend of development for partnership formation. The Fund might consider focusing more on partnership processes, promoting the strategy of tactical community engagement of partnership formation at an institutional level. Thus, the study recommends:

- a. The Fund can consider developing closer internal cooperation for exchanging ideas and information about the situations of and the needs amongst different districts and communities as a way of building and enhancing local capacity not only in problem solving, but also in rebuilding and reinvigorating community relations and cohesion proactively for partnership formations.
- b. The district social welfare offices of SWD may also be able to mobilize their networks to help small and medium-size NGOs searching for potential business partners in the host districts. District-based promotional activities, hence, should be encouraged.

Recognize the Administration Support of the PFD Secretariat

The study recognized that the most significant advantage of the Fund was the flexibility of the application criteria in terms of project designs and implementation plans. With this advantage, the NGOs are encouraged to learn from different partners such as the business sector and other professionals, and conduct piloting services innovatively, enabling NGOs to address potential social issues and tackle emerging social problems. Compared with many existing funding sources which often have specific purposes and target recipients, the Fund has opened a window of opportunity for social innovation. The number of successful applications had increased significantly with broadened scope of beneficiaries since the third batch of application. Although most of the projects were carried out by established NGOs in Hong Kong, small NGOs and community-based organizations were able to apply for PFD successfully with the technical support from the PFD secretariat. Effort was also made to introduce the Fund to business partners which were not familiar with the welfare sector.

Especially given the fact that different partnership parties have varied working styles, time is needed to accommodate different practices in different settings. For instance, it has been known that the working styles of the welfare sector and the business world

are entirely diverse, i.e. the former tends to be more value-laden and conservative; while the latter tends to be more pragmatic and aggressive. During collaboration, some institutional measures may provide a more favorable condition for the establishment and maintenance of relationships in addition to mutual understanding. As regards NGO - business relationships, NGOs may take the initiative in ensuring the effectiveness of mutual communication because they not only act as the core organizers of the projects, but also function as the bridge between the business sector and the Government. As the study revealed, some NGOs have already established a specific section or assigned personnel to be responsible for partnership communications in order to facilitate more effective communications between partners and avoid misunderstanding.

Besides, the Government can also take other measures to foster partnership formations. In addition to effective logistic arrangements such as having clear application and approval criteria, it is appreciated that the secretariat of the Fund is willing to give extra support to NGOs making their first application to the Fund. Such support might help the NGOs to have clearer understandings of the Fund's application and approval procedure. In this sense, the secretariat may have direct involvement in promoting tripartite partnership by assuming the role of an "incubator" for new partnerships or a "broker" for resource mobilization. Given the importance of the PFD secretariat in promoting and executing the Fund, it is recommended that:

- a. The flexibility of the Fund should be maintained as its unique feature.
- b. A designated team of Government officers, with backgrounds in social work, project management and accounting, be assigned to the PFD secretariat to carry out all the promotion, monitoring and administrative duties of the Fund.

Develop Outcome Evaluation for the Fund

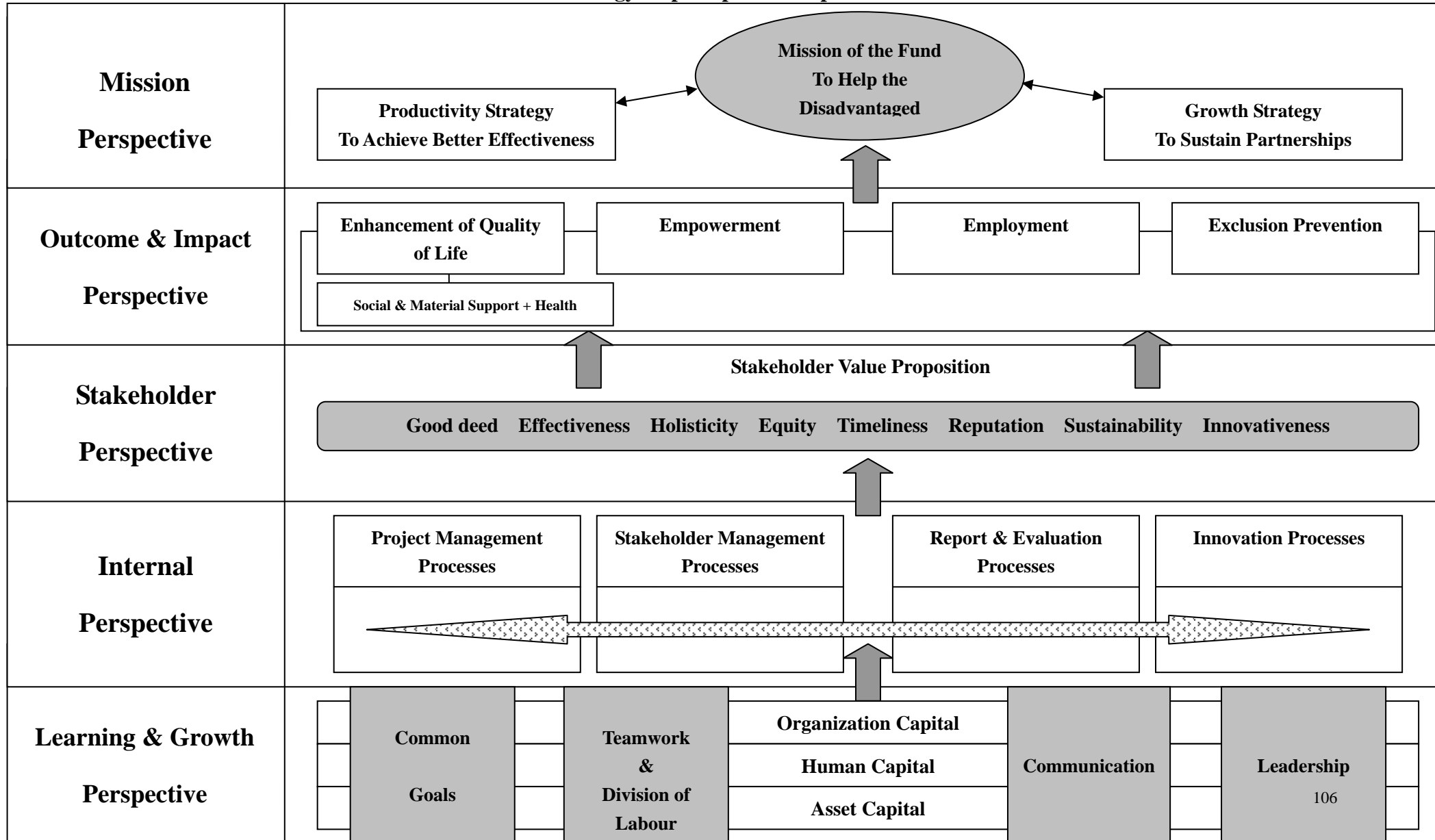
After several years of operation and development, the Fund has entered a stage of consolidation. Our study found that the beneficiaries of the Fund were not confined to disadvantaged groups but also their carers, the applicant NGOs, business partners, as well as community and corporate volunteers. The social impacts of PFD, thus, should be further assessed to ensure public accountability. The Fund now only requires the applicant projects submitting project reports and outputs after the completions of projects, which might not be able to provide sufficient information for examining the outcomes of partnership projects. However, since one of the aims of the Fund is to promote sustainable social partnerships between the welfare and business sectors, it is important to develop a comprehensive evaluation system for examining the outcomes and impacts of the Fund and the projects. The study, hence, recommends:

- a. The Fund may include outcome evaluation as one of the vetting criteria for new project applications, and develop mechanisms for evaluating the

attainment of project goals.

- b. The formulation of a long-term strategic framework to evaluate the social impact of the Fund should be considered when a mature stage of development is attained. Our proposed strategy map for partnership formation (Table 7.1) is an example of how the experiences of both project designs and partnership formulations can be systematically organized and transferred. It is believed that with the formative evaluation system, the outcomes and impacts of the applicant projects can be better examined in long-term perspective.

Table 7.1 Strategy map for partnership formation



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Appendix 1

《攜手扶弱基金的評估研究 2010》
非政府機構問卷

敬啟者：

香港特別行政區社會福利署委託香港理工大學應用社會科學系第三部門教研中心，就《攜手扶弱基金》進行一項評估研究，主要目的是通過評估社福界、商界和政府「三方協作」的服務成效，探討其中的成功與障礙因素，從而建議政府如何持續發展這種伙伴力量，促進彼此協作，以達到協助弱勢社群的目標。

我們誠邀閣下參與本研究，並代表貴單位成為這項調查的被訪對象。問卷所收集的資料僅供統計分析之用，絕不向未經許可之人士透露。希望閣下抽空回答問卷，提供相關訊息，以作調查研究之用。

懇請閣下於**2011年1月25日**前將填妥之問卷以回郵信封，寄回香港理工大學應用社會科學系第三部門教研中心陳錦棠博士收。

勞煩之處，敬祈見諒。謝謝閣下的協助。若有任何疑問，歡迎與這項研究副研究員鄭松泰博士（電話：3400-3010）聯絡。

陳錦棠博士（召集人）
何寶英博士
何潔雲博士
梁傳孫博士
何嬋紀女士
香港理工大學
攜手扶弱基金秘書處

敬上
2011年1月

《攜手扶弱基金的評估研究》
非政府機構問卷

回答以下問題時，請在合適的空格內填上✓（☑），以及根據指引填寫合適答案。

甲部：三方協作

第一部分：背景資料

1. 貴機構是否第一次申請攜手扶弱基金呢？

- 是（跳答2） 不是（到1.1及1.2）

1.1 一共申請過多少項目呢？（不包括第六輪申請）_____ 個

1.2 成功申請的項目有多少個呢？（不包括第六輪申請）_____ 個

第二部分：關於民間、商界和政府對「三方協作」的期望

2. 貴機構為什麼會對攜手扶弱基金感到興趣呢？（可選多項）

- 增加我們對商界的認識
- 學習一些商界的思維
- 提高我們機構在社會上的知名度
- 擴展我們機構的社會網絡
- 增加我們機構在社會上的影響力
- 增強我們機構員工的團隊精神
- 增加我們機構員工對機構的歸屬感
- 增強我們機構員工的辦事效率
- 為我們機構的服務工作帶來商界的財力及其他資源
- 為我們機構的服務工作帶來政府的財力及其他資源
- 增強對弱勢社群的支援
- 其他（請註明：_____）

3. 你覺得**商業伙伴**對攜手扶弱基金有什麼期望呢？（可選多項）

- 增加對弱勢社群的認識
- 增加對社福界的認識
- 學習一些社福界的思維
- 提升機構在社會上的知名度
- 擴展社會網絡
- 增加我們公司在社會上的影響力
- 增強員工的團隊精神
- 增加員工對公司的歸屬感

- 改善企業形象
- 為社會福利機構的服務工作帶來商界的財力及其他資源
- 為社會福利機構的服務工作帶來政府的財力及其他資源
- 實踐企業社會責任
- 其他（請註明：_____）

4. 你覺得**政府**對攜手扶弱基金有什麼期望呢？（可選多項）

- 增強對弱勢社群的支援
- 提升商業機構的社會責任意識
- 提升社會福利服務的效益
- 擴大社會服務網絡
- 提升社會服務的工作效率
- 促進社會和諧共融
- 改善社會資源
- 其他（請註明：_____）

5. 你認為下面的句子適用於描述**理想的**民商協作的合作關係嗎？

		非常同意	同意	不同意	非常不同意
民商伙伴方面	在項目的工作理念相近	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	在項目的參與上擁有共同的目標	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	在合作的過程中有清楚的分工	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	能够履行項目中所負責的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	在合作的過程中有平等的溝通平台	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	彼此信任	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	彼此學習	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. 就攜手扶弱基金來說，貴機構對政府有什麼期望呢？（可選多項）

- 加強宣傳及推廣
- 簡化申請手續
- 提供更多尋找商業伙伴的資訊
- 完善項目審批的機制
- 增強項目推展的配套
- 其他（請註明：_____）

乙部：個別計劃的合作情況和項目效益

第一部分：背景資料

* 煩請注意**乙部**需按個別計劃填寫。

7. 計劃名稱：_____

8. 這項計劃是否第一次申請攜手扶弱基金呢？

是（跳答9） 不是（到8.1及8.2）

8.1 這項計劃曾經申請過多少次呢？（不包括第六輪申請）_____ 次

8.2 這項計劃成功申請的次數？（不包括第六輪申請）_____ 次

9. 這項計劃從什麼時候開始呢？ 20 _____ 年 _____ 月

10. 這項計劃從什麼時候結束呢？ 20 _____ 年 _____ 月

11. 這項計劃服務哪些服務對象呢？（可選多項，請指出服務人數 / 戶數）

服務對象性質	服務對象							
	以個人為單位					以家庭為單位	不知道	不適用
	兒童	青少年	中年	長者	婦女			
貧困	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
待業	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
肢體殘障	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
精神殘障	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
釋囚	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
吸毒者	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
新來港人士	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
少數族裔	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
缺乏照顧的老人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
支援網絡薄弱的家庭	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
單親	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
照顧者	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
一般社區人士	<input type="checkbox"/> _____ 人					<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
其他（請說明：_____）	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>

第二部分：合作情況

12. 這項合作計劃當中共有多少個商業伙伴呢？ _____ 個

13. 商業伙伴機構的名稱（請提供全名）	14. 就攜手扶弱基金而言，你們是否第一次合作？	15. 從計劃開始至今，你們合作了多久呢？（請指出年數及月數）	16. 這個商業伙伴機構在這項計劃中的參與形式是怎樣的？（可選多項）									其他
			慈善性		諮詢性			策略性				
			a) 提供資金	b) 提供資源(物品、儀器、場地)	c) 提供諮詢性意見以助推展	d) 轉介項目所需資源(物品、儀器、場地)	e) 轉介項目所需人力	f) 參與計劃項目的統籌	g) 參與計劃項目的共同策劃	h) 安排員工參與推展工作(專業人才)	i) 安排員工參與推展工作(義工)	
1	<input type="checkbox"/> 是 <input type="checkbox"/> 否	___年___月	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	請說明：
2	<input type="checkbox"/> 是 <input type="checkbox"/> 否	___年___月	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	請說明：
3	<input type="checkbox"/> 是 <input type="checkbox"/> 否	___年___月	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	請說明：
4	<input type="checkbox"/> 是 <input type="checkbox"/> 否	___年___月	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	請說明：
5	<input type="checkbox"/> 是 <input type="checkbox"/> 否	___年___月	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	請說明：
6	<input type="checkbox"/> 是 <input type="checkbox"/> 否	___年___月	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	請說明：

* 如超過六個商業伙伴機構，請使用另頁提供資料。

17. 請問貴機構如何找到這些商業伙伴？（可選多項）

- 我們機構本身已有的關係網絡
- 我們機構根據計劃的需要而主動邀請合適的商業伙伴參加（到 17.1）
- 商業伙伴主動聯絡我們機構（到 17.2）

17.1 貴機構透過哪些媒介找到這些伙伴呢？（可選多項）

- 個別人士引薦
- 透過中介組織引薦而認識的商業伙伴（請註明：_____）
- 政府部門（請註明：_____）
- 報紙
- 電視
- 互聯網
- 其他（請註明：_____）

17.2 商業伙伴透過哪些媒介找到貴機構呢？（可選多項）

- 個別人士引薦
- 透過中介組織引薦而認識貴機構（請註明：_____）
- 政府部門（請註明：_____）
- 報紙
- 電視
- 互聯網
- 其他（請註明：_____）

18. 貴機構在尋找商業伙伴過程時有沒有遇到困難呢？

- 有（到 18.1）
- 沒有（跳答 19）

18.1 曾遇到什麼困難呢？（可選多項）

- 缺乏渠道知道有哪些合適的商業伙伴
- 缺乏渠道引薦合適的商業伙伴
- 合適的商業伙伴沒有時間參與
- 合適的商業伙伴沒有額外的資源提供
- 合適的商業伙伴沒興趣參與社會服務
- 合適的商業伙伴對於我們機構所關注的課題不感興趣
- 合適的商業伙伴對於我們機構的服務計劃不感興趣
- 其他（請註明：_____）

19. 這項計劃的內容是如何決定的呢？

- 由我們機構全盤擬定計劃的內容細節

- 由我們機構擬定計劃的綱領，再與商業伙伴機構討論細節
- 由商業伙伴擬定計劃的綱領，再由我們機構設定細節
- 由我們機構與商業伙伴機構共同策劃設計
- 其他（請註明：_____）

20. 在計劃推行的過程裡，貴機構和商業伙伴的不同階層人士都有直接參與在其中嗎？

	我們機構		商業伙伴	
董事局	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用
機構總幹事/CEO	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用
中層/管理級職員	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用
前線員工	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用

21. 在這項計劃中，貴機構有安排員工專職與商業伙伴作聯絡統籌等工作嗎？

- 有（請註明職級：_____） 沒有

22. 在這項計劃中，商業伙伴有安排員工專職與貴機構作聯絡統籌等工作嗎？

- 有（請註明職級：_____） 沒有

23. 你認為下面的句子適用於描述在這項計劃中，貴機構和商業伙伴之間的合作關係嗎？

	非常同意	同意	不同意	非常不同意
我們機構和商業伙伴在這項計劃中的工作理念相近。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
我們機構和商業伙伴在這項計劃中的分工合作很清晰。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
我們機構能够履行這項計劃中所負責的工作。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
商業伙伴能够履行在這項計劃中所負責的工作。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
我們機構和商業伙伴在推展過程中能够彼此調節配合。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
我們機構和商業伙伴之間能够彼此信任。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
我們機構和商業伙伴之間的合作經歷過磨合。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. 根據你們的觀察，你認為以下的句子適用於描述商業伙伴在這項計劃的參與嗎？

商業伙伴在這項計劃中：	非常同意	同意	不同意	非常不同意
越來越認同計劃的目的。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
所參與的活動越來越多。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
能引入多元化的工作方式。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
所投入的時間越來越長。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
所參與的員工人數越來越多。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
所投放的資源越來越多。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
能提供建設性的意見。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
我們已打算展開其他合作計劃。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

第三部分：項目成效

25. 你認為這項計劃能夠達到預期目標嗎？（請圈出合適的答案。1 為不能達到；10 為完全達到）

不能達到 完全達到

1 2 3 4 5 6 7 8 9 10

26. 你認為下面哪幾項是促成計劃達到預期目標的因素呢？（請圈出合適的答案。1 為最不重要；10 為最重要）

	最不重要										最重要
共同的理念	1	2	3	4	5	6	7	8	9	10	
具體的計劃目標	1	2	3	4	5	6	7	8	9	10	
清楚的工作分工	1	2	3	4	5	6	7	8	9	10	
清晰的評估指標	1	2	3	4	5	6	7	8	9	10	
有效的溝通渠道	1	2	3	4	5	6	7	8	9	10	
充足的財力支持	1	2	3	4	5	6	7	8	9	10	
商業伙伴積極的參與	1	2	3	4	5	6	7	8	9	10	
政府的配套措施	1	2	3	4	5	6	7	8	9	10	
配合社會發展需要	1	2	3	4	5	6	7	8	9	10	

27. 你認為下面的句子適用於描述協作伙伴對計劃成果（Outcomes）的滿意程度嗎？（請圈出合適的答案。1 為最不同意；10 為最同意）

	最不同意										最同意
我們機構對於這項計劃的成果感到滿意。	1	2	3	4	5	6	7	8	9	10	

商業伙伴對於這項計劃的成果感到滿意。	1	2	3	4	5	6	7	8	9	10
--------------------	---	---	---	---	---	---	---	---	---	----

28. 你認為下面的句子適用於描述協作伙伴對**計劃成效 (Effectiveness)** 的滿意程度嗎？（請圈出合適的答案。1 為最不同意；10 為最同意）

	最不同意										最同意
我們機構對於這項計劃的成效感到滿意。	1	2	3	4	5	6	7	8	9	10	
商業伙伴對於這項計劃的成效感到滿意。	1	2	3	4	5	6	7	8	9	10	

29. 根據你對**商業伙伴**的了解，你認為這項計劃能為他們帶來以下的得益嗎？（請圈出合適的答案。1 為沒有得益；10 為最大得益）

	沒有得益										最大得益
增加了對弱勢社群的認識	1	2	3	4	5	6	7	8	9	10	
增加對社福界的認識	1	2	3	4	5	6	7	8	9	10	
學習了一些社福界的思維	1	2	3	4	5	6	7	8	9	10	
提升了在社會上的知名度	1	2	3	4	5	6	7	8	9	10	
擴展社會網絡	1	2	3	4	5	6	7	8	9	10	
增加公司在社會上的影響力	1	2	3	4	5	6	7	8	9	10	
增加了員工的團體精神	1	2	3	4	5	6	7	8	9	10	
增加了員工對公司的歸屬感	1	2	3	4	5	6	7	8	9	10	
改善了企業形象	1	2	3	4	5	6	7	8	9	10	
回饋社會	1	2	3	4	5	6	7	8	9	10	
實踐了企業社會責任	1	2	3	4	5	6	7	8	9	10	

30. 你認為這項計劃能為**貴機構**帶來以下得益嗎？（請圈出合適的答案。1 為沒有得益；10 為最大得益）

	沒有得益										最大得益
增加了對商界的認識	1	2	3	4	5	6	7	8	9	10	
學習了一些商界的思維	1	2	3	4	5	6	7	8	9	10	
提升了機構在社會上的知名度	1	2	3	4	5	6	7	8	9	10	
擴展了機構的社會網絡	1	2	3	4	5	6	7	8	9	10	
增加機構在社會上的影響力	1	2	3	4	5	6	7	8	9	10	
增加了員工的團體精神	1	2	3	4	5	6	7	8	9	10	
增加了員工對機構的歸屬感	1	2	3	4	5	6	7	8	9	10	

增強了員工的辦事效率	1	2	3	4	5	6	7	8	9	10
為機構的服務工作帶來了商界的財力及其他資源	1	2	3	4	5	6	7	8	9	10
為機構的服務工作帶來了政府的財力及其他資源	1	2	3	4	5	6	7	8	9	10
增強了對弱勢社群的支援	1	2	3	4	5	6	7	8	9	10

31. 你認為這項計劃能為**服務使用者**帶來以下得益嗎？（請圈出合適的答案。1 為沒有得益；10 為最大得益）

	沒有得益										最大得益
改善物質生活	1	2	3	4	5	6	7	8	9	10	10
改善生活環境	1	2	3	4	5	6	7	8	9	10	10
改善生理健康	1	2	3	4	5	6	7	8	9	10	10
改善心理健康	1	2	3	4	5	6	7	8	9	10	10
提升自我照顧能力	1	2	3	4	5	6	7	8	9	10	10
提升學習能力	1	2	3	4	5	6	7	8	9	10	10
提高自我形象	1	2	3	4	5	6	7	8	9	10	10
提高自我權利的認識	1	2	3	4	5	6	7	8	9	10	10
獲得就業機會	1	2	3	4	5	6	7	8	9	10	10
提高薪酬和待遇	1	2	3	4	5	6	7	8	9	10	10
獲得職前實習的機會	1	2	3	4	5	6	7	8	9	10	10
提高人際溝通的技巧	1	2	3	4	5	6	7	8	9	10	10
改變大眾對其印象	1	2	3	4	5	6	7	8	9	10	10
提升社會適應能力	1	2	3	4	5	6	7	8	9	10	10
擴大社交網絡	1	2	3	4	5	6	7	8	9	10	10
對社區更有歸屬感	1	2	3	4	5	6	7	8	9	10	10

32. 這項計劃有沒有出現**超支或者財政不足**的情況呢？

- 有（到 32.1） 沒有（跳答 33）

32.1 你認為出現超支或財政不足的原因是什麼呢？（可選多項）

- 欠缺周詳的項目預算計劃
- 工作分工不清晰
- 商業伙伴機構贊助減少
- 參加人數超出預算
- 物價通漲
- 其他（請註明：_____）

33. 你認為這項計劃有什麼可以改善的地方呢？（可選多項）

-
- 提高商業伙伴在項目中的參與程度
 - 改善工作的分工安排
 - 爭取更多的商業伙伴加入
 - 改善溝通渠道
 - 提升資源運用的效率
 - 改善活動的時間安排
 - 減少商業伙伴的數量
 - 讓商業伙伴更了解項目的目標
 - 其他（請註明：_____）

34. 除了活動報告書外，這項計劃有沒有獨立的成果評估機制呢？

- 有（請註明：_____）
- 沒有

（全卷完，謝謝。）

**《攜手扶弱基金的評估研究 2010》
商業伙伴問卷**

敬啟者：

香港特別行政區社會福利署委託香港理工大學應用社會科學系第三部門教研中心，就《攜手扶弱基金》進行一項評估研究，主要目的是通過評估社福界、商界和政府「三方協作」的服務成效，探討其中的成功與障礙因素，從而建議政府如何持續發展這種伙伴力量，促進彼此協作，以達到協助弱勢社群的目標。

我們誠邀閣下參與本研究，並代表貴公司成為這項調查的被訪對象。問卷所收集的資料僅供統計分析之用，絕不向未經許可之人士透露。希望閣下抽空回答問卷，提供相關訊息，以作調查研究之用。

懇請閣下於**2011年1月25日**前將填妥之問卷以回郵信封，寄回香港理工大學應用社會科學系第三部門教研中心陳錦棠博士收。

勞煩之處，敬祈見諒。謝謝閣下的協助。若有任何疑問，歡迎與這項研究副研究員鄭松泰博士（電話：3400-3010）聯絡。

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何潔雲博士
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何嬋紀女士
香港理工大學
攜手扶弱基金秘書處

敬上
2011年1月

《攜手扶弱基金的評估研究》
商業伙伴問卷

回答以下問題時，請在合適的空格內填上✓（☑），以及根據指引填寫合適答案。

甲部：三方協作

第一部分：背景資料

12. 貴公司是否第一次作為攜手扶弱基金申請項目的合作伙伴呢？

- 是（跳答 2） 不是（到 1.1）

12.1 一共做過多少次項目的合作伙伴呢？（不包括第六輪申請）
次 _____

第二部分：關於民間、商界和政府對「三方協作」的期望

13. 貴公司為什麼會對攜手扶弱基金感到興趣呢？（可選多項）

- 增加我們對弱勢社群的認識
 增加我們對社福界的認識
 學習一些社福界的思維
 提升我們公司在社會上的知名度
 擴展我們公司的社會網絡
 增加我們公司在社會上的影響力
 增強我們公司員工的團隊精神
 增加我們公司員工對機構的歸屬感
 增強我們公司員工的辦事效率
 為我們改善企業形象
 為社會福利服務帶來商界的財力及其他資源
 為社會福利服務帶來政府的財力及其他資源
 實踐企業社會責任
 其他（請註明：_____）

14. 你覺得社會福利機構對攜手扶弱基金有什麼期望呢？（可選多項）

- 增加對商界的認識
 學習一些商界的思維
 提升社會福利機構在社會上的知名度
 擴展社會網絡
 增加社會福利機構在社會上的影響力
 增強社會福利機構員工的團隊精神
 增加社會福利機構員工對機構的歸屬感

- 增強社會福利機構員工的辦事效率
- 為社會福利機構的服務工作帶來商界的財力及其他資源
- 為社會福利機構的服務工作帶來政府的財力及其他資源
- 增強對弱勢社群的支援
- 其他（請註明：_____）

15. 你覺得**政府**對攜手扶弱基金有什麼期望呢？（可選多項）

- 增強對弱勢社群的支援
- 提升商業機構的社會責任意識
- 提升社會福利服務的效益
- 擴大社會服務網絡
- 提升社會服務的工作效率
- 促進社會和諧共融
- 改善社會資源
- 其他（請註明：_____）

16. 你認為下面的句子適用於描述**理想的**民商協作的合作關係嗎？

		非常同意	同意	不同意	非常不同意
民商伙伴方面	在項目的工作理念相近	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	在項目的參與上擁有共同的目標	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	在合作的過程中有清楚的分工	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	能够履行項目中所負責的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	在合作的過程中有平等的溝通平台	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	彼此信任	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	彼此學習	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

乙部：個別計劃的合作情況和項目效益

第一部分：背景資料

* 煩請注意乙部需按個別計劃填寫。

17. 計劃名稱：_____

7. 你知道這個項目是什麼時候開始的嗎？

知道（請指出：20 _____ 年 _____ 月） 不知道

8. 你知道這個項目是什麼時候結束的嗎？

知道（請指出：20 _____ 年 _____ 月） 不知道

9. 你知道這項計劃服務哪些服務對象呢？（可選多項，請指出服務人數 / 戶數）

服務對象性質	服務對象							
	以個人為單位					以家庭為單位	不知道	不適用
	兒童	青少年	中年	長者	婦女			
貧困	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
待業		<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人		<input type="checkbox"/>	<input type="checkbox"/>
肢體殘障	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人		<input type="checkbox"/>	<input type="checkbox"/>
精神殘障	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人		<input type="checkbox"/>	<input type="checkbox"/>
釋囚		<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人		<input type="checkbox"/>	<input type="checkbox"/>
吸毒者		<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人		<input type="checkbox"/>	<input type="checkbox"/>
新來港人士	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
少數族裔	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
缺乏照顧的老人				<input type="checkbox"/> _____ 人		<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
支援網絡薄弱的家庭						<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
單親	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
照顧者		<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶	<input type="checkbox"/>	<input type="checkbox"/>
一般社區人士	<input type="checkbox"/> _____ 人						<input type="checkbox"/>	<input type="checkbox"/>
其他（請說明： _____）	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 人	<input type="checkbox"/> _____ 戶		

10. 貴公司在這個項目中參與了下面哪幾項呢？（可選多項）

- 提供金錢支持（請說明價值港幣 _____）
- 提供物品支持（請說明價值港幣 _____）
- 在公司裡招募義工
- 派出義工隊
- 到機構或服務單位參觀探訪
- 提供專業知識
- 提供實習機會及培訓
- 其他（請註明：_____）

第二部分：合作情況

11. 請問貴公司如何找到這個社會福利機構呢？（可選多項）

- 我們公司本身已有的關係網絡
- 我們公司根據發展的需要而主動尋找合適的社會福利機構參加（到 11.1）
- 社會福利機構主動聯絡我們公司（到 11.2）

11.1 貴公司透過哪些媒介找到這個社會福利機構呢？（可選多項）

- 個別人士引薦
- 透過中介組織引薦而認識的社會福利機構（請註明：_____）
- 政府部門（請註明：_____）
- 報紙
- 電視
- 互聯網
- 其他（請註明：_____）

11.2 社會福利機構透過哪些媒介找到你們公司呢？（可選多項）

- 個別人士引薦
- 透過中介組織引薦而認識貴機構（請註明：_____）
- 政府部門（請註明：_____）
- 報紙
- 電視
- 互聯網
- 其他（請註明：_____）

12. 這項計劃的內容如何決定呢？

- 由我們公司全盤擬定計劃的內容細節

- 由我們公司擬定計劃的綱領，再與社會福利機構討論細節
- 由社會福利機構擬定計劃的綱領，再由我們公司設定細節
- 由我們公司與社會福利機構共同策劃設計
- 由社會福利機構全盤擬定計劃的內容細節
- 其他（請註明：_____）

13. 在計劃推行的過程裡，貴公司和社福機構的不同階層人士都有直接參與在其中嗎？

	我們公司		社會福利機構	
董事局	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用
機構總幹事/CEO	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用
中層/管理級職員	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用
前線員工	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用	<input type="checkbox"/> 有參與 <input type="checkbox"/> 不知道	<input type="checkbox"/> 沒有參與 <input type="checkbox"/> 不適用

14. 你認為下面的句子適用於描述在這項計劃中，貴公司與社會福利機構之間的合作關係嗎？

	非常同意	同意	不同意	非常不同意
我們公司與社會福利機構在這項計劃中的工作理念相近。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
我們公司與社會福利機構在這項計劃中的分工合作很清晰。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
我們公司能够履行這項計劃中所負責的工作。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
社會福利機構能够履行在這項計劃中所負責的工作。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
我們公司與社會福利機構在推展過程中能够彼此調節配合。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
我們公司與社會福利機構之間能够彼此信任。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
我們公司與社會福利機構之間的合作經歷過磨合。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

第三部分：項目成效

15. 你認為這項計劃能夠達到預期目標嗎？（請圈出合適的答案。1 為不能達到；10 為完全達到）

不能達到

完全達到

1 2 3 4 5 6 7 8 9 10

16. 你認為下面哪幾項是促成計劃達到預期目標的因素呢？（請圈出合適的答案。1 為最不重要；10 為最重要）

	最不重要										最重要
共同的理念	1	2	3	4	5	6	7	8	9	10	
具體的計劃目標	1	2	3	4	5	6	7	8	9	10	
清楚的工作分工	1	2	3	4	5	6	7	8	9	10	
清晰的評估指標	1	2	3	4	5	6	7	8	9	10	
有效的溝通渠道	1	2	3	4	5	6	7	8	9	10	
充足的財力支持	1	2	3	4	5	6	7	8	9	10	
我們公司積極的參與	1	2	3	4	5	6	7	8	9	10	
政府的配套措施	1	2	3	4	5	6	7	8	9	10	
配合社會發展需要	1	2	3	4	5	6	7	8	9	10	

17. 你認為下面的句子適用於描述協作伙伴對計劃成果（Outcomes）的滿意程度嗎？（請圈出合適的答案。1 為最不同意；10 為最同意）

	最不同意										最同意
我們公司對於這項計劃的成果感到滿意。	1	2	3	4	5	6	7	8	9	10	
社福機構對於這項計劃的成果感到滿意。	1	2	3	4	5	6	7	8	9	10	

18. 你認為下面的句子適用於描述協作伙伴對計劃成效（Effectiveness）的滿意程度嗎？（請圈出合適的答案。1 為最不同意；10 為最為同意）

	最不同意										最同意
我們公司對於這項計劃的成效感到滿意。	1	2	3	4	5	6	7	8	9	10	
社福機構對於這項計劃的成效感到滿意。	1	2	3	4	5	6	7	8	9	10	

19. 根據你對社會福利機構的了解，你認為這項計劃能為他們帶來以下的得益嗎？（請圈出合適的答案。1 為沒有得益；10 為最大得益）

	沒有得益										最大得益
增加了對商界的認識	1	2	3	4	5	6	7	8	9	10	
學習了一些商界的思維	1	2	3	4	5	6	7	8	9	10	

提升了社福機構在社會上的知名度	1	2	3	4	5	6	7	8	9	10
擴展了機構的社會網絡	1	2	3	4	5	6	7	8	9	10
增加社福機構在社會上的影響力	1	2	3	4	5	6	7	8	9	10
增加了員工的團體精神	1	2	3	4	5	6	7	8	9	10
增加了員工對社福機構的歸屬感	1	2	3	4	5	6	7	8	9	10
增強了員工的辦事效率	1	2	3	4	5	6	7	8	9	10
為社福機構的服務工作帶來了商界的財力及其他資源	1	2	3	4	5	6	7	8	9	10
為機構的服務工作帶來了政府的財力及其他資源	1	2	3	4	5	6	7	8	9	10
增強了對弱勢社群的支援	1	2	3	4	5	6	7	8	9	10

20. 你認為這項計劃能為**貴公司**帶來以下得益嗎？（請圈出合適的答案。1 為沒有得益；10 為最大得益）

	沒有得益	1	2	3	4	5	6	7	8	9	10	最大得益
增加了對弱勢社群的認識	1	2	3	4	5	6	7	8	9	10		
增加對社福界的認識	1	2	3	4	5	6	7	8	9	10		
學習了一些社福界的思維	1	2	3	4	5	6	7	8	9	10		
提升了在社會上的知名度	1	2	3	4	5	6	7	8	9	10		
擴展社會網絡	1	2	3	4	5	6	7	8	9	10		
增加公司在社會上的影響力	1	2	3	4	5	6	7	8	9	10		
增加了員工的團體精神	1	2	3	4	5	6	7	8	9	10		
增加了員工對公司的歸屬感	1	2	3	4	5	6	7	8	9	10		
改善了企業形象	1	2	3	4	5	6	7	8	9	10		
回饋社會	1	2	3	4	5	6	7	8	9	10		
實踐了企業社會責任	1	2	3	4	5	6	7	8	9	10		

21. 你認為這項計劃能為**服務使用者**帶來以下得益嗎？（請圈出合適的答案。1 為沒有得益；10 為最大得益）

	沒有得益	1	2	3	4	5	6	7	8	9	10	最大得益
改善物質生活	1	2	3	4	5	6	7	8	9	10		
改善生活環境	1	2	3	4	5	6	7	8	9	10		
改善生理健康	1	2	3	4	5	6	7	8	9	10		
改善心理健康	1	2	3	4	5	6	7	8	9	10		
提升自我照顧能力	1	2	3	4	5	6	7	8	9	10		

提升學習能力	1	2	3	4	5	6	7	8	9	10
提高自我形象	1	2	3	4	5	6	7	8	9	10
提高自我權利的認識	1	2	3	4	5	6	7	8	9	10
獲得就業機會	1	2	3	4	5	6	7	8	9	10
提高薪酬和待遇	1	2	3	4	5	6	7	8	9	10
獲得職前實習的機會	1	2	3	4	5	6	7	8	9	10
提高人際溝通的技巧	1	2	3	4	5	6	7	8	9	10
改變大眾對其印象	1	2	3	4	5	6	7	8	9	10
提升社會適應能力	1	2	3	4	5	6	7	8	9	10
擴大社交網絡	1	2	3	4	5	6	7	8	9	10
對社區更有歸屬感	1	2	3	4	5	6	7	8	9	10

22. 你認為這項計劃有什麼可以改善的地方呢？（可選多項）

- 提高我們公司在項目中的參與程度
- 改善工作的分工安排
- 爭取更多的商業伙伴加入
- 改善溝通渠道
- 提升資源運用的效率
- 改善活動的時間安排
- 減少商業伙伴的數量
- 讓我們公司更了解項目的目標
- 其他（請註明：_____）

23. 除了社福機構的活動報告書外，貴公司有沒有就這項計劃設立獨立的成果評估機制呢？

- 有（請註明：_____）
- 沒有

（全卷完，謝謝。）

An Evaluative Study of the PFD for the Social Welfare Department 2010

Part 1: Interview Guidelines for NGOs Representatives

1. Partners

- How many approved projects under the PFD had your organization participated so far? Among those projects, how many partners were involved?
- In the recent projects (referring to the project being selected in this study), what partners were involved? Please name the most frequently collaborated/ contacted.
- What were the major considerations in choosing the business partners?
- How did you approach them?

2. Motives

- What motivated your organization to take part in the PFD? (In order to achieve mutual benefits, shared goals, or provide new solutions to existing problems)? Please elaborate and give examples.

3. Purposes

- What were the expectations of your organization in launching these projects?
- What did you expect to achieve in service provision at project level?
- What did you expect to achieve from partnering with the partners?

4. Division of roles and responsibilities

- What were the roles and responsibilities of **your organization** in these projects (for example, planning and implementation of service delivery)?
- What were the major roles and responsibilities of the **partnering companies/ organizations** in these projects (for example, financial contributions, materials support, involvement in planning process, and implementation of service delivery)?

-
- In what ways the partners were complementary to each other in the matters of division of labour?
 - What kind of means of communication did you mainly employ?
 - Do you have any internal mechanisms to monitor the progress of the projects?
 - Can you please identify each other's strengths/ weaknesses? Please elaborate and give examples.

5. Collaboration strategies

- What kind of strategies had your organization adopted to establish partnerships with partners?
- Is there any policy guidance at organizational level?
- What measures had been adopted to facilitate better communication?
- Who initiate? Any designed staff responsible? Through what channels? Any regular meetings? How frequent? Any formal/ information sharing platform?

6. Changes in partnering process

- Had you ever experienced any changes of partners in these projects (such as roles, tasks to be involved, and expectations)?
- Had you ever experienced any conflicts/ difficulties with your partners so far? If so, what tactics had you used to deal with those conflicts/ difficulties?
- Do you have any extra financial plan/resource to support the projects?
- What did you think of the roles and responsibilities of the SWD played amongst partnerships?

7. Evaluation and suggestions

- What had been the expected/ unexpected outcomes of the projects?
- Do you think the outcomes met the project goals/ objectives? Why and why not?
- How did you evaluate the success of the partnerships and the projects? Are

there any changes at various stages of development of the projects during the entire process?

- Do you have any channels to solicit the feedbacks from your business partners and service users?
- Do you think there is a possibility of sustaining such partnerships? Why and why not?
- What do you think of the key factors facilitating such partnerships?
- What do you think of the key factors limiting/ restraining such partnerships?
- Do you have any suggestions to facilitate/ enhance the development of partnership synergy amongst the Government, business and NGO sectors?
- Do you have any suggestions to facilitate/ enhance the development of corporate social responsibilities?

Part 2: Interview Guidelines for Business Representatives

1. Partners

- How many approved projects under the PFD had your organization participated so far? Among those projects, how many partners were involved?
- In the recent projects (referring to the project being selected in this study), what partners were involved? Please name the most frequently collaborated/ contacted.
- Why did you choose NGOs to be partners?
- What were the major considerations in choosing the NGOs?
- How did you approach them?

2. Motives

- What motivated your company to take part in the PFD? (In order to achieve mutual benefits, shared goals, providing new solutions to existing problems, or contributing back to the society)? Please elaborate and give examples.

3. Purposes

- What were the expectations of your company in launching these projects?
- What did you expect to achieve in service provision at project level?
- What did you expect to achieve from partnering with the partners?

4. Division of roles and responsibilities

- What were the roles and responsibilities of **your company** in these projects (for example, planning and implementation of service delivery)?
- What were the major roles and responsibilities of the **partnering NGO organizations** in these projects (for example, financial contributions, materials support, involvement in planning process, and implementation of service delivery)?
- In what ways the partners were complementary to each other in the matters of division of labour?

-
- What kind of means of communication did you mainly employ?
 - Can you please identify each other's strengths/ weaknesses? Please elaborate and give examples.

5. Collaboration strategies

- What kind of strategies had your organization adopted to establish partnerships with partners?
- Do you have any internal mechanisms to monitor the progress of the projects?
- Is there any policy guidance at organizational level?
- What measures had been adopted to facilitate better communication?
- Who initiate? Any designed staff responsible? Through what channels? Any regular meetings? How frequent? Any formal/ information sharing platform?

6. Changes in partnering process

- Had you ever experienced any changes of partners in these projects (such as roles, tasks to be involved, and expectations)?
- Had you ever experienced any conflicts/ difficulties with your partners so far? If so, what tactics had you used to deal with those conflicts/ difficulties?
- What did you think of the roles and responsibilities of the SWD played amongst partnerships?

7. Evaluation and suggestions

- What had been the expected/ unexpected outcomes of the projects?
- Do you think the outcomes met the project goals/ objectives? Why and why not?
- How did you evaluate the success of the partnerships and the projects? Are there any changes at various stages of development of the projects during the entire process?
- Do you have any channels to solicit the feedbacks from the NGO partners

and service users?

- Do you think there is a possibility of sustaining such partnerships? Why and why not?
- What do you think of the key factors facilitating such partnerships?
- What do you think of the key factors limiting/ restraining such partnerships?
- Do you have any suggestions to facilitate/ enhance the development of partnership synergy amongst the Government, business and NGO sectors?
- Do you have any suggestions to facilitate/ enhance the development of corporate social responsibilities?
- Does your company have any future plan on philanthropy?

Part 3: Interview Guidelines for Service Users

1. How long have you involved in this project?
2. What motivate you to join this project?
3. Up to now, what do you think the greatest gains of the project (with reference to the 4Es framework)?
4. Do you know that the project is collaborated amongst the Government, business and NGO sectors?
5. What do you think of such kind of partnerships? Do you find there are any differences between those services provided through partnership and those provided through individual organizations?
6. Do you have any suggestions to improve partnering services or to facilitate/enhance the development of partnership synergy amongst the Government, business and NGO sectors?

Part 4: Interview Guidelines for Representatives of the SWD (District Officers)

1. Purposes

- What are the expectations of the SWD towards the implementation of the PFD?
- What do you expect to achieve through tripartite partnerships?
- In what ways do you think that the goals of social services being pursued require partnership working?

2. Division of roles and responsibilities

- How do you perceive the roles and responsibilities of the SWD in partnership, and how do you perceive the others?
- In what ways do you think that the partners can be complementary to each other?

3. Collaboration/ monitoring strategies

- What kind of strategies had your department adopted to establish partnerships with partners?
- Is there any policy guidance at departmental/ organizational level?
- What measures had been adopted to facilitate better communication?
- Who initiate? Any designated staff responsible? Through what channels? Any regular meetings? How frequent? Any formal/ information sharing platform?
- What do you think about the present communication methods between different parties?

4. Evaluation and suggestions

- Are there any criteria to determine whether or not the applicant projects can be funded?
- How do you evaluate the success of partnerships and the projects?
- Do you think that there is a possibility of sustaining such partnerships? In

what conditions and why?

- What do you think of the key factors facilitating such partnerships?
- What do you think of the key factors limiting/ restraining such partnerships?
- Do you have any suggestions to facilitate/ enhance the development of partnership synergy amongst the Government, business and NGO sectors?
- Do you have any suggestions to facilitate/ enhance the development of corporate social responsibilities?

**Part 5: Interview Guidelines for Representatives of the SWD (Advisory
Committee Members/ Service Branch Officers)**

1. Purposes

- What are the expectations of the SWD towards the implementation of the PFD?
- What do you expect to achieve through tripartite partnerships?
- In what ways do you think that the goals of social services being pursued require partnership working?

2. Division of roles and responsibilities

- How do you perceive the roles and responsibilities of the SWD in partnership, and how do you perceive the others?
- In what ways do you think that the partners can be complementary to each other?

3. Collaboration strategies

- Is there any policy guidance at departmental/ organizational level?
- What measures had been adopted to facilitate better communication?
- Who initiate? Any designed staff responsible? Through what channels? Any regular meetings? How frequent? Any formal/ information sharing platform?
- What do you think about the present communication methods between different parties?

4. Evaluation and suggestions

- Are there any criteria to determine whether or not the applicant projects can be funded?
- How do you evaluate the success of partnerships and the projects?
- Are you satisfied with the monitoring mechanisms? Do you think the monitoring measures are good enough? Do you have any suggestion for improving the mechanisms?

-
- Do you think that there is a possibility of sustaining such partnerships? In what conditions and why?
 - What do you think of the key factors facilitating such partnerships?
 - What do you think of the key factors limiting/ restraining such partnerships?
 - Do you have any suggestions to facilitate/ enhance the development of partnership synergy amongst the Government, business and NGO sectors?
 - Do you have any suggestions to facilitate/ enhance the development of corporate social responsibilities?