

WOMEN'S COMMISSION

Community Investment and Inclusion Fund (CIIF)— Progress Report

Purpose

This paper provides Members with an overview of the latest position of the Community Investment and Inclusion Fund (CIIF), an assessment of impact achieved since its establishment in August 2002, and an outline of the Fund's strategic focus for the coming year. Issues of particular interest to the Commission on Women (WoC) are also included.

Background

2. In the 2001 Policy Address, the Chief Executive announced the setting up of the \$300 million CIIF as a policy initiative to encourage mutual concern and aid, promote community participation and support cross-sectoral partnerships. The aim is to enhance social capital that is considered by the World Bank to be the essential social glue that strengthens the resilience of a community during times of major social and economic changes and is conducive to fostering social harmony. Special efforts have been made to promote the CIIF to women's organizations, encourage their participation, and leverage their strategic advantages in social capital development projects.

Overview of the latest position

3. As of April 2006, eight batches of applications have been processed and 102 projects approved with funding totalling over \$80 million. These projects are distributed in all districts involving over 300,000 participants from a variety of target groups and backgrounds. Out of these 102 approved projects, 34 are either implemented by women's organisations or targeted at women as core participants in capacity building and community building projects.

4. Over 2,000 collaborators, including schools, business, service organisations, professional groups, resident associations, hospitals, district councils and government departments are jointly implementing these 102 projects. This reflects an increasing level of cross-sectoral collaboration in the implementation of CIIF projects.

Expected results

5. When the 102 projects are fully implemented, the following social capital outcomes are expected:

- (a) *Enhanced capacity and increased mutual help* – with 243 mutual help networks and 17 co-operatives being established and self-managed by the participant groups;
- (b) *Role transformation* – with 19,000 participants who might previously be service recipients being transformed into volunteers, project organizers and contributors to their respective communities;
- (c) *Cross-generational mentorship* – with over 800 volunteer mentors from a variety of occupational background engaging over 2,400 marginalised youth back into mainstream society through work; and
- (d) *Increased opportunities* for social and economic participation – with over 2,100 jobs and other developmental opportunities being created through cross-sector partnerships.

Overall impact achieved to date

6. The CIIF attaches importance to the overall effectiveness of its operation, and the contribution of the projects to achieve its objectives. Towards this end, the CIIF has been undertaking regular quarterly reviews of project progress and annual site visits for the dual purposes of monitoring performance and reviewing effectiveness of strategies.

7. Apart from self-monitoring, an independent evaluation of the CIIF operation and funded projects was commissioned in 2004, when a critical mass of over 50 projects was approved. To kick-start the evaluation, an evaluation

consortium with seven research teams from five tertiary institutions was formed in September 2004 and the 15- month study launched in December 2004.

8. Studies of the Consortium and its membership are at **Annex**. Fifty-six CIIF-funded projects were included in the seven research studies, with some being included in the samples of more than one study. These 56 projects were at different stages of implementation when data collection commenced around April 2005. The data collected were generally retrospective, with opportunities to capture short durations of “before” and “after” changes for projects that commenced during the study period.

9. The Consortium studies were duly completed with final reports submitted in March 2006. The seven studies generated a wealth of unique local data on social capital formation, captured insights on critical success factors, identified good practices and offered a range of recommendations. The executive summaries as well as the full reports of the Consortium have been posted on the CIIF website. The gist of the studies is set out below:

(a) Positive impact: Overall, the Consortium studies affirmed that the effectiveness of social capital building strategies being promoted by the CIIF to achieve positive outcomes:

- the asset-based and strength-based strategies were found to be effective in building the capacity and empowerment of disadvantaged groups, with strong evidence of positive social and economic outcomes being achieved;
- participation in CIIF projects was instrumental in fostering trust, mutual help and mentoring relationships amongst people from different generations, social background or ethnicities, with bridging social capital being strengthened;
- in-depth models of cross-sectoral partnerships are evolving with linking social capital being established; and
- good practices in social capital building being identified.

(b) Limitations –

- positive impact at project level has yet to extend into the wider community;
- personalized trust built amongst project participants would need to be further generalized to other institutions or governmental entities;

- linking social capital, especially those that involve business partners, remains under-developed; and
 - there are different shades of understanding of the social capital concepts and strategies.
- (c) Critical success factors – there is considerable convergence of views on factors that make a difference:
- project staff – in terms of quality, commitment, and understanding of social capital strategies;
 - engagement of the project participants;
 - ability of the project staff to work across sectors; and
 - strength of local network, brand image and track record of the implementing agency.

Looking ahead

10. The Consortium made a number of recommendations to enhance the CIIF operation, promote good practices, and assist with the further development of social capital in Hong Kong through further research or by incorporating social capital concepts and practices in the academic curriculum. Many of the Consortium recommendations are consistent with the strategic actions developed by the CIIF to maximize its advantage and leverage other champions in the promotion of social capital. The next phase of the CIIF development will focus on:

- (a) promotion of good practices such as through customized “guided” tours to specific CIIF projects and repackaging of the CIIF promotional materials
- (b) greater promotion of tripartite partnership and cross-sector collaboration models;
- (c) more systematic training and development of the sector and collaborators on social capital theories and practices, noting that some concrete actions are being taken by the tertiary institutions including a new course on Social Capital and Sustainable Development to be offered by the City University from September 2007.
- (d) Other actions under planning include furthering the “train the trainer” approach to recruit project mentors. Mentoring is a particularly relevant strategy to be considered for building up the capacity of

women organizations; and

- (e) exploration of areas for future research, including specific topics such as strategies on achieving sustainability; anchoring of core members, longitudinal studies on effectiveness of specific strategies, and development of social capital indicators etc.

Health, Welfare and Food Bureau
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Annex

Studies of the CIIF Evaluation Consortium and its Membership

Name of Institute and research topic	Members of the research team
Chinese University of Hong Kong - Department of Social Work A Study of Professional Contribution to the Sustainability of Self-help Groups and their Social Capital Created in CIIF Projects	Prof. Mok Bong-ho (PI), Prof Steven Ngai and Prof Jacky Cheung
City University of Hong Kong – Quality Evaluation Centre An Evaluation Study on Outcomes and Impact of the CIIF	Prof SH Ng (Advisor); Dr. KK Leung (PI), Prof Chan Wing-tai (Shue Yan), Dr Raymond Chan
City University of Hong Kong – Department of Applied Social Studies Social trust and its antecedent conditions in the development of social capital	Prof SH Ng (Advisor); Dr. Raymond Chan (PI), Dr Alice Chong
Lingnan University - Asia Pacific Institute of Ageing Studies An evaluation study on the impacts of CIIF intergenerational programmes on the development of social capital in Hong Kong	Prof. Alfred Chan (PI), Prof Lin Ping (Economics)
Hong Kong Polytechnic University - Department of Applied Social Sciences To document the process and mechanism whereby social capital development and its impact on the lives of project participants who belong to the socially and economically disadvantaged groups.	Dr. Ting Wai-fong
Hong Kong Polytechnic University – Unit for Third Sector Studies Social Investment and Social Network: Analysis of the Collaboration between Third Sector and Private Sector in CIIF-funded Projects	Dr. Chan Kam-tong

Name of Institute and research topic	Members of the research team
University of Hong Kong - Department of Social Work and Social Administration Building Social Capital: A Formative Programme Review of CIIF projects	Dr. Donna Wong (PI), Dr Joe Leung, Dr Law Chi Kwong & Dr Ernest Chui