Dear Reader,

After getting feedback from many of our followers and supporters over the past couple of months, one message has consistently come back to us – we’ve accomplished a lot in a short amount of time. It’s been humbling to see Resolve move from the seed of an idea on a one-page concept note to a successful program.

We asked our inaugural fellows in our pilot program and our volunteers to summarize Resolve in one word. Here are some of the words that they chose. If you are reading this document, chances are Resolve’s work has probably already captured your interest and enthusiasm as well so, first of all, thank you!

As a new and growing organization, we felt it was paramount to take stock of our progress so far, learn from our early success and think deliberately and strategically about our growth in the years to come. In the next pages, you will find information on where Resolve Foundation is now and our roadmap for our work until 2020.

This past year has seen Resolve emerge onto the NGO landscape, and we would like to see it grow to be a new, yet thriving organization empowering new generations of social justice leaders and driving conversations forward in Hong Kong on inclusion.

To get there, we need your support on the journey. Turning this page is the first step.

Victoria Wisniewski Otero
Founder & CEO
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OUR MISSION
We empower future community leaders to bring about inclusive social change.

OUR VISION
We believe in a more inclusive Hong Kong, where every voice has a say in its future.

OUR VALUES
Hong Kong is one of the most vibrant and prosperous cities in Asia. It boasts the 17th highest GDP per capita in the world. Yet it has one of the highest inequality levels in the developed world. Many different groups persist in poverty and social exclusion, generation after generation.

Social exclusion is not just about material deprivation, but also about marginalization, discrimination or a lack of agency and voice in society. The United Nations defines it as “a process of improving the terms of participation in society, particularly for people who are disadvantaged, through enhancing opportunities, access to resources and respect for rights.”

If underrepresented and marginalized groups do not participate in civic and social life, policies and laws will not reflect their needs and desires. In order to break the vicious cycle of disempowerment, the NGO ecosystem cannot exclusively focus on service delivery that only addresses acute livelihood needs, but also interventions focused on community empowerment.

Sources: Hong Kong Poverty Situation Report 2016; CIA World Factbook; Hong Kong Census and Statistics Department
2017 OUR JOURNEY

- We pitched Resolve publicly for the first time
- We started a kick-starter crowdfunding campaign
- We recruited our founding board and volunteer team
- We put together an advisory committee
- We planned our pilot fellowship program
- We established as a legal entity in Hong Kong
- We shortlisted and interviewed candidates
- We launched our inaugural fellowship program
WHAT IS RESOLVE’S CONTRIBUTION TO THE NGO ECOSYSTEM IN HONG KONG?

Hearing from other key stakeholders in the community, we’ve identified two core areas where Resolve provides unique added value to the benefit of Hong Kong’s civil society.

1. PROVIDING A SAFE SPACE FOR EMPOWERMENT & CAPACITY-BUILDING FOR KEY LEADERS OF TOMORROW

2. BRIDGING DIVERSE COMMUNITIES TO LEARN FROM EACH OTHER AND FOSTER SOLIDARITY AND PARTNERSHIPS

In the words of our advisors...

“Everyone has a voice, but growing up only a handful of us are raised to believe that our voice matters. I support Resolve because it is about realizing that we have so much more in common than our differences and a stronger voice together.”

Kelvin Cheung, Chief Operating Officer of The Good Lab

“We all know the expression, ‘if you give a man to fish, you feed him for a day. If you teach a man to fish, you feed him for a lifetime.’ That is why I support Resolve. It’s about enabling communities to achieve the change they want to see by taking action for themselves.”

Annie Lin, Community Organizer at Society for Community Organization
MONITORING & EVALUATION

We have been grateful to professors at the Chinese University of Hong Kong Social Work Department for assisting us in our program evaluation. The fellows in our program filled out pre and post-fellowship questionnaires, underwent mid-evaluation focus groups and follow-up qualitative interviews are also scheduled to be interviewed with the fellows, mentors and nominators a couple of months after the inaugural program ends. At Resolve, we also developed internal tracking systems to log media and public outreach engagements of the fellows, as well as to be able to measure our own organizational reach and impact in the community.
CAMPAIGNING SKILLS

+36.11% Experience in producing and planning audiovisual content to communicate human rights
+29.73% Knowing how to define what success looks like, track, review and report progress in reaching objectives
+16.28% Knowing different ways to engage the media
+15.91% Knowing how to increase their own power and that of their community

LEADERSHIP DEVELOPMENT

+40.54% Knowing what burnout means and consists of
+18.6% Knowing how to protect their security when doing advocacy and public work
+16.28% Understanding what self-care is
+16.28% When hearing the word leadership, feeling able to define what it means into specific characteristics

RIGHTS AWARENESS

+23.68% Being familiar with the Hong Kong Race Discrimination Ordinance
+23.08% Being aware of the different actors and movements on racial equality in Hong Kong
+22.50% Knowing the roles and functions of the Equal Opportunities Commission
+21.95% Understanding the origin of human rights, their history and evolution

MEASURING IMPACT
they say they get INSPIRED BY DIVERSITY

“Resolve’s added-value (...) is that it allows you to train with people who are completely different and unique in their own way, yet who have a like-minded vision for changing the world for the better.”

WELL-ROUNDED AS LEADERS

“Resolve is very helpful in the way that I grow not just as a social justice advocate but a thoughtful, persistent and self-aware person, which are things that my friends and families have noticed in me.”

HANDS-ON EXPERIENCE

“With Resolve, I’ve learned so much that will positively affect my social justice work. I’ve learned how to prioritize and plan strategically. I’ve learned how to appreciate and enjoy small progress and victories while battling for the bigger one.”

in their words

INSPIRED BY DIVERSITY

“A “family”

A “FAMILY”

CONNECTIONS

ENCOURAGEMENT

PUBLIC SPEAKING

STRATEGIC THINKING

EXPOSURE TO ISSUES

RESOURCEFULNESS

SELF-AWARENESS

CONFIDENCE

PERSPECTIVE

HANDS-ON EXPERIENCE

WELL-ROUNDED AS LEADERS
OUR STRATEGIC PLANNING PROCESS

On March 24 2018, we held our first strategic planning team meeting. We took time to take stock of our work in the first half-year of our growth. Here are some of the key takeaways from the discussion, focused on evaluating what worked well and what could be improved in our signature fellowship.

WHAT WORKED WELL

• Recruitment process to allow for quality fellows with great potential
• Bringing in an eclectic and diverse range of guests to come for sharing
• Spaces for peer sharing, peer support and peer mentoring among fellows
• Opportunities for the fellows to practically apply their skills
• Working in a collaborative way within the civil society ecosystem

WHAT COULD BE BETTER

• More efficient and streamlined communication channels with fellows
• Creating workshops that allow for more time for reflection
• Engaging fellows more proactively in planning and execution of the program
• Running the program with adequate and sustainable financial support
• Fostering more opportunities for fellows to do public awareness work
RESOLVE IN 2018 | EMERGENCE

Where we are now

• We are a group of passionate, professional and committed volunteers who all believe and have come to support the mission and vision of Resolve.

• Our supporter community is vast and multifaceted and we have diverse sources of income largely in thanks to crowdfunding, small seed grants and in-kind support.

• Resolve brings out the best of the civil society space and bridges unlikely allies and movements in a way that is innovative in Hong Kong.

• Our fellows are motivated and driven; already feeling the personal effects of the program on their personal growth; taking on more leadership and are collaborating together.

• We have tested a fellowship model, and it is excelling above expectations. It has great potential if we are able to grow at a pace that matches initial momentum.

ESTABLISHMENT | RESOLVE IN 2020

Where we would like to be

• By 2020, Resolve will be more consolidated as a start up. We will run another iteration of our signature fellowship on a second theme to validate and perfect our unique model.

• We will also diversify from having a singular programmatic focus on a fellowship to also a program on alumni engagement and community outreach.

• Resolve will be an organization that responds to the pulse of what’s happening in the city and the world and galvanizes efforts and attention on emerging social justice topics.

• We will tap into international best practice and forums to bring this knowledge exchange to Hong Kong around capacity-building, community empowerment and human rights education.

• Our biggest growth milestone will be welcoming our first staff to realize the full potential of our programs with adequate coordination and back office support.

THE NEXT PAGES LAY OUT THE EIGHT GOALS THAT WE WILL EMPLOY TO GET US FROM 2018 TO 2020.
PROGRAMMATIC GROWTH GOALS

1. Perfect our signature fellowship model
2. Establish a thriving alumni network
3. Foster conversations in the public domain
4. Engage international best practice

ORGANIZATIONAL DEVELOPMENT GOALS

5. Generate sustainable pools of funding
6. Build up a reputable brand identity
7. Strengthen governance and financial systems
8. Attract key talent and build our capacity
THE OUTCOME WE WISH TO SEE:

By 2020, to have recruited and developed a new cohort of emerging talent to our improved fellowship program so they can be social justice leaders and changemakers and build lasting ties with each other and the larger Resolve community.

WE WILL ACCOMPLISH THIS BY:

- Completing the pilot fellowship and sharing information about its results and key accomplishments through a launch event and promotional materials.
- Further developing our programmatic and organizational learning from our pilot through monitoring and evaluation tools and partnerships.
- Launching a next fellowship on a different theme and recruiting a new cohort of fellows, running an iterated version of the fellowship in 2019.
- Building a dedicated program management team to support our signature fellowship program, improving its effectiveness, quality and impact.
Establish a thriving alumni network

THE OUTCOME WE WISH TO SEE:
By 2020, to have supported our alumni to further develop their potential, forging opportunities for their growth and visibility and channels for them to continue to collaborate together to make Hong Kong more inclusive.

WE WILL ACCOMPLISH THIS BY:

- Providing mutual feedback mechanisms, communication channels and platforms for the fellows to stay in touch with each other and share their initiatives.
- Involving the fellows in the recruitment and execution of the 2019 fellowship program and gradually introduce the alumni into Resolve’s own governance and advisory structures.
- Developing and testing, in consultation and collaboration with the fellows, a structure for an alumni network, exploring activities and defining roles and giving the fellows one-to-one mentoring and support from Resolve team.
Foster conversations in the public domain

**THE OUTCOME WE WISH TO SEE:**

By 2020, to have educated and engaged broader segments of the public on issues related to diversity and inclusion, social justice and human rights, particularly around the fellowship themes(s), providing a space for thought leadership and deliberations.

**WE WILL ACCOMPLISH THIS BY:**

- Supporting the fellows to design and execute their final project on the theme of racial equality and inclusion and support them as alumni to disseminate it in the lead up to Hong Kong’s review before the UN Committee on the Elimination of Racial Discrimination (UN CERD).

- Proactively brokering opportunities for the fellows to be able to speak and be involved in public events, consultations, decision-making fora and in the media.

- Developing a curated speaker series for fellows and leading human rights and social justice advocates and community leaders to share their experience and learnings on emerging and cutting edge topics.
THE OUTCOME WE WISH TO SEE:

By 2020, to have engaged in knowledge exchange with other models being run in other places to improve our internal learning, plug into global practitioner networks and share information abroad about our own unique model.

WE WILL ACCOMPLISH THIS BY:

• Actively reaching out to likeminded programs in other countries and exchanging information on respective models, building up our community and network to advise and mentor Resolve team and fellows.

• Becoming members of global practitioner networks and take part in international conferences to stay abreast on emerging trends and developments related to human rights education and civic engagement.

• Creating reports, information materials and reflection pieces about our model that we can showcase in academic circles, journals and international civil society and human rights media outlets.
**THE OUTCOME WE WISH TO SEE:**

By 2020, to have run our programs sustainably with their full costs secured, to have safeguarded financial and in-kind support for our ongoing core expenses, and to have diversified our funding sources and increased the size of grants and donations.

**WE WILL ACCOMPLISH THIS BY:**

- Successfully obtaining section 88 with the Inland Revenue Department to make Resolve eligible for greater funding and support opportunities.
- Rolling out a fundraising drive, including a crowdfunding campaign before the next fellowship and systems for regular giving, active involving our community.
- Prioritizing larger, multiyear grants, particularly ones that provide unrestricted funding to be able to cover core costs and develop an institutional reserve.
- As our program is free for fellows, exploring scholarship schemes to allow institutions or individuals to “sponsor a fellow” to go through our program.
THE OUTCOME WE WISH TO SEE:

By 2020, to be recognized within major nonprofit and donor circles in Hong Kong and by key international stakeholders, and to have garnered a strong followership, reputation and ways of communicating that successfully tell our story and highlight our impact.

WE WILL ACCOMPLISH THIS BY:

• Revisiting our brand guidelines, and developing print and audiovisual communications products that inspire different audiences to support our cause.

• Ensuring that we localize our messaging and put forward content that is bilingual and resonates both with local and international stakeholders.

• Expanding our online presence and digital reach online on our website and social media platforms to garner and engage our supporters.

• Increasing our machinery and capacity to do media work, building relationships with journalists and communication partnerships and securing coverage.
Strengthen governance and financial systems

**THE OUTCOME WE WISH TO SEE:**

By 2020, to have in place the policies, machinery and systems to be able to improve and readily report on our governance, operations and financial information to relevant stakeholders to instill a culture of trust, professionalism and accountability.

**WE WILL ACCOMPLISH THIS BY:**

- Through our pro bono accounting partnership, building our knowledge and infrastructure to have timely, effective and transparent accounting practices and financial governance systems.

- As a new organization, conducting our first organizational audit and publishing our financial information in our first impact reports.

- Formalizing our governance structure, including through the development of board terms of reference, specialized roles and functions and working methods.
The Outcome We Wish To See:

By 2020, to have graduated from an initial pilot phase of being a volunteer-driven initiative to an established start-up non-profit organization with a core group of high-talent staff, board, volunteers and advisors to further our work and mission.

We Will Accomplish This By:

- Hiring our first staff to formalize and stabilize our core team, developing our employment infrastructure and HR policies.
- Reducing risks of being a founder-led organization by empowering other members of the team in management decisions and offering leadership training.
- Increasing our capacity to recruit and retain talented volunteers and interns, with management systems for a mutually rewarding experience.
- Strengthening and diversifying our board of directors and advisors to ensure that our senior leadership is inclusive, with a mixture of personalities and skillsets.
TWO YEAR FINANCIAL PROJECTION

SOURCES OF INCOME: AS OF Q1 2018

2018 BUDGET: HK$ 1.8 MILLION

2019 ESTIMATED BUDGET: HK$ 2.5 MILLION
GET INVOLVED

Make a donation  Volunteer your time  Join the conversation

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“I feel that this program has really motivated me to work more independently without needing anybody's help. Most of my ideas I always left it on paper and I never really got to take action with them. And now I feel more confident because I see other people doing that, and the way they strategize, and they come up with their own concepts and the struggles they had I also try to adapt that to mine.”

FATIMA QURESHI
2017/2018 Fellow
Resolve Foundation Hong Kong