

# 集盒計劃

## 實務經驗手冊

## Innovation Hub Practice Manual



主辦機構  
Organized By



策略伙伴  
Strategic Partners



全力支持  
Supported by



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# 甚麼是「集盒」？



2023年標誌著「滙豐香港社區夥伴計劃」(下稱CPP)踏入第十一個年頭，參與CPP的機構多年來都面對各項挑戰，以解決社區問題為使命。「成長思維」(Growth mindset)成為裝備社福機構以作準備面對新挑戰的其中一項重要未來技能，其重點在於轉化(Transformation)、連繫參與(Engagement)及創新(Innovation)。

為了推動社福機構發揮潛能和創新能力，社聯獲滙豐銀行額外支持開展「集盒」計劃(下稱集盒)，以推動社福機構透過相互學習(Cross-learning)和合作(Collaboration)，培養「成長思維」的機構文化。今次計劃我們邀請到香港浸會大學社會工作系社會工作實踐及精神健康中心(下稱浸大)成為策略夥伴，並提供全面支援予集盒。過去兩年，合共有22個不同服務類型、服務對象、資助模式的機構被挑選參與集盒。於計劃年度內，浸大的專業顧問隨時候命為計劃同工提供一系列的支援，包括專業顧問服務、工作坊、進度和成效評估等，同時為機構之間建立共同學習的圈子(Co-learning circle)。我們期望集盒能夠提升機構能力，透過利用社會資本(Social assets)，連繫不同持份者和推進跨界別合作等方式，為社區帶來正面改變，這正是「社區發展手法」的本質。因此，我們於集盒內採用「國際社區發展標準」(International Standards of Community Development)內的原則，這個已經被世界各地廣泛利用作為解決複雜社會問題的模式，作為核心的介入手法，甚至集盒內不可或缺的一部份，以支援機構執行計劃。我們期望透過持份者參與、社會資本及提升公眾對社會問題的認知，為社區帶來更持續和有效的正面影響。

最後，為推動業界於知識和實踐層面的交流，相關分享平台絕對是不可或缺的。故此，我們聯同浸大舉辦研討會，讓參與機構可以向外界展示本地社區發展計劃的優勢和強項。最終我們確信集盒不但可以提升機構的成長思維，更加能夠將本地的成功實踐經驗向外推廣。

## 「集盒」計劃內四大核心元素

共同學習圈子

學習工作坊

知識分享平台

計劃成效分享



# WHAT IS NGO INNOVATION HUB



2023 marks the 11th anniversary of “HSBC Hong Kong Community Partnership Programme” (hereafter referred to as “CPP”). NGOs supported by CPP have been overcoming various challenges with a mission to resolve community issues. Growth mindset is thus the key to transformation, engagement and innovation which is an essential future skill that helps NGOs to be prepared for new challenges.

In order to unlock the potential of NGOs and foster innovation, HKCSS launched “NGO Innovation Hub” (hereafter referred to as “the hub”) with additional support from HSBC, aiming to groom NGOs with a growth mindset culture through cross learning and collaboration. The Social Work Practice and Mental Health Centre, Department of Social Work, Hong Kong Baptist University (HKBU) was invited to become our strategic partner and offer holistic support in the programme. In the past two years, a total of 22 projects from across different service backgrounds in terms of service target, nature, source of finance, were shortlisted for the hub. Throughout the project years, professional consultants from HKBU have been committed to offering a series of support to these projects by providing professional consultancy, workshops, evaluation and creating a co-learning circle for their staff. We expect that the hub could enable NGOs to utilise social assets, engage with community stakeholders, other disciplines and across different sectors to make positive change to the communities. It is precisely the essences of community development approach. As such, principles from International Standards for Community Development, which has been widely adopted as a core intervention approach for resolving complicated social problems around the world, served an integral part of the hub. We hope that positive change made can be more sustainable and effective in the communities with stakeholders’ involvement, use of social assets as well as public awareness raised towards social problems in the change process.

Last but not the least, knowledge and practice sharing platform is always indispensable for driving exchange and mutual learning among practitioners. As such, with concerted effort by HKBU, we have organised seminars for the NGOs involved in the hub to showcase our local community-based projects. We believed that the hub has finally gone beyond an “incubator” for growth mindset and exported our practice experiences to the world.

## 4 Core Elements of NGO Innovation Hub



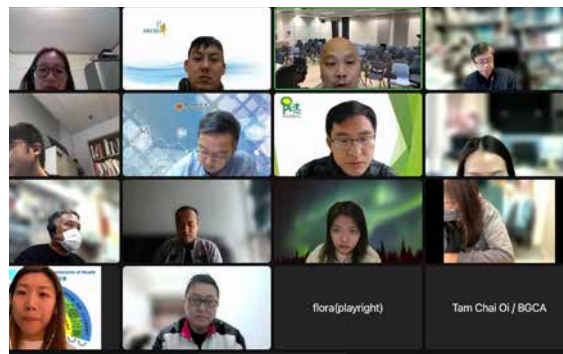




# 集盒

# 相片集

# NIH SNAP





民社服務中心有限公司

社區藥物教育輔導會

香港明愛

香港青年協會

香港基督教女青年會

香港基督教青年會

香港婦女中心協會有限公司

香港聖公會麥理浩夫人中心

香港小童群益會

People Service Centre Limited

Community Drug Advisory Council

Caritas Hong Kong

The Hong Kong Federation of Youth Groups

Hong Kong Young Women's Christian Association

The Young Men's Christian Association of Hong Kong

Hong Kong Federation of Women's Centres Limited

HKSKH Lady MacLehose Centre

The Boys' and Girls' Clubs Association of Hong Kong

## 參與機構名單

浸信會愛羣社會服務處

國際四方福音會香港教區

基督教香港信義會社會服務部

救世軍

循道衛理中心

循道衛理亞斯理社會服務處

智樂兒童遊樂協會

路向四肢傷殘人士協會

醫護行者

Baptist Oi Kwan Social Service

International Church of the Foursquare Gospel Hong Kong District

Evangelical Lutheran Church Social Service - Hong Kong

The Salvation Army

Methodist Centre

Asbury Methodist Social Service

Playright Children's Play Association

Direction Association For The Handicapped

Health In Action





# 社區發展 與社會創新

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序言

不同研究指出，社會創新其實並不是一個新的概念，只是在近期含義豐富了，並引起政策制定者、行政人員和學術界的關注而已 (do Adro & Fernandes, 2020; Jessop et al., 2013; Calo et al., 2023)。近年，已發展國家的福利政策轉變，加上全球金融危機及相關改變，先後推行各種緊縮政策 (Jessop et al., 2013; Galego et al., 2022; Moulaert & MacCallum, 2019)，社會創新的倡議，變得更为重要。

儘管社會創新此概念一直存在，但其含義和定義，仍然存在爭議，未有共識。有研究更指出，這與社會創新概念停留在“pre-paradigmatic”階段有關 (見Ayob et al., 2016; Marques et al., 2018)。與社會服務相關的研究中，社會創新多涉及滿足各種需要的新產品、服務或實踐，及其發展過程和結果 (Aksoy et al., 2019; Diserti & Rizzo, 2022)，但亦指出存在兩套不同的觀點 (Moulaert & MacCallum, 2019; Ayob et al., 2016)。其中一套聚焦於新產品/服務的價值創造的微觀層面、技術發展/改進過程，以及其效率/有效性 (例如，Pol & Ville, 2009; Phills et al., 2008)。他們分別稱為功能性(functional)、實用性 (practical)、工具性 (instrumental)或微觀社會創新；例如Phills 等(2008)認為微觀社會創新是「一個對社會問題提出的新穎解決方案，比現有解決方案更有效、更高效、更可持續或更公正，並且創造的價值主要回歸於整個社會而非個人」 (p.36)。

至於另一套，它更多強調弱勢群體未滿足的需要、隨着滿足需要而發展的、具包容性的新社會關係、由新變革引起的宏觀層面/社會轉變，及弱勢群體的集體賦權 (collective empowerment) 等 (例如，Montgomery et al., 2020)。這個觀點或被稱為激進 (radical)、轉變性 (transformational)、批判性 (critical)、或宏觀 (maximalist)社會創新。另如Moulaert等 (2013) 認為宏觀社會創新是「所指的不僅僅是特定行動，還包括動員參與的過程以及行動的結果，這些行動導致社會關係的改善、治理結構的強化以及更大的集體賦權等」 (p.2)。要留意的是，社區發展是宏觀社會創新的重點關注部分 (例如 Daniel & Jenner, 2022; Hill et al., 2022; MacCallum, 2019; Talmage, 2021)。這宏觀社會創新實踐強調組織受社會問題影響的弱勢群體參與在社會創新的發展過程中，並建立社區組織實踐達致社會改變及相關弱勢群體的集體賦權；這是Daniel 及 Jenner (2022) 所建議的——「以社區的力量，造福社區」 (from community-for community, p.94)。

隨著社會創新研究的發展，Moulaert和MacCollum (2019) 指出：「從實踐和批判兩個流派之間的空間來看，將其視為一個規範觀點的光譜更為適當，通過這個光譜，可以將社會創



新與多個不同關注點和焦點相關聯進行檢視」 (p.37)。配合新的發展，本計劃採用了Baglioni和Sinclair (2018) 提出的定義，該定義可以說反映了實踐視角關注產品/服務開發的微觀層面問題，以及宏觀社會創新視角關注的新發展社會關係的宏觀層面問題。具體而言，「社會創新是指能夠同時滿足社會需求（比現有解決方案更有效地滿足）並帶來新的或改進的能力、關係以及更好地利用資產和資源的新解決方案（產品、服務、模式、市場、流程等）」 (Baglioni & Sinclair, 2018, p.15)。

香港的社會創新實踐，與英美相關的實踐相類似，傾向強調市場銷售、企業營運等形式，社會企業、企業社會責任等便是主要例子 (見 Defourny et al., 2021; Chandra et al., 2021)。然而，近年不少社會創新研究指出，與社會服務相關的社會創新實踐，除了以企業營運方式之外，更多的是以可複製的小型計劃和專案的形式進行。這種小型計劃，儘管它們必須平衡社會和經濟目標這雙重底線 (Sinclair et al., 2018; Deserti & Rizzo, 2022)，為創新服務或實踐尋找資金，他們的社會貢獻，與以企業形式推動的社會創新，其實不遑多讓，只是近年才較多受到關注 (例如 Bates, 2012; Santos et al., 2013; Deserti & Rizzo, 2020)。在香港，許多非政府組織開展的創新活動，都是以可複製的小型計劃和專案的形式進行的。然而，他們在香港較少被視為創新的例子。所以，本計劃聚焦於這種透過回應社區需要的進行社會創新的項目，期望能為這些在非政府機構內較多實踐的社會創新項目帶來更多社會的關注。

\*請參閱第15頁之參考資料列。



# Community Development and Social Innovation

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Different studies indicate that social innovation is not a new concept; it has only been enriched its meanings during the recent past and has attracted the attention of policymakers, executives and academia (Calo et al., 2023; do Adro & Fernandes, 2020; Jessop et al., 2013). In recent years, the changes in welfare policies in developed countries, coupled with the global financial crisis and the related changes in the pursuit of various austerity policies (Galego et al., 2022; Jessop et al., 2013; Moulaert & MacCallum, 2019), the advocacy for social innovation has become even more essential.

Although the concept of social innovation has existed for long, there is no consensus on its meaning and definition, and there is still controversy about the point of view. Researches have further pointed out that this is linked to the concept of social innovation staying in the “pre-paradigmatic” phase (see Ayob et al., 2016; Marques et al., 2018). In studies related to social services, social innovation mostly involves new products, services or practices that meet a variety of needs, and their development processes and outcomes (Aksoy et al., 2019; Deserti & Rizzo, 2022), but it also points to the existence of two different sets of perspectives (Ayob et al. 2016; Moulaert & MacCallum, 2019). One set focuses on the microscopic dimension of value creation of new products/services, technology development/improvement processes, and their efficiency/effectiveness (e.g., Phills et al., 2008; Pol & Ville, 2009). They call it functional, practical, instrumental, or micro-social innovation; for example, Phills et al. (2008) consider micro-social innovation to be a novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals (p.36).

As for the other set, it emphasises the unmet needs of vulnerable groups, the development of inclusive new social relationships that meet their needs, the macro-dimensional/social transformation caused by new changes and the collective empowerment of the vulnerable (e.g., Montgomery et al., 2020). This view is called either radical, transformational, critical, or maximalist social innovation. As Moulaert et al. (2013), macro-social innovation is “referring not only to particular actions, but also to the mobilisation-participation processes and to the outcome of actions that lead to improvements in social relations, structures of governance, greater collective empowerment, and so on” (p.2). Note that community development is a focus of macro-social innovation (e.g., Daniel & Jenner, 2022; Hill et al., 2022; MacCallum, 2019; Talmage, 2021). This macro-social innovation approach emphasises the involvement of the affected vulnerable groups in the development processes and building community initiatives for social changes and the collective empowerment of the groups, which is what Daniel and Jenner (2022) suggested: “from community-for community” (p.94).

With the development of social innovation research, Moulaert and MacCollum (2019) mentioned: “It is more appropriate to read the space between the practical and critical streams as a spectrum of normative viewpoints, from which social innovation can be examined in relation to a number of different concerns and foci” (p.37). In line with the new developments, the programme adopts the definition of Baglioni and Sinclair (2018) that reflects the micro-dimensional problems of product/service development from a practical perspective, as well as the macroscopic problems of new developing social relations from a macro-social innovation perspective. “Social innovations are new solutions (products, services, models, markets, processes, etc.) that simultaneously meet a social need (more effectively than existing solutions) and lead to new or improved capabilities and relationships and better use of assets and resources” (Baglioni & Sinclair, 2018, p.15).

Hong Kong’s social innovation practices, similar to those in the United States, tend to emphasise market sales, corporate operations, social enterprise and corporate social responsibility, etc. are the main examples (see Chandra et al., 2021; Defourny et al., 2021). However, a number of social innovation studies in recent years have indicated that social innovation practices related to social services are conducted more in the form of replicable small schemes and projects than in the way that enterprises operate. These small projects, although they have to balance the double bottom line of social and economic goals (Deserti & Rizzo, 2022; Sinclair et al., 2018), seeking funding for innovative services or practices, their social contribution, and social innovation in the form of enterprise, is actually not too much, but has only received more attention in recent years (e.g. Bates, 2012; Desarti & Rizi, 2020; Santos et al., 2013). In Hong Kong, many of the innovative activities of non-governmental organisations are carried out in the form of replicable small projects and projects. However, they are less often seen as examples of innovation in Hong Kong. Therefore, the programme focuses on social innovation by responding to the needs of the community and is expected to bring more public attention to these more practical social innovation projects in non-governmental organisations.

*\*Please refer to page 15 for reference material list.*



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# 集盒計劃 實務經驗彙集

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## Practice Wisdom of Innovation Hub

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# 民社服務中心：

## 「營童好友」及「有營龍里」計劃

### ——回應基層家庭需要的社區營養實踐

民社服務中心一直為劏房家庭提供不同形式的社區發展及支援服務。基於早前「社區流動營養診所計劃」的經驗，機構發現居於劏房的家庭普遍缺乏營養飲食知識，而且在新冠疫情之下，他們面對開工不足或失業的問題，租金開支卻持續高企，家庭經濟壓力大增。為了減輕經濟負擔，他們會選購營養價值較低的食物，這是他們減低生活支出的慣常方法。機構認為這些狀況會為居於劏房家庭的兒童的成長帶來長遠的負面影響。為了應對這個社區問題，機構透過滙豐香港社區夥伴計劃的資助，分別開展**營童好友計劃**（下稱「營童好友」）以及「**有營龍里**」劏房家庭營養支援計劃（下稱「有營龍里」），為居住在劏房的家庭，尤其是學童，提供營養需要的支援，以及紓緩他們的食物開支壓力及情緒壓力。「營童好友」連結不同界別的資源，包括香港社區營養師協會、大學研究團隊及家長代表等，成立「跨界別兒童營養策劃小組」，將營養知識及兒童管教技巧帶入社區，營造兒童健康成長的環境；其後，「有營龍里」則成立劏房兒童營養評估及跟進小組，持續深入跟進及改善劏房兒童健康。兩項計劃亦舉辦一系列的營養教育及社區活動，提升兒童及家長的營養知識，促進劏房家庭交流互助；同時，培訓家長擔任營養大使、互助小組領袖和社區關懷大使，協助舉辦營養健康活動、營養烹飪班導師及社區關懷活動等，為區內鄰里提供支援，建立社區支援網絡。

總結兩項計劃的經驗，有別於一般社會支援服務，其中重要的介入點是加入了社區營養（community nutrition）實踐的元素（Cark-Barol et al., 2021; Gaddis et al., 2020; Mehta et al., 2019）。計劃同工除了為劏房家長及兒童提供健康飲食的知識訓練及營養菜包等食物支援，讓他們掌握營養知識之外，亦強調組織居民及促進社區參與的重要。例如在「劏房家庭營養大使組」，計劃同工促進營養大使與營養師共同合作，一起按劏房家庭的環境及需要設計食譜，著重營養均衡之餘，亦以電磁爐方式煮食、簡化的煮食程序、食材成本低廉、及易於儲存等的劏房家庭需要著手。社區營養實踐與一般由專業人士主導的專業化知識生產及傳播過程不同，過程加入了居於劏房的家庭每日生活習慣因素作考慮（Cark-Barol et al., 2021），有助設計出他們可應用及可負擔的食譜。經歷這個參與過程，劏房家長及兒童會意識到營養飲食不再是遙不可及、昂貴及專業化的生活模式，同時間亦可發現不健康的飲食習慣並不是個別家庭的貧窮問題，而是集體性的社區健康問題，而他們更可以成為積極回應這個問題的重要社區資產（Mehta et al., 2019）。計劃營養大使正是同輩的營養教育者（nutrition peer educator），他們能夠將參與過程所學習的營養健康飲食知識傳遞給其他社區成員，推廣社區健康。

兩項計劃體現了社區為本的營養實踐，回應了居於劏房的基層家庭的需要，並持續以社區組織帶來改變，促進他們成為社區資產，讓營養健康飲食知識變得更加可以應用及容易傳遞，為社區帶來正面影響。



## 參與機構 經驗回顧

同工往往發現街坊之間的互助和知識流通，對於應對他們自身面對的挑戰，是最有效的。例如機構凝聚劏房居民制作便捷食譜，用甚麼烹調方法能減少油煙、省位的器具、甚麼食材最能提起小孩興趣，這些智慧都是作為同工所欠缺的親身經驗。而透過建立跨界別及凝聚同質性家庭的互助網絡，不同的知識、經驗的流動，能讓街坊在社區參與、利他精神、自我認同等有所提升，這都需要以社區發展模式的介入手法，建立多類型的發展平台讓街坊參與，才能夠達成。

以#Hashtag形容  
計劃帶給機構的  
經驗總結及啟示

# 集結街坊知識經驗

# 街坊是問題的專家

# 居民主導及參與



# People Service Center: “Nufriends Project” and “Nutrition Support Program” — Community Nutrition Practices for the Needs of Grassroots Families

People Service Center has provided various community development and support services to families living in subdivided units. Based on the previous experience of the community nutrition program, the organisation found that families living in subdivided flats generally lack knowledge of nutritious diets. Moreover, under the COVID-19 pandemic, they faced problems of insufficient work or unemployment, while rent expenses remained high, causing their high financial stress level. They commonly reduced their living expenses by choosing foods with lower nutritional value, but the organisation believed the conditions could negatively impact the children’s growth. In order to address this community issue, the organisation launched the “Nufriends Project” and the “Nutrition Support Program” for families living in subdivided units with funding supported by the HSBC Hong Kong Community Partnership Program. The projects mainly supported the families and children’s nutritional needs and relieved their food expenditure and emotional stress. The “Nufriends Project” connected resources from different sectors, including the Hong Kong Community Dietitians Association, university research teams, and parent representatives, to form a “Cross-sectoral Children’s Nutrition Planning Group”. The group brought nutritional knowledge and child-rearing skills into the community, creating an environment for the healthy growth of children. Following that, the “Nutrition Support Program” established a nutrition assessment and follow-up group for children in subdivided flats, continuing to monitor and improve the health of those children. Both projects also organised a series of nutrition education and community activities to enhance the nutritional knowledge of children and parents and promote exchanges and mutual assistance among families living in subdivided units. The practitioners trained the parents to become nutrition ambassadors, mutual aid group leaders, and community care ambassadors for assisting in organising nutrition and health activities, nutrition cooking class instructors, and community care activities, supporting the neighbourhood and building a community support network.

To summarise the experience of these two projects, not similar to general social support services, a critical intervention point is the incorporation of community nutrition practices (Cark-Barol et al., 2021; Gaddis et al., 2020; Mehta et al., 2019). In addition to providing healthy diet knowledge training and nutritional meal packs for subdivided flat families and children, the practitioners also emphasised organising residents and promoting community participation. For example, in the practice of the “Subdivided Flat Family Nutrition Ambassador Group”, the practitioners promoted cooperation between nutrition ambassadors and dietitians to design recipes regarding the environment and needs of subdivided flat families, focusing on nutritional balance, cooking with induction cookers, simplified cooking procedures, low-cost ingredients, and storage considerations. Community nutrition practices were distinct from the traditional knowledge production and dissemination processes led by professionals, which involved the community members in co-designing applicable and affordable recipes that fit the daily living habits of families living in subdivided flats (Cark-Barol et al., 2021). Through this participatory process, parents and children in subdivided units realised that nutritious diets are not unattainable, expensive, or professional lifestyles. They identified unhealthy dietary habits not as an individual-level poverty issue but as a shared community health problem, and they can become essential community assets in actively responding to this issue (Mehta et al., 2019). The nutrition ambassadors are peer nutrition educators who can pass on the nutritional health knowledge learned in the participation process to other community members and promote community health.

Both projects integrated community-based nutrition practices to respond to the needs of grass-roots families living in subdivided units. The critical community development elements involved community organising for change, promoting the community members as community assets, making nutritional health knowledge more applicable and easily transmitted, and positively impacting the community.



## Project Reflection

Colleagues often find that mutual assistance and knowledge sharing among neighbors are the most effective means of addressing the challenges they face. For example, organizations can bring together residents of subdivided units to create convenient recipes, explore cooking methods that reduce fumes, recommend space-saving utensils, and identify ingredients that capture children’s interest. These insights are firsthand experiences that colleagues may lack. By establishing cross-sector and homogeneous family networks of mutual support, knowledge and experiences can flow between different individuals, enabling neighbors to enhance their community engagement, altruism, and self-identity. Achieving this requires the intervention of a community development model and the establishment of diverse development platforms for neighbor participation.

### #Hashtag for the Project

- # Resident-led and participation
- # Neighbors are experts in the issues
- # Harnessing neighborhood knowledge and experience



## 明愛牛頭角社區中心： 中途轉機服務計劃

一直以來，明愛牛頭角社區中心都為區內的不同基層人士提供各式多元化的支援服務。透過社區發展工作手法，社區中心建立及強化不同居民之間的社區網絡，讓居民可以發掘各自的資源，並達到自助互助的效果。自新冠疫情開始以來，社區中心發現不少基層人士面對解僱或被迫無薪休假的情況，經濟上受到重大的打擊。透過滙豐香港社區夥伴計劃的資助，社區中心推出了**中途轉機服務計劃**（下稱「服務計劃」），希望協助社區內30歲至60歲的失業人士學習新技能以促進他們再就業的機會。計劃內容包括為參加者提供資訊科技求職技能、職場走訪、性格透視與職業性向測試、個人形象重塑、開設網上模擬商貿平台及理財自僱技能等等。

作為一個向社區開放的服務單位，服務計劃透過不同活動持續地推動社區參與（community engagement）建立了一個讓居民參與界定他們的服務需要的平台。這種持續參與讓社區中心得以由下而上地（bottom-up）獲得更多關於社區需要的資訊並修訂需要評估（need assessment）（Bradshaw, 1972; Sanga et al., 2022）。服務計劃漸漸發現社區中有一群家庭主婦。她們希望可以在照顧家庭成員之餘，亦可以參與一些經濟活動以減輕家庭的經濟壓力，而當中有一部份成員更是從來沒有工作經驗的。從強項為本視角（strength-based perspective）（Hammond & Zimmerman, 2012），婦女本身有著不同的能力，只是主流就業市場未必能讓婦女發揮她們所擁有的強項及為她們帶來經濟交換的機會。

以持續組織帶來改變為目標（organizing for changes）（Armstrong & Banks, 2017），服務計劃進一步把組織對象聚焦在這一群婦女身上，並且參考坊間社區經濟及社區墟市組織手法，把目標訂於推動婦女在社區墟市擺設自己的攤檔，裝備婦女開設自己的生意。參加者可以學習到不同的知識和技巧。在討論墟市的營運模式以及策劃自己的業務時，參加者不再只是就業培訓服務參與者，而是一個可以影響服務內容的持份者。與傳統的再培訓課程主以培訓婦女進入就業市場工作崗位為目標有所不同，這個服務計劃是以資產為本的社區發展（asset-based community development）為主軸，積極發掘婦女的資產並以此來推動改變。在服務計劃之中，沒有工作經驗的婦女雖沒有參與主流就業市場，但仍能探索自己如何可以獲得經濟交換機會的途徑（Kretzman & McKnight, 1993; Russell et al., 2020）。雖然只是一個初步的探索，但是中途轉機計劃展示出第三部門（third sector）可透過由下而上的社區組織手法，促進新的經濟關係的可能性。而從性別角度（gender perspective）看，服務計劃亦做到充權（empowerment）的效果（Taneja et al., 2009）。這些參與經濟活動的機會，讓婦女有自我實踐以及賺取收入的機會，她們亦由本來較為被動的角色，例如服務接受者和照顧者，增加了一些較為主動的新角色如老闆及創業家等等。



### 參與機構 經驗回顧

明愛牛頭角社區中心多年來一直服務區內弱勢社群。疫情期間，大部分擔任散工的基層街坊都經歷過失業及開工不足的苦況，家庭收入備受打擊，當中更不乏因公司倒閉而被迫考慮轉行。「中途轉機計劃」就是以這批30-60歲的基層人士為主要對象，期望透過包括自我形象提升、技能增值、職場走訪及實踐體驗等一連串有系統的培訓及學習，讓參加者重新出發，在就業市場上找到目標及方向。這個項目獲得很多正面迴響，成功組織一群待業的中年女士，藉計劃重新肯定個人能力，建立網絡彼此互助，最終有部分參加者成功在美容美甲及網上營銷等自由職業中找尋到最适合自己的位置和角色。

以#Hashtag形容  
計劃帶給機構的  
經驗總結及啟示

# 組織同路人  
建立互助網絡

# 配合時勢，  
緊貼基層需要



# Caritas Ngau Tau Kok Community Center: Second ChancExit

For a long time, Caritas Ngau Tau Kok (Community Center) has provided a variety of support services to different communities in the district. Through community development practice, the community center has established and strengthened the community network, so that residents can discover their own resources and achieve the effect of self-help and mutual assistance. Since the start of the COVID-19 pandemic, many grassroots people had been fired or forced to take unpaid leave and had been hit hard financially. Funded by the HSBC Hong Kong Community Partnership Program, **Second ChancExit** (hereafter referred to as “service project”) is a service project that hopes to assist unemployed people aged 30 to 60 in the community to learn new skills to promote their chances of re-employment. The content of the project included providing participants with information technology, job hunting skills, workplace interviews, personal development reviews and career aptitude tests, personal image reshaping, setting up online simulated business platforms and financial self-employment skills, etc.

As a service unit aiming at opening itself to the community, the service project had continuously put effort in community engagement to learn more about community needs and revise needs assessments from the bottom-up (Bradshaw, 1972; Sanga et al., 2022). In the process of community organizing, the service project gradually discovered that there was a group of housewives in the community who hope to participate in some economic activities to relieve the financial pressure of their families while taking care of family members at the same time, yet some of them did not even have any working experience or have only little working experience. From a strength-based perspective (Hammond & Zimmerman, 2012), women themselves have a range of valuable abilities, but the mainstream job market does not provide them with opportunities to realize their capacities and realize economic exchanges.

With the goal of organizing for changes (Armstrong & Banks, 2017), the service project further focused on this group of women and facilitated them to set up their own stalls in community bazaars, with reference to the model of community economy development and community bazaar, to start up their own businesses. Through participations, participants could acquire different knowledge and skills. When discussing the operational model of the bazaar and planning their own business, participants were no longer just participants in traditional employment training services, but stakeholders who could influence the content of services. In addition, unlike the traditional retraining courses that target to train women to enter the job market, the service project focused on asset-based community development which actively discovered women’s assets and used this to drive community changes (Kretzman & McKnight,1993; Russell et al., 2020). Although women without working experience in this service project did not participate in the mainstream job market, they explored how they can obtain the opportunities for economic exchange. Although it was only a preliminary exploration, the Second ChancExit demonstrated the possibility that the third sector can foster new economic relationships through bottom-up community organizing. From a gender perspective, the service project also achieved the effect of empowerment (Taneja et al., 2009). The opportunities to participate in economic activities allowed women to have opportunities to actualize themselves and earn income. Different from the old and passive roles they adapted to play such as service recipients and caregivers, they could actively play some new roles such as bosses and entrepreneurs.



## Project Reflection

Caritas Ngau Tau Kok Community Centre has been serving the underprivileged communities in the area for many years. During the pandemic, many grassroots neighbors who worked as day laborers experienced unemployment and a lack of job opportunities. Their household incomes were severely impacted, and some even had to consider switching careers due to company closures. The “Second ChancExit” specifically targets these individuals aged 30-60, aiming to provide them with a systematic training and learning experience that includes self-image enhancement, skill development, workplace visits, and practical experiences.

The project aims to help participants start anew and find direction in the job market by equipping them with the necessary skills and knowledge. It has received positive feedback, particularly for successfully empowering a group of unemployed middle-aged women. Through the program, participants regain confidence in their abilities, build networks, and support one another. Ultimately, some participants have successfully found their niche and roles in freelance occupations such as beauty and nail services and online marketing, aligning with their individual strengths and preferences.

**#Hashtag  
for the  
Project**

**#** Addressing grassroots needs in right timings

**#** Establishing the mutual support network



## 香港青年協會 賽馬會坪石青年空間：良品平印

香港青年協會賽馬會坪石青年空間（下稱「青年空間」）是一個位於坪石邨的綜合青少年服務中心。按社會福利署（2023）的界定，青年空間的服務對象是兒童及青少年，但是面對世紀疫情，區內最有迫切需的卻是一群居於公屋的基層長者。觀塘區是全港最貧窮的社區之一，而青年空間所位於的社區，更是一個住戶收入較低及年紀較長的社區。疫情期間，防疫抗疫變成了每一位香港市民的生活主調，家居衛生對個人健康的重要性愈來愈被社會強調。一般來說，長者在學習新的家居及個人衛生知識上未必能像年青一輩般那麼有效率。此外，基層人士特別是沒有收入長者可能因他們在經濟上的限制未必願意投放資源在個人及家居衛生設備上。社交距離措施大幅限制市民的社交空間，同時，長者相對不善於以社交媒體工具與朋友聯繫，因此往往獨自承受因防疫抗疫措施及有關輿論所帶來的龐大心理壓力。

若把社會服務單單看成產品提供及接受關係，服務單位往往只會按著特定組群的特性提供服務，並且很容易把焦點集中於回應特定群體所面對的問題。但是若果以資產為本社區發展的角度（asset-based community development），把社區內的不同群體包括青少年及長者看成是社區資產，不同的社區資產便可以回應社區中不同需要（Kretzman & McKnight, 1993; Russell et al., 2020）。青年空間的其中一個重要宗旨是推動「鄰舍第一」的關懷互助文化，希望以「青年主導・社區為本」的精神，推動由青年起動的鄰舍關懷與服務行動，讓青少年帶領所屬的社區發揚鄰舍守望的精神。

透過滙豐香港社區夥伴計劃資助，青年空間啟動**良品平印服務計劃**，以3D打印把青少年與長者及基層家長連繫起來。如良品平印的同工所反映，因著接觸區內不同群體及製作成品以服務他們，青少年義工學習到如何分析與自己不同的人的需要，學習到如何



按服務對象的處境來提供合適的服務。同一時間，長者對於青少年所製作的打印成品感到好奇，並且認為打印成品能便利他們的生活。不同的個人本身就有不同的資產，非政府機構作為組織者所扮演的角色是把資產發掘出來並促成社區關係建立。透過送贈3D打印組件的這個媒介，青少年與長者及基層家庭得以建立更加互動的關係。這些本來已居於社區之中但沒有太多的互動關係的社區版塊透過非政府服務機構的組織工作形成了社區資本上的交換關係。青少年不再單單只是服務受眾而是推動社區關係的起點。這種運用既有社區中的非政府機構資源以新的形式回應社區問題，正是一種社會創新的新嘗試。



### 參與機構經驗回顧

青年義工在了解低收入家庭和長者的生活需要後，設計和製作生活用品可以為社區發展提供實際解決方案。以下是一些經驗總結：

與使用者密切合作：與低收入家庭和長者直接溝通，了解他們的需求和困難。這樣可以確保所設計和製作的產品真正符合他們的需求，解決他們的問題。

簡單實用的設計：在設計產品時，著重於簡單實用。考慮到使用者的年齡、健康狀況和手部靈活性等因素，確保產品易於操作和使用。避免過於複雜的設計，以確保產品對目標用戶群體的可用性。

培養技能和自助能力：除了提供生活用品，也可以通過培養技能和自助能力來幫助低收入家庭和長者。例如，組織工作坊或培訓課程，教授基本的縫紉、手工藝或修理技能，使使用者能夠自己製作或修理一些生活用品，減少依賴性。

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# 創新解決方案

# 可持續發展

# 社會責任

# 低收入家庭

# 社區發展

# 長者關懷

# 社區參與

# 青年義工



# The Hong Kong Federation of Youth Groups Jockey ClubPing Shek Youth S.P.O.T. : 3D Printing Inc.

The Hong Kong Federation of Youth Groups Jockey Club Ping Shek Youth S.P.O.T (hereafter referred as “Youth S.P.O.T.”) is an integrated children and youth services center located in Ping Shek Estate. The service targets of the Youth S.P.O.T. are children and teenagers, but in the face of the epidemic of the century, the most urgent needs in the district are the needs of a group of grassroots elders living in Ping Shek Estate. Kwun Tong District is one of the poorest communities in Hong Kong. The Youth S.P.O.T. is in a community with lower income and old aged residents. During the Covid-19 pandemic, epidemic prevention and anti-epidemic had become the life theme of every Hong Kong citizen. The importance of household hygiene and personal health had been increasingly emphasized by the society. Generally speaking, elderly people may not be as efficient as the younger generation in learning new knowledge on household and personal hygiene. In addition, the grassroots, especially the elderly people with no income, might not be willing to spend resources on personal and household hygiene equipment due to their financial constraints. Social distancing measures greatly limited the social space of citizens. At the same time, the elderly people were relatively poor at using social media tools to connect with their friends and families. Therefore, elderly people often bear huge psychological pressure brought about by the epidemic prevention and anti-epidemic measures on their own.

If social services are perceived solely as a relationship between product supply and receipt, social service units may only provide services in accordance with the characteristics of specific groups. It is easy for the service providers to focus on problems faced by specific service targets. But from the point of view that individuals are the human assets of the community, different assets are used to respond to the needs of different members living in the community (Kretzman & McKnight,1993; Russell et al., 2020). One of the key objectives of the Youth S.P.O.T. is to promote a culture of care and mutual assistance that is “neighbor first”. It is hoped that the spirit of “youth-led, community-based” can drive neighborhood care and service actions initiated by young people, so that young people can lead their own neighborhoods to care for each other.



The Youth S.P.O.T. utilized the external resource from the HSBC Hong Kong Community Partnership Program to launch the **3D Printing Inc.** to connect young people with the elderly people and grass-roots families. As reflected by the workers who worked for the service project, by contacting different groups in the community and serving them with finished 3D printing products, young people who participated in this service project found that they have learnt how to analyze the needs of people different from themselves and how to provide appropriate services in accordance with the situation of the others. At the same time, the elderly people were curious about the 3D printing products made by the young people and found that the products could facilitate their better living. Different individuals have different assets. The role of NGOs as organizers is to discover assets and facilitate the establishment of community relations. Through the medium of donating 3D printing products, young people established a more interactive relationship with the elderly people and grassroots families. The organizing effort of the NGO facilitated the community segments that have already existed in the community for a period but did not have much interactive relationship before to form an exchange relationship on community asset. Young people are no longer just service recipients but the starting point for establishing community relations. This kind of use of resources of NGOs in existing communities to respond to community problems in a new form is a new attempt of social innovation.

## Project Reflection

Youth volunteers can provide practical solutions for community development by designing and producing daily necessities after understanding the needs of low-income families and the elderly. Here are some key takeaways from the experience:

Close collaboration with users: Direct communication with low-income families and the elderly is essential to understand their needs and challenges. This ensures that the designed and produced products truly meet their requirements and address their issues.

Simple and practical design: When designing products, focus on simplicity and practicality. Consider factors such as the users’ age, health condition, and hand dexterity to ensure ease of operation and use. Avoid overly complex designs to ensure usability for the target user group.

Skills development and self-sufficiency: In addition to providing daily necessities, helping low-income families and the elderly can also involve fostering skills and self-sufficiency. For example, organizing workshops or training courses to teach basic sewing, handicrafts, or repair skills, enabling users to create or repair some daily necessities themselves and reduce dependency.

## #Hashtag for the Project

- # Youth volunteers
- # Elderly care
- # Social responsibility
- # Community development
- # Innovative solutions
- # Community participation
- # Low-income families
- # Sustainable development



## 香港婦女中心協會 賽馬會太和中心：「食農研究社」

香港婦女中心協會賽馬會太和中心的「食農研究社」大埔婦女推動社區可持續發展計劃（下稱食農研究社）是一個由滙豐香港社區夥伴計劃資助，以婦女為對象，把可持續發展理念推廣到由個人及家庭層面以至整個社區的服務計劃。作為家庭主要照顧者，婦女經常要處理家中大小事務。食農研究社認為婦女除了在家這個私人領域發揮影響力外，也是在社會上推動可持續發展理念的重要社區資產（Kretzman & McKnight, 1993; Russell et al., 2020）。

照顧家人飲食健康及家庭食品採購是婦女日常處理的要事之一，而這些都與環境保護及永續飲食習慣有緊密的扣連（O' Brien et al., 2014）。食農研究社的服務讓婦女不只是被動地接收有關可持續發展的知識，而是可以透過由下而上的體驗式學習把理念轉化為日常生活的實踐，例如研究社所舉辦的低碳便當食譜設計比賽，便是透過線上比賽把不時不食、節約能源及產地消費等永續飲食的理念放在食譜設計的要求之中，使婦女的日常飲食包含健康及環保元素。當婦女把學習到的知識持續地在家中實踐及在社交網絡中分享時，便成為了社區中推廣可持續發展的重要資源。



此外，食農研究社把社區內可以推動可持續發展的不同持份者連繫起來，透過促進這些社區資產的連結，創造更多改變的可能性（Panzarella et al., 2023）。大埔社區擁有不同的鄉郊環境及農業資源，區內同時有各種農業生產及農產品加工。推動本地農業是促進可持續發展的重要一環，因本地生產及本地消費可以減少運輸的能源消耗，同時亦可促進本地的生容及經濟多樣性。可是，當本地農產品被放在一個充滿著來自全球不同產地產品並且以價格考慮為主的主流市場時，市民與生產者之間便會被消費關係所主導，除了格價及質素的比較外，消費者少有關心及支持本地生產的其他意義。為了透過支持本地農業推動可持續發展，食農研究組織區內婦女並建立她們與本地農業之間的關係，例如透過「食農義工隊」的組織工作，讓婦女有機會參與義務耕種工作，增加她們對本地農業的發展及歷史的認識以及本地農業與低碳概念的關係，並透過義務耕種付出的時間換取本地農作物；這個交換讓她們可以對本地農作物有更深認識。婦女在日常煮食中除了可以體會本地農作物對減少碳排放這些較宏觀的正面影響外，更可以為家庭成員的健康帶來好處。



## 參與機構經驗回顧

實踐永續飲食是改善環境的重要方法。然而香港的食物依賴進口，其中本地蔬菜自給率只有1.6%，主糧自給率為0%，食物運輸進口碳排放極高，香港市民沒有接受食農教育，也不認識本地農業，城市人生活與食物來源的距離遙遠。

計劃透過連結服務使用者和社區持分者，包括婦女、農夫、社區中心、餐廳和食農教育工作者，鼓勵婦女善用其家庭飲食主要照顧者的角色，並成為農場義工協助農務，同時保留彈性，按大埔區的地理特色、婦女及農夫的需要及長處，設計和改良活動模式，共享空間、才能等社區資源，鼓勵社區自發推動永續飲食習慣。

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# 永續飲食

# 食農教育

# 社區自發

# 婦女充權

# 社會創新

# 社區連結

# 善用社區資產



# Hong Kong Women's Centre Association

## Jockey Club Tai Wo Centre: "Sustainable Food Lab"

The "Sustainable Food Lab" at the Hong Kong Women's Centre Association Jockey Club Tai Wo Centre (hereinafter referred to as the "Food Lab") was a community sustainable development women's initiative funded by the HSBC Hong Kong Community Partnership Programme. It aimed to promote the concept of sustainable development in individual, family, and community service programs with women at the core. As primary caregivers in their families, women often handled various household matters. The "Food Lab" believed that women not only exerted influence in the private sphere of the home but also served as important community assets for promoting the concept of sustainable development in society (Kretzman & McKnight, 1993; Russell et al., 2020).

Taking care of family members' dietary health and household food procurement was one of the important tasks that women dealt with daily, and these tasks were closely linked to environmental protection and sustainable dietary habits (O'Brien et al., 2014). The services provided by the "Food Lab" allowed women to transform the concept of sustainable development into everyday practices through experiential learning from the bottom up, rather than just passively receiving knowledge about sustainable development. For example, the "Food Lab" organized a low-carbon bento recipe design competition, incorporating the principles of sustainable eating such as consumption of seasonal food, energy saving, and locally sourced ingredients into the requirements of recipe design. This increased the health and environmental elements in women's everyday dietary planning. When women continuously applied the knowledge they learned at home and shared it in their social networks, they became important resources for promoting sustainable development in the community.

In addition, the "Food Lab" connected different stakeholders within the community who could promote sustainable development and created more opportunities for change by facilitating connections among these community assets (Panzarella et al., 2023). The Tai Po community possessed diverse rural environments and agricultural resources, with various agricultural production and processing activities taking place in the community. Promoting local agriculture was an essential part of sustainable development, as local production and consumption could reduce energy consumption from transportation and promote local biodiversity and the economy. However, when local agricultural products were placed in a mainstream market dominated by products from different global origins and primarily driven by price considerations, the relationship between citizens and producers became dominated by consumer relations, with little concern for supporting local production beyond price and quality comparisons. In order to promote sustainable development through support for local agriculture, the "Food Lab" organized activities to establish relationships between women and local agriculture. For example, through the organization of the "Food and Farming Volunteer Team," women had opportunities to participate in voluntary farming work, increasing their understanding of local agricultural development, history, and the relationship between local agriculture and the concept of low-carbon living. They exchange their time by volunteering to farm for local crops, and such exchange allows them to gain a deeper understanding of local crops. In addition to the larger positive impacts of local crops on reducing carbon emissions, women can realize the health benefits for their family members in their daily cooking.



## Project Reflection

Practicing sustainable dietary habits is an important method for improving the environment. However, in Hong Kong, where food heavily relies on imports, the self-sufficiency rate of local vegetables is only 1.6%, and the self-sufficiency rate for staple foods is 0%. The carbon emissions from food transportation imports are also high. Hong Kong citizens lack food and farming education and have little knowledge of local agriculture. There is a significant disconnect between urban living and the source of food.

The project aims to connect service users and community stakeholders, including women, farmers, community centers, restaurants, and food and farming educators. It encourages women to utilize their roles as primary caregivers in managing their family's diet and become volunteer farm assistants while maintaining flexibility. By considering the geographical characteristics of the Tai Po district, the needs and strengths of women and farmers, and by designing and improving activity models, the project aims to share community resources such as shared spaces and talents. It also encourages community-led initiatives to promote sustainable dietary habits.

## #Hashtag for the Project

- # Sustainable dietary habits
- # Women's Empowerment
- # Food and Farming Education
- # Social Innovation
- # Leveraging Community Assets
- # Community-led Initiatives
- # Community Engagement



# 香港聖公會麥理浩夫人中心 林植宣博士老人綜合服務中心： 「童闖『孖展』ing」及「童創『孖展』ing」

由香港聖公會麥理浩夫人中心林植宣博士老人綜合服務中心開展的「童闖『孖展』ing」是一個希望促進跨代共融的服務計劃，透過組織長者義工為兒童及青少年提供有關市場的知識，增加不同世代人士之間的溝通。作為從事長者服務的同工，「童闖『孖展』ing」的團隊一方面希望促進長者過著充實及有意義的晚年生活，另一方面他們認為長者義工是社區的重要資產(Kretzman & McKnight 1993; Russell et al.,2020)。長者所擁有很多的人生經驗可以承給下一代，在連結社區持分者、提升社區凝聚力、加強社區守望精神、及推動長幼共融上，都可以發揮正面影響力。然而，要達致以上效果，單靠組織長者是不能做到的。因此，「童闖『孖展』ing」團隊審視區內所擁有的不同社區資產，包括社區上的不同機構、地方及群體。他們連繫到區內不同的幼稚園及中小學從而接觸到區內兒童及青少年。同時，他們發現區內的街市是一個充滿著不同資源，可以串連不同世代社區人士的一個場景。團隊認為現今兒童及青少年多於商場及連鎖超市購物以及於網上購物，少有到社區中的傳統街市行逛及購物。這個經濟交易的體驗所帶來的除了是購物習慣上的不同，更大影響的是少了於街市中與不同的檔販和長輩接觸和溝通的機會。因此，以街市為主軸，把兒童及青少年重新帶回街市是團隊的構思之一。在這過程長者可以扮演導師的角色，協助兒童及青少年闖進傳統街市。服務計劃由滙豐香港社區夥伴計劃資助，透過組織長者義工提供不同訓練和體驗，豐富兒童及青少年對於街市的各種事物的認識，以及增加跨世代溝通的機會。礙於疫情及社交距離影響，不少體驗活動都改以實體及線上的混合模式進行。在疫情之下，長者義工成為了YouTube拍攝關於傳統街市的影片給兒童及青年觀看。而跨世代的實體接觸機會在第五波疫情的較後階段出現，長者與年青人一起合作拍攝及廣播YouTube影片供兒童學習之用。

雖受疫情影響，但這個跨代共融的嘗試的正面作用刺激到團隊其後開展「童創『孖展』ing」並同樣獲得滙豐香港社區夥伴計劃資助。在第二年的計劃中，團隊進一步利用街市這一個代表經濟交易的社區資產促進兒童及青少年學習「負責任消費與生產」這個聯合國可持續發展目標 (Gunawan et al., 2020)。長者生命中厚厚的經驗成為他們分享這課題的養份，例如長者接受責任消費的知識訓練後，結合自己的經驗，創作購物秘笈工具，啟發親子在街市搜集不同的素材和資料製作自己的購物秘笈。「童闖『孖展』ing」及「童創『孖展』ing」所展示出長者是可以促進區內其他社群福祉的社區資產，而在這個連結的過程中，長者本身亦從因合作幼稚園及學校與及兒童及青少年這些社區資源中得著，獲得生活滿足感。透過街市這地理上的資產，各個社區板塊得以連繫起來，相互為對方帶來正面影響。



## 參與機構經驗回顧

年長了，並不一定等於最需要被照顧，以創意的主題、豐富的學習體驗，鼓勵長者藉此關心社區事務，學會與年青世代的溝通方法，明白社區的生活議題正是世代間的共同溝通點。長幼間通過實地遊戲和訪談，親身的經歷和分享，創造一個新的可能性。

普遍市民對長者社區服務的想像是如何運用不同的資源和手法，關懷社區中比較體弱的長者，希望能支援照顧社區的有需要長者。這計劃連結社區不同的資源和組織，以創新的方法和活動內容，吸引了一批樂於嘗試、喜愛學習的長者參與，從而啟發他們的潛能和突破既有的思考框框。因而他們成為青少年樂於傾吐的對象，彼此互助討論分享，不同世代可以成為互相支持的夥伴和同行者。

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計劃帶給機構的  
經驗總結及啟示

# 長幼共融

# 社區同行

# 可持續發展



# H.K.S.K.H. Lady MacLehose Centre

## Dr. Lam Chik Suen District Elderly Community Centre:

### “X Generation Co-Learning at Market” & “X Generation Co-Creation Learning at Market”

The “X Generation Co-Learning at Market” was a project initiated by the H.K.S.K.H. Lady MacLehose Centre Dr. Lam Chik Suen District Elderly Community Centre, aimed at promoting intergenerational harmony. The project involved organizing elderly volunteers to impart knowledge about the market to children and teenagers and foster communication between different generations. As social workers engaged in elderly services, the team behind “X Generation Co-Learning at Market” strove to enhance the quality and meaningfulness of seniors’ later years and recognize them as valuable community assets (Kretzman & McKnight, 1993; Russell et al., 2020). With their wealth of life experiences, seniors could pass on valuable knowledge to the younger generation, thereby fostering community cohesion, a sense of community watchfulness, and intergenerational harmony.

However, it was not enough to rely solely on organizing the elderly to achieve these goals. Therefore, the project team examined various community assets within the district, including different institutions, localities, and populations. By connecting with different kindergartens and primary schools in the area, they were able to reach out to children and teenagers in the community. They also discovered that the local wet market served as a hub that could bring together people of different generations and utilize the abundant resources available there. The team observed that children and teenagers nowadays tend to shop in malls or online, rarely experiencing the traditional wet market. This limited their opportunities for interaction and communication with different vendors and older adults in the community. Therefore, one of the team’s ideas was to focus on the wet market and reintroduce children and teenagers to this community space. In this process, the seniors could act as mentors to guide the children and teenagers in exploring the traditional wet market.

The project was funded by the HSBC Hong Kong Community Partnership Program. Through organizing elderly volunteers and providing them with training and experiences, the team enriched children and teenagers’ understanding of various aspects of the wet market and increased opportunities for intergenerational communication. Due to the pandemic and social distancing measures, many experiential activities were conducted in a hybrid form, combining both physical and online components. During the pandemic, elderly volunteers became YouTubers and produced videos about the traditional wet market for children and young people. Physical intergenerational encounters gradually resumed in the later stages of the fifth wave of the pandemic, with seniors and young people collaborating to produce and broadcast YouTube videos for children’s learning purposes.

Despite the challenges posed by the pandemic, the positive impact of this intergenerational integration initiative inspired the team to launch “X Generation Co-Creation Learning at Market” in the following year, which once again received funding from the HSBC Hong Kong Community Partnership Program. The team further utilized the wet market, a community asset representing economic transactions, to promote children and teenagers’ learning about “Responsible Consumption and Production,” one of the United Nations’ Sustainable Development Goals (Gunawan et al., 2020). The rich life experiences of the seniors became the nourishment for sharing this topic. For example, after receiving training on responsible consumption, seniors combined their own experiences to create tools for shopping tips, encouraging parents and children to gather materials and information from the street market to create their own shopping guides. Both projects demonstrated how seniors could contribute to the well-being of other communities within the district, and in this process, the seniors themselves derived satisfaction from collaborating with kindergartens, schools, children, and teenagers, who were valuable community resources. Through the geographical asset of the street market, various community sectors were interconnected, bringing positive influences on one another.



## Project Reflection

Being older does not necessarily mean being the ones who need the most care. Through creative themes and enriching learning experiences, we encourage seniors to care about community affairs, learn effective communication methods with younger generations, and understand that community issues are common ground for intergenerational communication. Through interactive games and interviews, seniors and younger individuals can create new possibilities through firsthand experiences and sharing.

The general perception of community services for seniors revolves around utilizing various resources and approaches to care for the more vulnerable elderly in the community. This project connects different community resources and organizations, using innovative methods and activity content to attract seniors who are willing to try new things and enjoy learning. By doing so, we aim to inspire their potential and help them break free from their existing thought patterns. Consequently, they become trusted listeners for young people, engaging in mutual support, discussions, and sharing. Different generations can become supportive partners and companions for each other along the journey.

#Hashtag  
for the  
Project

- # Intergenerational Harmony
- # Community Companionship
- # Sustainable Development



## 香港基督教女青年會 天水圍綜合社會服務處天拉吧 — 天水圍故事館： 換來玩去-天水圍社區共創遊戲計劃

在滙豐香港社區夥伴計劃支持下，香港基督教女青年會天水圍綜合社會服務處天拉吧—天水圍故事館開展了「換來玩去-天水圍社區共創遊戲計劃」（下稱「換來玩去」）透過讓社區不同持分者參與的共同遊戲設計，「換來玩去」希望推動社區人士一起發掘天水圍公共空間的各種可能性，讓公共空間成為大家的玩樂空間。項目負責人小宇認為「大家都覺得天水圍好悶」。他覺得當社會大眾一提到天水圍，所勾起的意念往往與區內多年前的社區事件、房屋類型及人口特徵有關。就算區內居民想起需要一些娛樂活動時，也未必會想起自己身處的社區。公共空間是一項重要並且可以滿足區內不同需要的社區資產（Kretzmann & McKnight, 1993; Russell et al., 2020），可是，因著既有的使用習慣及想像上的限制，區內人士未必會主動思考如何利用公共空間滿足包括娛樂在內的多元的社區需要。

為了讓社區人士從日常生活中開始思考在這些公共空間中獲得娛樂的可能性，「換來玩去」設計了不同的活動去推動持分者的創意，例如透過與居民、藝術團體和中小學合作，在「落街玩耍：遊戲設計工作坊」及「落街玩物：玩具設計工作坊」兩個項目（共八個工作坊）以設計思維框架訓練區內年青人及中小學生設計可於公共空間遊玩的遊戲並以一般家居廢物及可回收物料製成遊戲道具及玩具。完成設計後在區內不同地點進行實地測試及推廣，讓區內家長及兒童可以在不同的公共空間玩專為自己社區而設計的遊戲。項目一方面讓到區內持分者可以共同構建遊戲及玩具，另一方面，在設計及試玩過程中，持分者能進一步認識區內公共空間的特性，並且以實踐方式親身體驗區內公共空間的可塑性。當不同的社區人士一同在公共空間試玩遊戲時，他們便為公共空間既有運用模式帶來了改變，豐富了天水圍社區對公共



空間的想像。

在這個活化區內公共空間的試驗過程中，「換來玩去」有效地運用不同的社區資產。「YWCA 天拉吧—天水圍故事館」作為一個綜合青少年服務中心轄下及社區文化發展項目，他們除了回應區內青少年的成長及學習需要，讓青少年透過各個活動中學習到不同的知識和技能之外，亦讓青少年及其家長這些重要的社區資產親身參與在活化公共空間的試驗過程中。社區中的不同持分者，如居民、學校及藝術團體，是推動社區改變的重要資產。透過以玩作為項目主軸，「換來玩去」創新地把不同社區資產聯繫起來，推動社區改變，活化公共空間使用，長遠希望改善區內居民的生活，增加可以動用的社區資源。



### 參與機構經驗回顧

為了符合日常生活配套，香港城市的空間規劃大多包含石屎森林和綠化地帶的結合，基本的民生設施：屋邨商場、公園、文娛及康體設施，種種社區配置似乎在十八區都是必備的，天水圍正正是這種高度規劃下出產的社區。我們希望打破對空間使用的固有概念，與街坊一起拉闊對生活空間的想像，我們希望與街坊一起對每一個社區角落提出疑問，一同嘗試重新定義我們的生活空間及在這裏的生活方式。原來一落街，就可以玩！「換來玩去-天水圍社區共創遊戲計劃」鼓勵大家以不同創意方式走入社區，創作屬於你和它獨一無二的遊戲，與街坊一起玩！

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# 環保

# 藝術

# 換來玩去

# 天水圍故事

# 社區活力

# 天水圍遊樂場

# 環保玩具

# 創意遊戲

# 天水圍社區共創

# 公共空間

# 落街玩



## Hong Kong Young Women's Christian Association Tin Library

### Play Place Changing - Tin Shui Wai Community Co-Creation Game Making Project

With the support of the HSBC Hong Kong Community Partnership Programme, the Tin Library: Tin Shui Wai Story House of the YWCA Tin Shui Wai Integrated Social Service Centre launched the “**Play Place Changing - Tin Shui Wai Community Co-creation Game Making Project**” (referred to as “Play Place Changing” below). Through collaborative game design which involved different stakeholders in the community in the design process, “Play Place Changing” aimed to promote the exploration of various possibilities in Tin Shui Wai’s public spaces and transform them into spaces for everyone’s entertainment. The project leader, Mr. Chan, thought that “everyone thinks Tin Shui Wai is boring”. He thought that when people mention Tin Shui Wai, their thoughts are often associated with past community events, housing types, and demographic characteristics. Even if residents in the area thought about the need for entertainment, they might not necessarily consider their own community. Public spaces are important community assets that could meet various needs within the district (Kretzmann & McKnight, 1993; Russell et al., 2020). However, due to existing usage habits and limited imagination, community members might not have proactively think about how to utilize public spaces to meet diverse community needs, including entertainment.

To encourage community members to start thinking about the possibilities of obtaining entertainment in these public spaces in their daily lives, “Play Place Changing” designed various activities to promote stakeholders’ creativity. For example, through collaboration with residents, art groups and primary and secondary schools, workshops such as “Playing on the Streets: Game Design Workshop” and “Playing with Objects: Toy Design Workshop” used design thinking frameworks to train young people and students in the district to design games that could be played in public spaces, and to use household waste and recyclable materials as game props and toys. After completing the designs, field tests and promotions were conducted in different locations within the district, allowing parents and children in the area to play games specifically designed for their community in various public spaces. The project not only allowed stakeholders in the district to jointly create games and toys but also enabled them to further understand the characteristics of public spaces in the district through the design and testing process and personally experience the malleability of public spaces. When different community members played games together in public spaces, they brought changes to the existing utilization models of public spaces and enriched the imagination of Tin Shui Wai’s community towards public spaces.

In this experimental process of revitalizing public spaces within the area, “Play Place Changing” effectively utilized different community assets. As a service project of an integrated children and youth service centre which is specialized for community cultural development, “YWCA Tin Library: Tin Shui Wai Story House not only responded to the developmental and learning needs of young people in the district, allowing them to learn different knowledge and skills through various activities but also involved young people and their parents, who are important community assets, in the experimental process of revitalizing public spaces. Different stakeholders in the community, such as residents, schools, and art groups, are important assets for driving community change. By making play the focus of the project, “Play Place Changing” innovatively connected different community assets, promoted community change, revitalized the use of public spaces, and ultimately aimed to improve the lives of residents in the district and increase the availability of community resources.



## Project Reflection

In order to cater to the needs of daily life, urban planning in Hong Kong often combines concrete jungles with green spaces. Basic community facilities such as housing estate shopping malls, parks, cultural and recreational facilities are considered essential in all eighteen districts. Tin Shui Wai, under this highly planned approach, is a community that embodies these features.

However, we aim to break free from the conventional notions of space utilization and expand our imagination of living spaces with the involvement of our neighbors. We seek to question every corner of our community together and redefine our living spaces and lifestyles. It turns out that when we step out onto the streets, we can play!

The “Play Place Changing - Tin Shui Wai Community Co-creation Game Making Project” encourages everyone to enter the community in creative ways and create unique games that belong to you and the community. We want to engage with our neighbors and play together, fostering a sense of creativity, collaboration, and fun in our community.

### #Hashtag

### for the Project

- # Art
- # Community Vibrancy
- # Eco-friendly Toys
- # Creative Games
- # Street Play
- # Play Place Changing
- # Tin Shui Wai Stories
- # Environmental Sustainability
- # Tin Shui Wai Community Co-creation
- # Public Spaces
- # Tin Shui Wai Playground



# 香港基督教青年會：玩具生命之旅計劃

## 一 社會創新的環保及可持續發展實踐

近年香港社會正積極推動「全民減廢，資源循環」的廢物管理策略，政府更擔當了主導的角色，推行了多項減少廢物計劃；當中包括「綠在區區」社區回收網絡，由非政府機構營辦，在全港各區設立回收環保站。可是，香港玩具棄置問題仍然嚴重，而且有八成玩具都是以塑膠物料製造，難以分解再造，但目前有關玩具回收的計劃卻不足夠。香港基督教青年會透過滙豐香港社區夥伴計劃資助，在2022年9月至2023年8月期間，推行**玩具生命之旅計劃**。計劃結合環保教育、玩具回收、升級再造，以及轉贈服務，延長玩具生命週期，達到源頭減廢及可持續發展的理念。整個玩具生命延續旅程，包括設立回收點收集二手玩具；招募玩具工程師義工協助篩選、清潔、分類及維修等；舉行玩具升級藝術工作坊，推廣環保教育之外，將玩具進行升級再造；與學校及社福機構合作，推行「玩具銀行」計劃，將升級再造玩具轉贈基層家庭學童；組織本地藝術家及青年義工，共同舉辦再生玩具藝術展。玩具生命之旅計劃是一項社會創新的環保及可持續發展實踐，其創新性在於玩具生命的延續旅程，除了有賴計劃同工的環保教育工作及升級藝術工作坊，亦需要透過與學校及社福機構合作，以及組織玩具工程師義工、青年義工和本地藝術家共同推動玩具減棄再造。在計劃過程中，計劃同工亦曾分享他們正嘗試組織青年義工及本地藝術家共同探索玩具再造的可持續發展方案。

然而，社會如要進一步推動社會創新環保項目的可持續發展，或可參考社區為本廢物管理 (community-based waste management) 的概念和實踐 (Asteria & Herdainsyah, 2022; Tremblay & Gutberlet, 2012)。社區為本廢物管理的重要元素在於地區性的及下而上的社區實踐，目的是發展社區能力 (community capacity)，促進居民積極參與減廢及回收行動，發展社區組織及合作，以至推動切合地區的廢物管理項目，共同管理及改善社區環境 (Tremblay & Gutberlet, 2012)。在國際文獻中的社區工作經驗展示了有關廢物管理實踐的可行性，甚至發展成為社會企業項目，為弱勢群體提供就業及增加收入的機會 (Asteria & Herdainsyah, 2022)。

現時，政府資助非政府機構營辦「綠在區區」社區回收網絡，或是探索社區為本廢物管理的契機，增加由下而上的參與元素，加強社會大眾的參與。而玩具生命之旅計劃則可考慮探索地區性實踐，加強社區居民參與及促進跨界別協作的可能性，如組織青年義工及本地藝術家與社區回收網絡及商界合作，共同探索玩具回收及再造更多可行出路。



### 參與機構 經驗回顧

由於本年計劃較則重於全港性的社區環保教育中，故未有與固定的服務使用者或單一地區的長期服務使用者！較少能在過程中運用及實踐工作坊所提及到的技巧！但本年參與獲取得經驗造就在明年的計劃中，加入以青年賦權為目標的小組，小組會就著玩具棄置問題而進行探討、於社區進行意見收集、籌劃及實踐改善問題的行動，從而與青年人一同到社區進行與服務對象較多及深入的接觸，期望從中能讓社區作出正向轉變！

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# 培力



# Hong Kong Young Men's Christian Association : “Life of Toy” Project

— Social Innovation in Environmental Protection and Sustainable Development Practices

In recent years, Hong Kong society has been actively promoting a waste management strategy of “reducing waste for all, recycling resources.” The government has taken a leading role in implementing multiple waste reduction programs. One of the programs includes the “Green@Community”, a community recycling network operated by non-governmental organisations, establishing recycling and environmental stations across Hong Kong. However, the problem of toy disposal in Hong Kong remains severe, with about 80% of toys made from plastic materials, which are difficult to decompose and recycle, and current toy recycling programs are insufficient. With support from the HSBC Hong Kong Community Partnership Program, the Hong Kong Young Men's Christian Association launched the “Life of Toy” Project from September 2022 to August 2023. The project integrated environmental education, toy recycling, upcycling and remanufacturing, and donation services to extend the life cycle of toys, achieving waste reduction and sustainable development. The “Life of Toy” includes setting up collection points for second-hand toys; recruiting volunteers called “toy engineers” to assist in screening, cleaning, sorting, and repairing; holding toy upcycling art workshops to promote environmental education and upcycled toys; collaborating with schools and social welfare organisations to implement the “Toy Bank” project, donating upcycled toys to children from grassroots families; and organising local artists and youth volunteers to hold a recycled toy-art exhibition. The “Life of Toy” Project is a social innovation practice in environmental protection and sustainable development. Its innovation lies in the extended journey of toy life, which relies not only on the environmental education work and upcycling art workshops of the project staff but also on cooperation with schools and social welfare organisations, as well as organising volunteer toy engineers, youth volunteers, and local artists to promote toy waste reduction and recycling. During the project, the practitioners also shared their attempts to organise youth volunteers and local artists to explore sustainable development solutions for toy recycling.

However, the concept and practice of community-based waste management (Asteria & Herdainsyah, 2022; Tremblay & Gutberlet, 2012) could be referenced to promote the sustainable development of socially innovative environmental projects in the future. The critical element of community-based waste management is local and bottom-up community practices, aiming to build community capacity for collectively managing and improving the community environment (Tremblay & Gutberlet, 2012). The efforts would encourage residents’ participation in waste reduction and recycling, develop community organisations and cooperation, and co-design waste management projects suitable for the neighbourhoods. International community work literature has demonstrated the feasibility of such waste management practices, even transferring into social enterprise projects that provide employment opportunities for disadvantaged groups (Asteria & Herdainsyah, 2022).

In summary, the government-funded “Green@Community” community recycling network operated by non-governmental organisations could be a condition to explore the possibility of community-based waste management practice, emphasising the importance of bottom-up and public involvement approaches. Then, the “Life of Toy” project could consider exploring community-based practices, such as enhancing community residents’ participation, promoting cross-sector collaboration possibilities, organising youth volunteers and local artists to cooperate with the community recycling network and the business sector, and co-exploring more viable solutions for toy recycling.



## Project Reflection

Due to the emphasis of this year's project on city-wide environmental education, there was no fixed service user or long-term service user within a specific area. As a result, there were fewer opportunities to apply and practice the skills mentioned in the workshops. However, the experiences gained from this year's participation will be incorporated into next year's project, which will focus on empowering youth. The team will engage in discussions on toy disposal issues, gather opinions from the community, plan and implement actions to address these issues. This will allow for more extensive and in-depth engagement with the youth and service recipients within the community, with the hope of bringing about positive transformations in the community.

#Hashtag  
for the  
Project

# Empowerment



## 浸信會愛群社會服務處 灣仔綜合兒童及青少年服務中心： 「逆疫重燃」社區故事計劃@灣仔 — 以社區故事重建社區連繫

經歷新冠疫情，人們漸漸習慣了佩帶口罩及保持社交距離的生活模式。因著這幾年人與人之間實體接觸見面減少，人們需要重新適應「後疫情」的生活，重建社區連繫及社會資本亦顯得非常重要。透過滙豐香港社區夥伴計劃資助，浸信會愛群社會服務處灣仔綜合兒童及青少年服務中心在2022年9月至2023年8月期間推行『「逆疫重燃」社區故事計劃@灣仔』。計劃結合青年發展、影片製作及社區為本協作，組織灣仔區內青年人，推動他們認識社區，以及關顧區內不同社群，包括長者、少數族裔及劏房家庭。計劃同工為參加學員提供影片製作工作坊及微電影製作實習，透過「共渡一天採訪」、「小店復甦協作」和「社區連繫重建」三大主題實習拍攝任務，發掘及發展他們的才藝及夢想之外，並以社區故事重建社區連繫，促進「長幼+種族文化+不同社經背景」共融。最後，參加學員將不同社區故事題材拍成三部微電影及十八條短片，並在戲院大銀幕放映，讓學員親友及社區人士欣賞。

社區故事 (community story) 一直是社區工作促進社區參與和重建社會資本的重要策略 (Dixon, 1995; Lung-Amam & Dawkins, 2019)。國際社區工作經驗已發展出不同社區故事相關的參與式介入模式，如影像發聲 (Photovoice) 及參與式影片 (participatory video) 等，協助社區不同群體識別社區議題、訴說社區故事以及促進集體行動 (Li et al., 2019; Sitter, 2012; Wang, 2006)。在近年社會媒體普及以及攝影器材日新月異的情況下，這些社區故事及參與式介入策略更進一步被廣泛應用。然而，國際經驗亦已展示社區故事等不同策略在促進弱勢群體參與社區的可行性，尤其是在青年發展以及提升社區意識取得一定成果 (Haynes & Tanner, 2015; Lee et al., 2019)。浸信會愛群的青年發展及社區故事實踐正是一個取得成果的本地例子。計劃參加學員透過搜集、拍攝及訴說社區故事的參與過程，除了能夠認識社區不同面向外，更可以接觸社區不同群體，尋找社區生活的共同性，建立新的社區連繫。例如，其中一個「共渡一天採訪」的實習拍攝影片是由學員設計及安排拍攝行程，與區內非華裔家庭一同走訪灣仔太原街及北帝廟；學員向該家庭分享北帝廟的歷史，而該家庭亦贈送零食作回禮。在另一段「社區連繫重建」實習拍攝影片，學員與某家庭共渡三天時間，一同發掘灣仔區內不同好去處，包括休憩平台花園、食肆及藝術小店；更一同參與藝術小店的冷織及俄羅斯娃娃工作坊，展示灣仔區多元以及俱備不同社區資產 (community assets) 的一面。

浸信會愛群的社區故事計劃展示了青年社區工作的創新性及可能性。計劃成功透過影片製作組織青年人，推動他們與灣仔區內不同社群接觸，共同發掘社區故事，尤其是在後疫情時代，達到重建社區連繫的果效。展望未來青年社區工作發展的可能，同工可更善用社會媒體及不同參與式策略，組織青年人關注社區不同議題，促進他們與不同社群合作，共同發掘社區的多元性及故事，重新建立社會資本。



### 參與機構經驗回顧

在配合提升青少年的社交能力和建立他們的社會角色和社會價值上，值得留意青少年的意願、能力及特性：面對連結社區和安排拍攝工作的聯絡時，由於青少年未擁有相關經驗，在他們體驗社區拍攝時，可能需要比我們想像中更大的信心和任務；我們需要配合青少年的狀況，給予他們適當的實際支援、心理支持和督導；因此，在計劃中能帶領青少年的師長必不可少。經過是次經驗，建議可以組織不同層級的支援方案，由不同同工分別支援青少年的多種需要，在成就年青人的同時，亦能確保計劃的成效及影響性。這也能最大地發揮青年的熱情、創意等能力。

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# 與青年同工

# Empowerment

# 熱情是最大的武器

# 時刻有新創造



# Baptist Oi Kwan Social Service

## Wanchai Integrated Children and Youth Services Centre :

### Project “REHEAT” Community Story@Wanchai

— Rebuilding Community Connections through Community Stories

People had become accustomed to maintaining a social distance from one another and wearing masks during the COVID-19 pandemic. Over the past period, people have had less physical contact and face-to-face encounters. Thus, it is vital for people to resume normal life in the post-pandemic era and to rebuild community relationships and social capital in the communities. In the period between September 2022 and August 2023, the “Project ‘Reheart’ Community Story@Wanchai” was carried out by the Baptist Oi Kwan Social Service Wanchai Integrated Children and Youth Services Centre, and The HSBC Hong Kong Community Partnership Programme supported the initiative. It aims to organise young people in the Wanchai district to develop their understanding of the community and care for various groups in the neighbourhood, including the elderly, ethnic minorities, and families living in subdivided units. The project incorporated youth development, the production of films, and community-based collaboration as the intervention framework. The project team provided workshops in video production and internships in producing short films to participants. The project not only aims to discover and develop participants’ talents and dreams but also through the thematic internship filming tasks of “Stay Together Interview”, “Store Recovery Collaboration,” and “Community Connection Rebuilding” to use community stories to rebuild community connections, promoting the social inclusion of “intergenerational + ethnic cultures + diverse socio-economic backgrounds.” In the final phase, the participants adopted diverse stories from the community and produced three short films and eighteen clips, which were shown on the big screen in a theatre for the participants’ relatives and friends, as well as for community members.

The community story approach has been essential for promoting community participation and rebuilding social capital in community development programmes (Dixon, 1995; Lung-Amam & Dawkins, 2019). International literature in community work has developed different intervention models, such as Photovoice and Participatory Video, to help community groups identify community issues, tell their community stories, and promote collective action (Li et al., 2019; Sitter, 2012; Wang, 2006). The community stories and participatory intervention strategies have been widely applied with the prevalence of social media in recent years and the rapid advancement of photographic and filming equipment. Indeed, international literature has also shown the feasibility of different strategies, such as community stories and participatory approaches, in promoting the participation of vulnerable groups in the communities, especially in promoting youth development and enhancing their community awareness (Haynes & Tanner, 2015; Lee et al., 2019 with different groups within the community, find commonalities in community life, and build new community connections. For example, one of the “Stay Together Interview” internship filming videos was designed and arranged by the participants, who visited Tai Yuen Street and Pak Tai Temple in Wanchai with a non-Chinese family; the participants shared the history of Pak Tai Temple with the family, who in return offered snacks as a gift. In another “Community Connection Rebuilding” internship filming video, participants engaged a family for three days to jointly explore different attractions in the Wanchai district, including leisure gardens, restaurants, and art shops; they also participated in workshops for handweaving and Russian doll-making at art shops, showcasing the diversity of Wanchai district and its various community assets.

The Baptist Oi Kwan Social Service’s community story project demonstrates the innovation and potential of youth community work. The project successfully organised young people through film production to engage with different social groups in the Wanchai district, jointly discovering community stories, especially in the post-pandemic era, effectively rebuilding community connections. For the development of youth community work in the future, practitioners can make better use of social

media and different participatory strategies to organise young people to raise their concerns about different community issues, promote their collaboration with different social groups, and explore the diversity and stories of the community, and rebuild social capital.



## Project Reflection

In order to enhance the social skills of adolescents and establish their social roles and values, it is important to consider their willingness, abilities, and characteristics. When it comes to connecting with the community and arranging filming activities, adolescents may lack relevant experience, and they may require more confidence and responsibility than we imagine when they experience community filming. We need to accommodate the circumstances of adolescents by providing them with appropriate practical support, psychological support, and supervision. Therefore, it is essential to have mentors who can guide and lead the adolescents in the program. Based on this experience, it is recommended to organize support programs at different levels, where different staff members can cater to the various needs of adolescents. This approach not only helps achieve positive outcomes for young people but also ensures the effectiveness and impact of the program. It also maximizes the potential of youths in terms of their enthusiasm, creativity, and other abilities.

### #Hashtag for the Project

# Empowerment

# Passion is the greatest weapon

# Working with youth

# Always creating



## 基督教香港信義會金齡薈： 連結「里」 深水埗社區支援計劃

在滙豐香港社區夥伴計劃的支持下，基督教香港信義會金齡薈開展了**連結「里」深水埗社區支援計劃**（下稱連結「里」）。深水埗是香港較為貧窮的社區之一，區內有著不少的基層家庭。此外，與香港其他地區面對著人口老化的情況一樣，深水埗區亦有不少退休人士及孤獨長者。在新冠疫情之下，基層家庭就業機會變得不穩定並且面對收入減少的問題。在防疫措施下，市民大眾減少參與社交活動的機會大幅減少，不少長者更是常常獨自留在家中，情緒健康受到負面影響。從解決社區問題角度出發，社區有著不少的問題。可是，若從資產為本(asset-based)的角度出發，區內不同持分者是滿足多元社區需要的重要資產。連結「里」便是以社區資產的角度出發，回應疫情後的社區需要，促進社區復元(recovery) (Cunningham & Mathie, 2002)。

為了對區內孤立長者提供不同的支援，連結「里」以有償義工方式解鎖區內的基層婦女及退休人士這些現存的社區資產。一般來說，長者服務單位的服務焦點及動員群眾都集中於長者群體。雖然，服務單位若只集中於動員區內部份長者來回應其他長者的需要，也可起到強化區內長者之間的網絡之效及滿足長者之間的社交需要，但是若可運用長者以外的社區資產，一方面可以增加資源的數量，另一方面在這過程建立的社區網絡長遠來說可以強化社區能力(community capacity)以及刺激更多創新服務的可能性 (Kretzmann & McKnight, 1993; Russell et al., 2020)。由於基層家庭在疫情之下面對增加了的經濟壓力，有償義工的設計回應了基層家庭的需要，讓解鎖社區資源變得可行。

另一方面，基於長者服務單位的特性，它們在招募長者以外的群眾時會面對一定的限制。為了克服這個難題，連結「里」與區內不同的教會、宗教團體、社會服務機構和學校合作，在服務策劃及推行過程中均保持與這些社區上不同的持份者的緊密連繫。除了



可以有效地運用彼此的網絡招募義工，亦能運用不同團體的空間資源，讓服務計劃的活動可以在乎合義工群體習慣和需要的空間進行，例如利用教會空間舉行不同的活動，並讓居於不適切居所的婦女義工在教會空間喘息。義工活動除了回應被關懷的孤獨長者的心理需要，同時間亦可加強婦女義工及退休人士義工的社區參與及自我認同感。由於更多地接觸社會服務資源，他們對社區中的各種服務資源認識亦同樣地加深。

長者的生活經歷本身也是一項可以對回應社區其他有需要的資產。為了使長者這些資產可以發揮效用，造福社區，連結「里」與區內的學校合作，到校內舉辦真人圖書館，讓退休人士把自己的生命故事分享及年青人。除了可以讓長者自身有回顧自己生命的機會，亦可擴闊年青人對生命的理解及對未來的想像。從長者服務單位出發，連結「里」透過解鎖不同的社區資產來，創新地回應長者以及社區之間不同持分者的需要。



### 參與機構經驗回顧

計劃跳出傳統框架，在長者為本的服務思維外，亦由社區角度思考其他群體的需要和特性，嘗試織出互相關懷支援的網絡。例如，動員金齡人士為兒童提供暫託服務，從而釋放及善用婦女零散時間及彈性，再讓婦女連結及關懷鄰近長者。計劃同時相信服務建構需要與社區連結，強調義工的高度參與及共同建構，重視和相信義工的智慧，一同累積社區參與的實際經驗。重建社區支援網絡及推動鄰舍互助精神，讓社群之間互相照顧成為解決社區問題的新方向。

以#Hashtag形容  
計劃帶給機構的  
經驗總結及啟示

# 締結鄰里網絡

# 社區參與



## The Evangelical Lutheran Church Hong Kong Essence Hub: RE-ConNET: Sham Shui Po Community Support Scheme

With the support of the HSBC Hong Kong Community Partnership Programme, the Evangelical Lutheran Church Hong Kong Essence Hub launched the **RE-ConNET, Sham Shui Po Community Support Scheme** (hereinafter referred to as "RE-ConNET"). Sham Shui Po is one of the relatively impoverished communities in Hong Kong, with many grassroots families residing in the area. Additionally, like other regions in Hong Kong, Sham Shui Po also faces the issue of an aging population, with a significant number of retirees and elderly individuals. Under the COVID-19 pandemic, employment opportunities for grassroots families became unstable, leading to a decrease in income. Due to the preventive measures, there was a significant reduction in the public's participation in social activities, and many elderly individuals often found themselves alone at home, experiencing negative impacts on their mental health. From the perspective of addressing community issues, there were numerous challenges. However, by adopting an asset-based approach, different stakeholders within the community became valuable assets in meeting the diverse needs of the community (Kretzmann & McKnight, 1993). RE-ConNET took an asset-based perspective to respond to the post-pandemic community needs and promote community recovery (Cunningham & Mathie, 2002).

To provide support to the elderly population in the area, RE-ConNET unlocked existing community assets such as grassroots women and retirees through a paid volunteer approach. Generally, elderly service units focused their services and mobilized resources towards the elderly population. Although it was beneficial to concentrate on mobilizing some elderly individuals to respond to the needs of other elderly individuals, utilizing community assets beyond the elderly population could increase the quantity of resources and strengthen the community network in the long run, enhancing community capacity and stimulating the possibility of more innovative services. As grassroots families faced increased economic pressures during the pandemic, the design of paid volunteer work responded to the needs of these families, making the unlocking of community resources feasible.

On the other hand, based on the characteristics of elderly service units, they faced certain limitations when mobilizing individuals outside of the elderly population. To overcome this challenge, RE-ConNET collaborated with different organizations including churches, religious organizations, social service agencies, and schools in the area, and maintained close connections with these diverse stakeholders throughout the service planning and implementation processes. In addition to effectively utilizing each other's networks to recruit volunteers, the project could also utilize the physical resources of different organizations, and allowed service activities to take place in spaces that aligned with the preferences and needs of the volunteer groups. For example, utilizing church spaces for various activities and providing a resting place for female volunteers who did not have suitable living conditions. Volunteer activities not only responded to the psychological needs of lonely elderly individuals but also strengthened the community participation and self-identity of female and retired volunteers. By having more exposure to social service resources, their understanding of various service resources within the community also deepened.

The life experiences of the elderly themselves were assets that could contribute to addressing other community needs. To maximize the utility of these assets and benefit the community, RE-ConNET collaborated with schools in the area to organize a human library, where retirees could share their life stories with young people. This not only provided the elderly with an opportunity to reflect on their own lives but also broadened the understanding of young people about life and their imagi-

nation of the future. Starting from the perspective of elderly service units, RE-ConNET innovatively responded to the needs of the elderly and different stakeholders within the community by unlocking various community assets.



### Project Reflection

The project goes beyond traditional frameworks by not only focusing on services for the elderly but also considering the needs and characteristics of other community groups from a community perspective. It aims to weave a network of mutual care and support among different groups. For example, mobilizing older adults to provide temporary care services for children can help release and make good use of women's fragmented time and flexibility, while allowing women to connect with and care for nearby elderly individuals.

The project also believes in the importance of connecting services with the community, emphasizing the active participation and co-construction by volunteers. It values and trusts the wisdom of volunteers, collectively accumulating practical experience in community engagement. By rebuilding community support networks and promoting a spirit of neighborly assistance, the project aims to foster a culture of mutual care between community members, creating a new direction for addressing community issues.

**#Hashtag  
for the  
Project**

**#** Strengthening  
Neighborhood Networks

**#** Community  
Engagement



# 醫護行者：「步觸社區體驗場」及「營聚『里』社區」計劃

## —「社醫共生」的社會創新實驗 發展社區能力推動社區健康

醫護行者一直實踐「社醫共生」，即推動社醫合作，旨在發展社區能力(community capacity)回應社區健康需要，改善可引致健康風險的社區問題以及社會決定性因素(the social determinants of health, )，提升社群的集體公共衛生知識及意識。在滙豐香港社區夥伴計劃資助下，醫護行者分別推行了兩項「社醫共生」的社區健康發展計劃。

醫護行者在2021年9月至2022年8月在葵青區進行了「步觸社區體驗場」的社區健康發展計劃，除了為青年學生提供不同身心健康鍛鍊以及職業技能訓練，更重要是提升他們對社區健康的關注，鼓勵及轉化他們成為社區健康美食達人、社區媒體記者及社區康體教練，協助支援區內基層家庭管理健康，將健康管理意識帶進社區，加強「醫、社、校」協作及建立社區支援網絡。醫護行者則在2022年9月至2023年8月推行「營聚『里』社區」計劃，關顧街坊疫後生活及身心健康，以營養飲食及社區健康重新凝聚社區。計劃營養師以專業知識起步，上門到基層街坊屋企進行營養飲食諮詢，介入他們的雪櫃，解構其飲食及生活習慣。計劃為參與基層街坊提供營養飲食諮詢及資助之外，並舉辦工作坊及培訓，轉化街坊成為「雪櫃魔法師」，以營養角度協助鄰居的雪櫃進行大變身，重新連結鄰里關係；計劃亦鼓勵街坊走訪區內餐廳，推廣「有營餐廳」方針，攜手改良餐廳菜式。

兩項計劃分別給予「社醫共生」創新性實踐模式(new model)的試驗，亦體現了社區健康發展與社會創新的實踐過程(van Niekerk et al., 2023)。一方面，「社區體驗場」計劃將青少年發展與社區公共衛生議題結合，推動參加計劃青年成為促進社區健康的行動者。青少年發展一直是重要的公共衛生議題(World Health Organization, 2014)，主張為青年人提供有意義的參與(meaningful participation)機會，鼓勵及培養他們參與社區健康實踐及政策制定的過程中(World Health Organization, 2018)。雖然受到新冠疫情影響，計劃同事曾嘗試不同手法和策略組織參與青少年，鼓勵認識社區環境、建立社區關係、關注自身以及不同社群營聚「里」社區」計劃的創新性在於從「日常生活」介入社區健康(Mason et al., 2015)，由計劃營養學家分享「執雪櫃」技巧，提升街坊食物安全及營養飲食的知識和意識；並透過培訓街坊成為「雪櫃魔法師」，以街坊營養教育者(nutrition peer educator)的角色(Mehta et al., 2020)，推廣社區健康及改善鄰里關係。

總結兩項俱社會創新性的社區健康發展計劃，整個發展社區能力推動社區健康的過程是基於參與(participation)、社區共同學習(community co-learning)、領袖(leadership)以及合作伙伴(partnership)等社區發展基本元素(van Niekerk et al., 2023)。進一步推動「社醫共生」社會創新項目的可持續發展，必須具備以下兩項條件，包括：1) 強化計劃參加者的參與，推動共同策劃及實踐，以及2) 發展社區健康系統(community health system)，如發展社區組織及跨界別的協作平台等。醫護行者的社會創新試驗引證「社醫共生」實踐的可能，然而，社區健康發展是一個長期發展的過程，社會必須提供更長年期的資源投入，才可真正改善不同社群的健康生活。



## 參與機構經驗回顧

青少年在疫情、網課、隔離下，出現身體及情緒等健康問題，社交支援網絡和人際關係技巧也面臨倒退。醫護行者為葵青區中學生提供身心健康鍛鍊(如：營養、運動、情緒管理、團隊合作)及技能訓練，更一同走訪社區讓青少年參加者有平台主動回應社區的變化。透過製作社區報、健康美食短片、新興運動健身，參加者連繫社區小店、清潔工、不同年齡的基層街坊，藉此反思自己與健康的關係及如何貢獻周遭的社區。他們更主動將培養健康習慣累積到的分數兌換物資給探訪過的清潔工。一年計劃過後，他們繼續以「社區健康青年大使」的身份現身於醫護行者不同形式的社區健康活動。參加者真實體驗個人成長和價值，成功達到「角色轉換」，由受惠者轉變為給予者，突出了社區發展在社醫共生的重要角色——參與者/社區持份者/學校(社)、機構/同事(醫)。

以#Hashtag形容  
計劃帶給機構的  
經驗總結及啟示

# 由參與者變成分享者

# 角色轉換

# 社醫共生



# Health In Action : “Step Out from ME to Community” & “Together We Build Our Healthy Community” Project

## — An Experiment in Social Innovation in Health: Building Community Capacity to Enhance Community Health

Health In Action is committed to engaging in community health development and promoting cross-sectoral collaboration in community health practice. This initiative aims to develop community capacity to respond to the health needs in the community, address community issues leading to health risks, and tackle the social determinants of health, thereby elevating collective public health knowledge and awareness. With funding supported by the HSBC Hong Kong Community Partnership Programme, Health In Action has conducted two community health development projects under social innovation.

From September 2021 to August 2022, Health In Action implemented the “**Step Out-from ME to Community**” project in the Kwai Tsing District. The project offered young people health training and vocational skills and enhanced their community health awareness. It aimed to inspire and transform them into local food promoters, community reporters, and community fitness trainers, strengthening support for grassroots families’ needs in the community. This initiative strengthened collaboration between medical, social, and educational sectors to create a community support network for health. From September 2022 to August 2023, the “**Together We Build -Our Healthy Community**” project was launched, focusing on residents’ well-being and health needs in the post-pandemic period through nutritious diets and community health initiatives. The project dietitian, leveraging her expertise, conducted home visits to offer nutritional advice, delving into residents’ refrigerators to understand their dietary and lifestyle habits. Besides providing nutritional consultations and subsidies to participating grassroots families, the project facilitated workshops and training to transform participants into “Refrigerator Magicians”, using a nutritional perspective to revamp their neighbours’ fridges and rebuild neighbourhood ties. The initiative also encouraged participants to visit local restaurants to promote the “Healthy Dining” concept, collaboratively improving restaurant offerings.

The two community health development projects have trialled a social innovation in health model, indicating the process of social innovation in community health development practice (van Niekerk et al., 2023). The “Step Out-from ME to Community” project integrated adolescent development with public health issues, mobilizing participating youths as agents of community health improvement. Youth development is a critical public health issue (World Health Organization, 2014), providing meaningful participation opportunities for young people, thus fostering their involvement in community health practices and health policy formation (World Health Organization, 2018). Despite the challenges posed by the COVID-19 pandemic, the project practitioner experimented with various methods and strategies to organize youth participation to understand the community environment, foster community relationships, and increase awareness of their and others’ health. For example, the “Kwai Tsing Foodie” program encouraged participating youths to discover healthy menu options in local restaurants or eateries and produce videos to introduce and promote healthy eating to residents. Then, the “Step Out Community Tours” program encouraged the participants to connect with the people, events, and objects within the community, particularly under the constraints of the pandemic. The participants exchanged their rewards from the program for materials as gifts given to the cleaning workers to improve their strain problems and working environment.

On the other hand, the innovation of the “Together We Build -Our Healthy Community” project lies in its intervention in community health through everyday life (Mason et al., 2015). The project’s

nutritionists shared fridge organization techniques, enhancing residents’ knowledge and awareness regarding food safety and nutrition. They also trained residents to become “Refrigerator Magicians” as peer nutrition educators (Mehta et al., 2020) to promote community health and improve neighbourhood relations.

In summary, these community health development projects are grounded in fundamental elements of community development, such as participation, community co-learning, leadership, and partnerships (van Niekerk et al., 2023). Two conditions are suggested to be met to further the sustainable development of community health development projects: 1) strengthening participants’ participation in project planning and implementation and 2) the development of a community health system, including forming community organizations and cross-sectoral collaboration platforms. The social innovation experiments by Health In Action demonstrate the potential for social innovation in community health. However, community health development is a long-term process requiring sustained resource investment to improve the health and well-being of diverse populations.





## Project Reflection

During the COVID-19 pandemic, with the shift to online classes and periods of isolation, teenagers have experienced various health issues, both physical and emotional. Their social support networks and interpersonal relationship skills have also been affected. To address these challenges, Health Practitioners (HP) provide physical and mental health training, such as nutrition, exercise, emotional management, and teamwork, to secondary school students in the Kwai Tsing District.

Additionally, HPs accompany the youth participants on community visits, creating a platform for them to actively respond to the changes happening within the community. Through activities such as creating community newsletters, producing short videos on healthy eating, and engaging in emerging sports and fitness, participants connect with local shops, janitors, and people from different age groups within the grassroots community. These experiences prompt them to reflect on their own relationship with health and how they can contribute to their surroundings.

Furthermore, participants take the initiative to accumulate points for cultivating healthy habits, which can be exchanged for supplies given to the janitors they have visited. After completing the one-year program, they continue to participate as “Community Health Youth Ambassadors” in various community health activities organized by HPs. This allows them to experience personal growth and realize their value, successfully transitioning from beneficiaries to contributors. It highlights the vital role of community development in the symbiotic relationship between healthcare practitioners and the community, involving participants/community stakeholders/schools (community), institutions/colleagues (healthcare).

## #Hashtag for the Project

# Transitioning from Participants to Contributors

# Role Transformation

# Community-Healthcare Symbiosis

## 結語

上述社會創新的實踐，展現出社會服務機構在社會創新上的潛質。正如社會創新實踐強調，不同計劃所提供的服務，多為正規服務以外的服務項目，並且均對相關的服務對象影響深遠。集盒計劃所聚焦的是非市場或非企業形式的創新實踐，如社會創新的研究發現，這等由非政府機構推動的實踐，均以小型計劃為主，透過集盒計劃，我們確認社會創新實踐範圍其實亦應該包括這類創新性的小型計劃。在新冠疫情的威脅之下，各服務計劃的同工因應服務使用者需要而衍生出各種運用數碼科技混合溝通的服務模式，以創新方法主動地維持與服務對象的接觸及提供各種的應急支援，這些都透視出非政府機構在創新性小型服務計劃上的動力及重要性。

集盒計劃亦透視出，社工朋友多運用各類的正向觀點，如強項面向 (strength perspective)、資產為本社區發展 (asset-based community development) 等，在各類服務對象內發掘他們的資產 (asset) 或能力 (capacity)。他們相信不論什麼類型的服務對象，均擁有各種可以發揮的能力，因此，透過推動服務使用者參與，他們找出了各種創新的途徑。不過，要促進服務使用者參與，當中涉及不少挑戰，例如社工在計劃推展前或過程中有否適當的推動及協助是其一，項目能否得到持續資源亦同樣重要。社會創新計劃如未能得到適切的資源支持，這等對相關服務對象重要的、主流服務缺乏的、創新的服務、及因應服務而發展出來的各種社區資源，以及社區能力建設等成效，便會付諸流水。

在集盒的第二階段時，新冠疫情漸漸緩和，各項社會創新計劃的作用更能全面發揮。我們發現到各項以社區為本的創新計劃試驗，包括社區健康發展 (community health development)、社區營養 (community nutrition)、社區為本廢物管理 (community-based waste management) 等創新項目，以及以社區故事 (community story) 及共創遊戲促進青年參與的社區計劃。這些社會創新計劃均以建設社區能力為基礎，透過善用社區資源，建立跨組群或跨界別的新合作關係，同時促進服務使用者的社區參與，支援其他社區群組的需要或共同改善社區。然而，這些社區為本創新計劃的持續發展，同樣需要更長年期的資源支持，才能達致更大的社會影響效果。因此，研究團隊均希望這等創新形式的項目能夠被受重視，為香港的社會創新，帶來與社區發展結合的新一頁。

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# Conclusion

The practice of social innovation in these selected cases demonstrated the potential of social service organizations in the field of social innovation. As emphasized in social innovation practices, the services provided by different projects often went beyond conventional service offerings and had a profound impact on the relevant target beneficiaries. The focus of the NGO Innovation Hub (NIH) was on non-market or non-business forms of innovative practices. Research on social innovation has found that these practices, driven by NGOs, primarily consisted of small-scale projects. Through NIH, we confirmed that the scope of social innovation practices should also include such innovative small-scale projects. Despite the threat of the COVID-19 pandemic, the staff of various service projects developed various innovative service models that utilized digital technology and mixed communication methods to proactively maintain contact with service users and provide various emergency support. This highlighted the proactive nature and importance of innovative small-scale service projects by NGOs.

NIH also revealed that social workers tended to adopt positive perspectives, such as the strength perspective and asset-based community development, to identify the assets or capacities within various service users. They believed that all types of service users possessed various abilities that could be utilized. Therefore, by promoting service user participation, they identified various innovative approaches. However, promoting service user participation involved several challenges, such as appropriate promotion and assistance from social workers during project development or implementation, as well as the availability of sustained resources. Without adequate resource support, the effectiveness of social innovation projects, which were crucial for service users, lacked in mainstream services, innovative services, and various developed community resources and community capacity in response to service needs, may have been compromised.

In the second phase of NIH, as the threat of the COVID-19 pandemic gradually eased, the impact of various social innovation projects could be fully realized. We observed various innovative experiments that were developed based on community-centred approaches, including community health development, community nutrition, community-based waste management, and community projects that promoted youth participation through community stories and co-creation games. These social innovation projects were all based on building community capacity, effectively utilizing community resources, establishing new collaborative relationships across groups or sectors, and promoting community participation among service users to support the needs of other community groups or collectively improve the community. However, the sustained development of these community-based innovation projects also required long-term resource support to achieve greater social impact. Therefore, the research team hoped that these innovative forms of projects would be valued and bring a new chapter combining social innovation with community development in Hong Kong.

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# 結語

集盒計劃（NGO Innovation Hub）「下稱集盒」的原意啟發自社區發展模式「下稱社區發展」多元、可塑的特性。社聯期望搭建平台讓有志推動利用社區發展以回應社區需要的社福單位和同工走在一起，培養互相學習的文化，以經驗匯聚來啟發創新，構思有效、可持續的社區發展操作模式，為社區帶來轉變，同時亦為日後的社區發展工作帶來寶貴的參考經驗。

適逢2021年滙豐香港社區夥伴計劃踏入第十個年頭，社聯得到滙豐銀行額外撥款展開「集盒」的工作。我們亦夥拍香港浸會大學社會工作系社會工作實踐及精神健康中心作為策略夥伴，由具豐富研究和實踐經驗的社區發展專家為參與「集盒」的機構和計劃提供不同程度的支援之餘，亦協助他們從服務中萃取和整合寶貴的實踐智慧，為本地社區發展的實踐建立具參考價值的案例。

實際上，社福界對社區發展從不陌生，鄰里層面社區發展計劃（Neighbourhood Level Community Development Programme - NLCDP）和社區中心（Community Centre）的服務於各區扎根多年，數十年來至今仍然將社區發展作為重要地區服務之一，為福利服務貧乏和有獨特需要的地區居民提供支援。除了社區發展服務，憑著社區發展手法於國際社會的重視程度逐漸提升，更多本地資助團體、基金等願意投放資源推動地區團體參與社區發展，善用其優勢，針對支援有特殊需要的社區和群體，促使各類社區發展計劃於地區萌芽。社區資本的建構配合在地資源的運用，使其與常規社福服務相輔相成，加強社區解決其問題的能力。

雖然社區發展本身盛載歷史和經驗，但它卻從不與創新背道而馳。儘管社區既複雜且多變，而新冠疫情更為服務單位帶來不少前所未有的挑戰，但我們樂見社區發展計劃依然百花齊放，參與「集盒」的服務單位都能夠運用獨有的優勢和服務經驗，透過跨界別協作、建立和動員社區資本、利用地區獨特性和持分者參與等創新意念，應對這些挑戰，為以社區發展推動解決社區問題的角度提供更靈活的介入模式。我們寄望「集盒」所整合的經驗能夠為業界帶來成長，以培養更多具創意的社區發展模式，持續帶來改造社區的效果。社聯再次感謝滙豐銀行和浸大的支持，令「集盒」的意念得以實踐。未來，社聯必定會繼續以培育社會創新作為推動社區發展的方向，令社區發展蛻變成為回應社區需要的重要支柱。

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# Conclusion

The concept of the program “NGO Innovation Hub” (referred to as the “the Hub” hereafter) was inspired by the nature of community development in terms of its diversity and flexibility. HKCSS aimed to create a platform that brings together social welfare service units and practitioners who are committed to utilizing community development to address community needs. The goal was to foster a culture of mutual learning, inspire innovation through the practical experience gained so as to develop an effective and sustainable operational model for community development. It was expected that this initiative could bring about a transformative change in communities and provide valuable reference experience for future community development work.

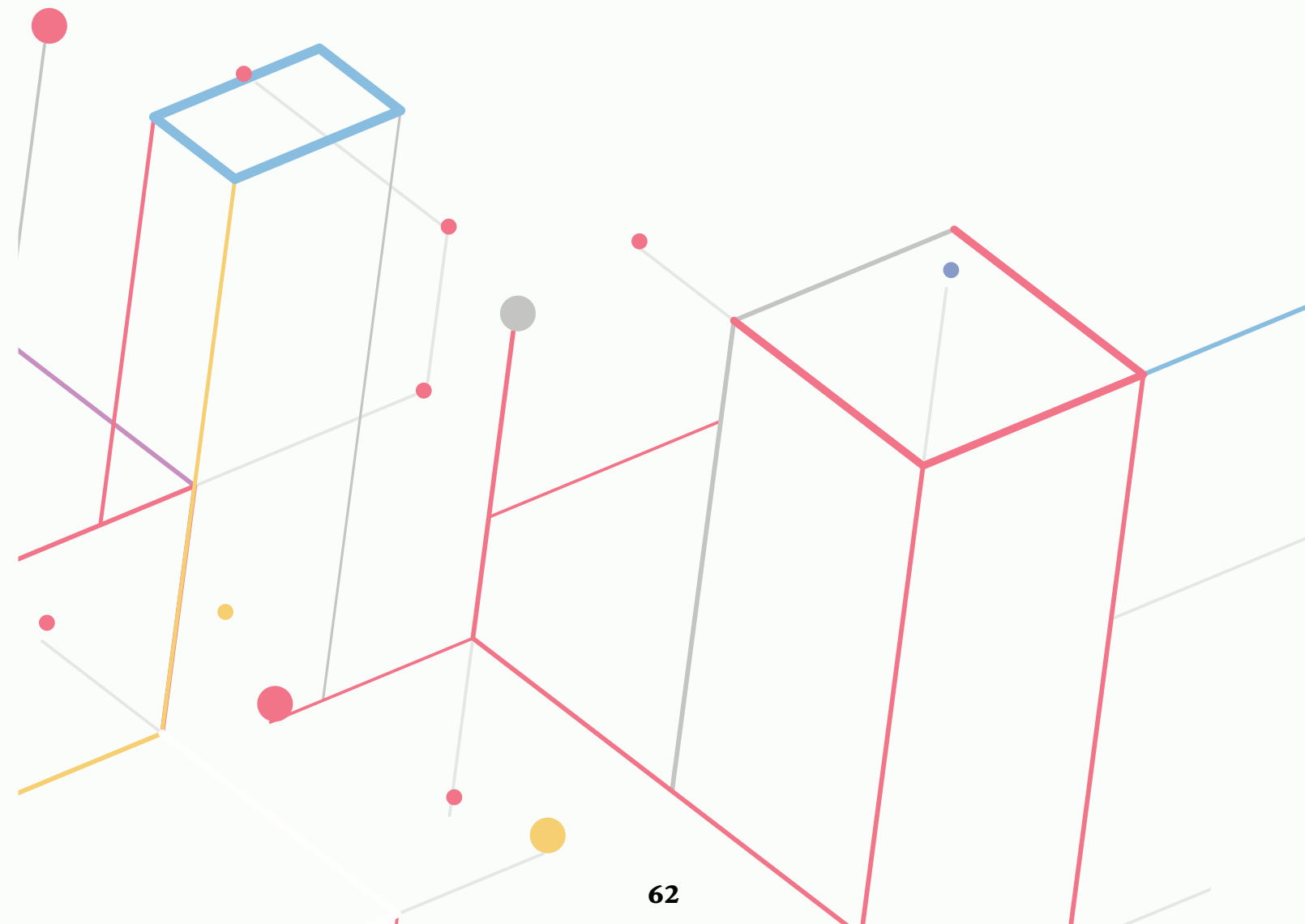
Coinciding with the 10th anniversary of the HSBC Hong Kong Community Partnership Program in 2021, HKCSS received additional funding from HSBC to launch the Hub. We have also partnered with the Social Work Practice and Mental Health Center of Department of Social Work, Hong Kong Baptist University as strategic partners. Community development specialists with extensive research and practical experience from the university will provide support to participating service units and projects in the Hub. They will also assist in extracting and consolidating valuable practical wisdom from these services, thereby establishing a showcase for local community development practices.

In fact, the social welfare sector has not been more familiar with community development model than anybody. Neighborhood Level Community Development Program (NLCDP) and Community Centers have been scattered around different districts for many years. For decades, community development has been consistently taken as an important service type, providing support to residents in places with limited welfare service access and unique needs. In addition to community development services, with the increasing international recognition of community development approaches, more local funding bodies and foundations have been more willing to deploy resources to support locality-based organizations to take part in community development with their unique strengths, supporting targeted communities and groups with special needs. It has boosted the emergence various community development programs in different communities. The establishment of community assets together with the use of local resources, which complements conventional social welfare services, enhances the capability our communities to address their problems.

Although community development has a rich historical background, it is by no means at odds with innovation. Despite the complexity and variability of communities and the unprecedented challenges brought about by the COVID-19 pandemic, we are pleased to see that community development programs continue to flourish. Those projects in the Hub could leverage their unique strengths and service experiences, embrace innovative ideas by interdisciplinary collaboration, community mobilization, and utilizing the uniqueness of their communities and stakeholder participation, to address these challenges. This has provided a more flexible intervention model from the perspective of addressing community problems

through community development. We hope that the experiences gained from the Hub will contribute to the growth of our industry by nurturing more innovating community development models and continuously bringing about transformative effects in communities. Once again, we would like to express our gratitude to HSBC and Hong Kong Baptist University for their support, which has allowed the realization of the Hub. In the future, HKCSS will continue to foster social innovation in our industry as a driving force for community development to transform community development into a vital pillar in responding to community needs.

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