

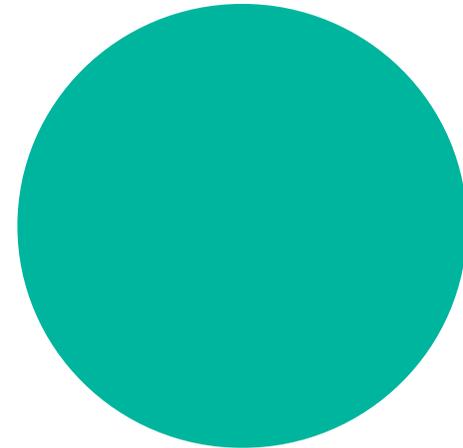


**RES•OLVE**

Embracing  
Opportunity  
Amidst  
Uncertainty

Resolve Foundation  
2020 Annual Review

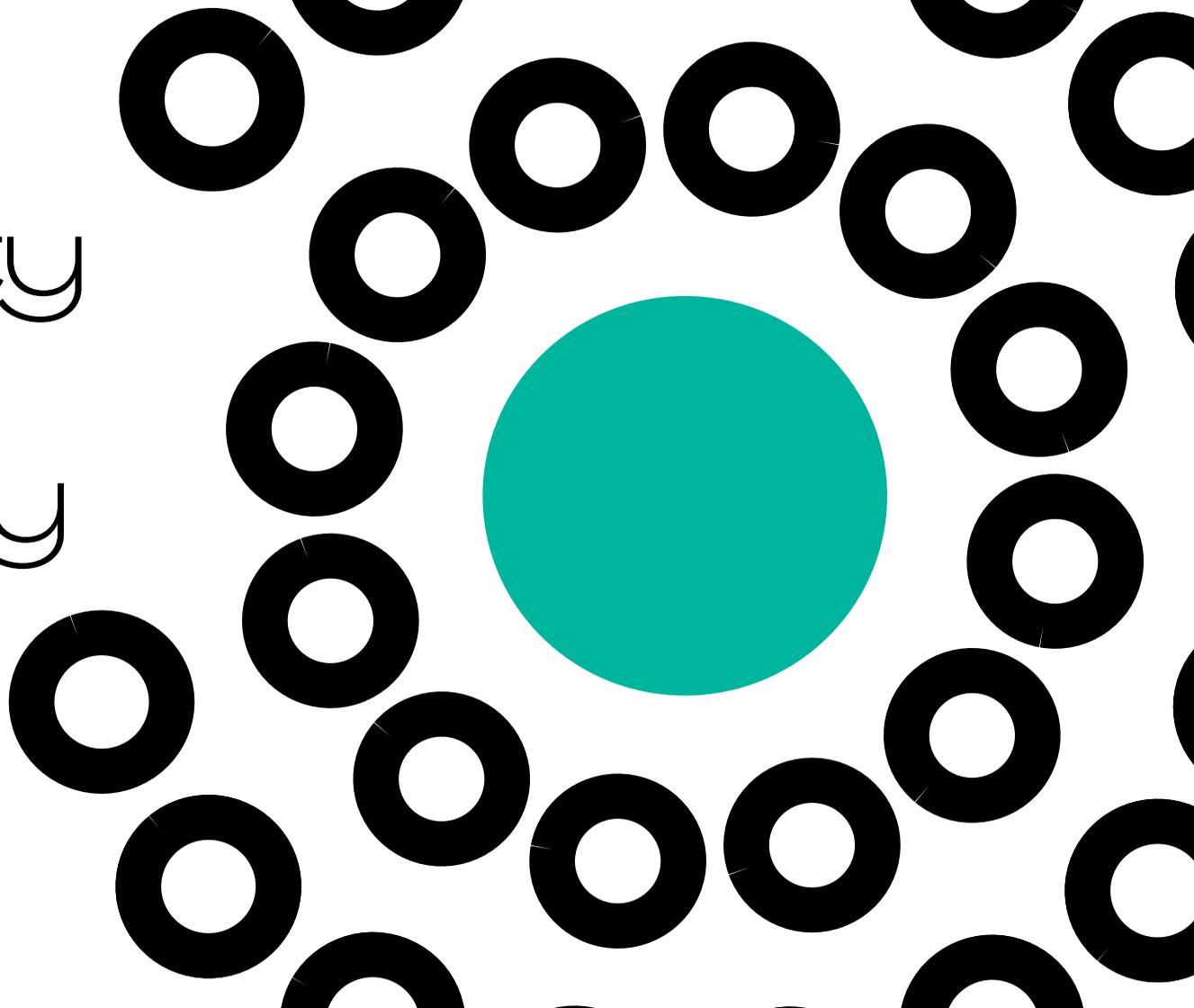
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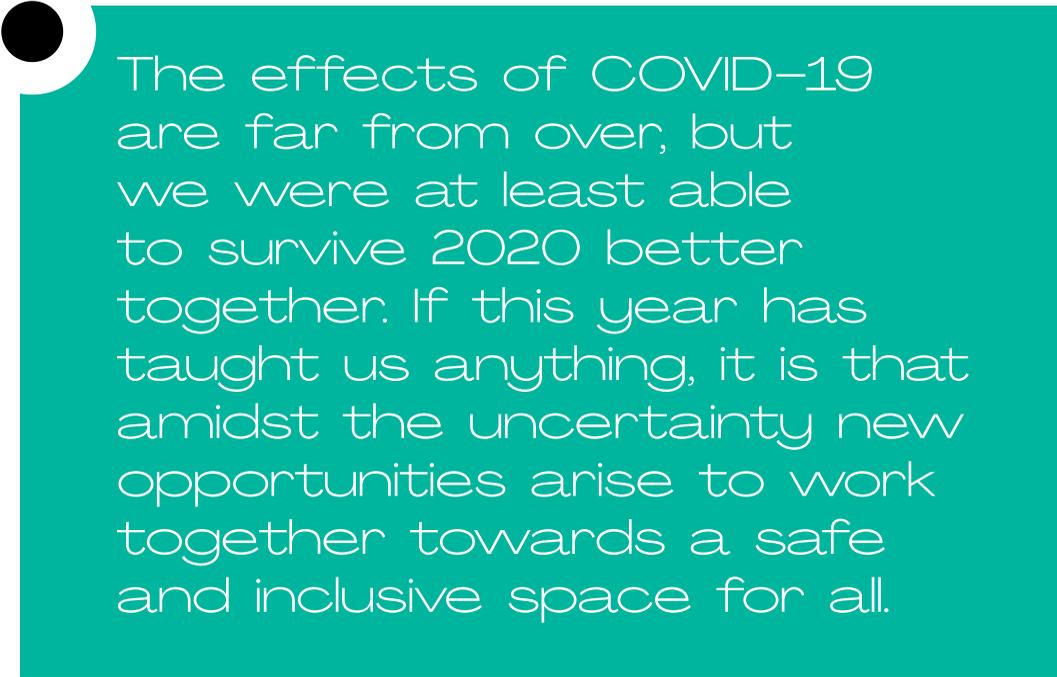


2020 saw the increase of phrases like “unprecedented”, “challenging”, “uncertain and difficult times” and “adjusting to a new normal”, which, while holding true, risks being reductive to the very real struggles that the world has gone through. The disruption to our lives has unveiled many real fears: unemployment, sickness, social isolation and separation from loved ones and our communities, all while bringing the inequalities of our society to the surface, notably housing, technology, the care economy and racial discrimination. It is no wonder mental health has taken a hit too.

Although it may be easier to brush aside the grief and anxieties of this year in an attempt to push forward into 2021, we want to take a solemn moment to acknowledge the hardships endured in the pandemic, and pause to mourn the losses that many individuals and communities have suffered.

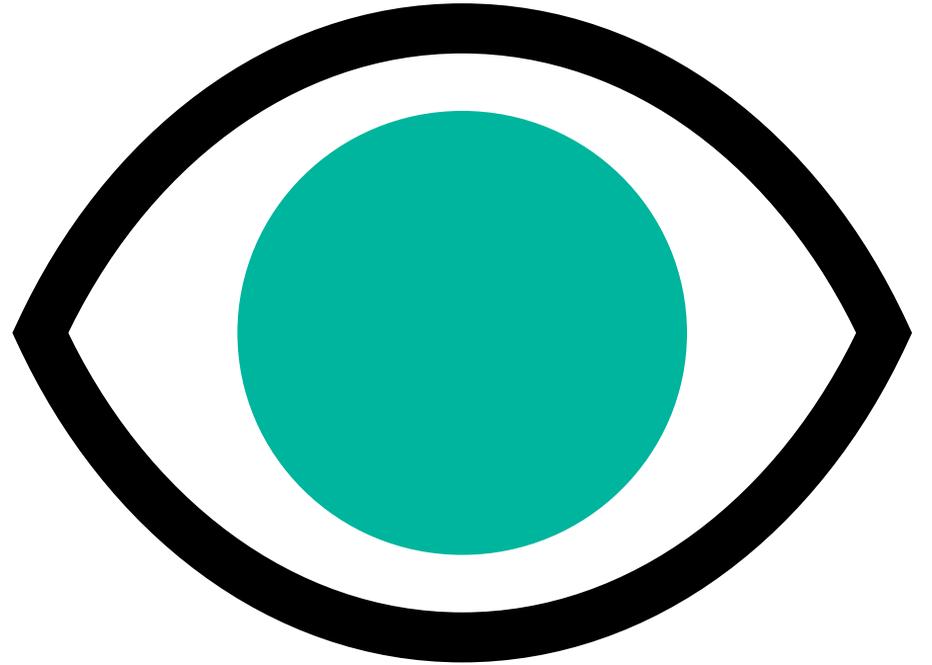
To say this was a tough year would be a colossal understatement, but it also reinforced the value of community in pulling through periods of adversity. A newfound appreciation for everyday interactions — small talk with colleagues, catching up with people and loved ones we haven’t spoken to in a while — made the chaos of this year a bit more bearable. Taking the time to slow down gave us the opportunity to reflect and recognize the privileges we may have, like having a place to call home.

With social media constantly bombarding us with news about disparities in the world, it is easy to be consumed with feelings like frustration and hopelessness. Yet it is these moments that reveal opportunities for individuals to band together and support each other. After witnessing the social injustices at home and globally, these issues are rapidly coming to the forefront of everyone’s minds. For us at Resolve, we are more determined than ever to continue playing our part to bridge the inequalities in society.

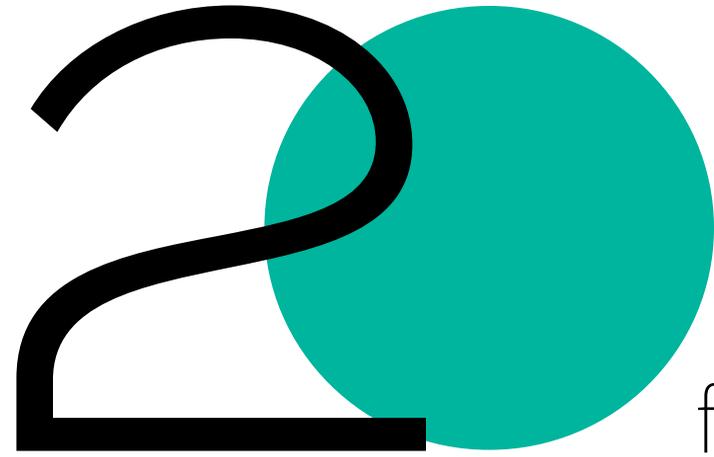


The effects of COVID-19 are far from over, but we were at least able to survive 2020 better together. If this year has taught us anything, it is that amidst the uncertainty new opportunities arise to work together towards a safe and inclusive space for all.

2020  
at a  
Glance



Recruited 20 fellows for the  
2020 Social Justice Fellowship.  
19 of them completed the  
Program successfully.

A stylized graphic of the number 20. The digit '2' is a thick black line that curves from the top left, down to the bottom left, and then horizontally to the right. The digit '0' is a solid teal circle that overlaps the right side of the '2'.

20 fellows

# 2020 Fellows and Mentors

Fellows



Divya



Gus



Hazel



Hei Ching



Iris



Jonathan



Josy



Joyce



Kathleen



Kimberly



Liam



Lolitta



Lyris



Maria



Nadia



Reshmi



Rodelia



Sa'diyya



Simone



**Alicia Lui**  
Founder of Women in Sports Empowered Hong Kong



**Arnold Chan**  
Founder and Executive Chair of Teach for Hong Kong



**Brenda Alegre**  
Lecturer at the University of Hong Kong (HKU), Board Member at ILGA Asia and STRAP



**Cheryl Wilson**  
Founder and CEO of Charitable Choice



**Christine Cheong**  
Corporate Facilitator and Coach at Step Ahead Consulting



**Cruzanne Macaligan**  
Creative Director of the Quick World Company and Producer and Presenter at RTHK Radio 3



**Gregory March**  
Business Development Manager at ImpactHK



**Jeff Rotmeyer**  
Founder of ImpactHK



**Karen Koh**  
Founder of Intermedia



**Karina Calver**  
Author, Teacher, Trauma and Relationship Counsellor



**Leonie Kelly-Farley**  
Chief Executive of Partner at Sustainable Finance Initiative



**Lillian Li**  
Chief Executive of Direction Association for the Handicapped



**Lindsay Ernst**  
Lecturer at the University of Hong Kong (HKU)



**Myriam Bartu**  
Founder of Enrich, Yoga Nidra & Meditation Teacher, Environmentalist



**Noreen Mir**  
Producer and Presenter at RTHK



**Phyllis Cheung**  
Executive Director of Hong Kong Unison



**Dr. Rico Chan**  
Founder and CEO of Beyond Vision Projects



**Stella Fong**  
Lead Curator, Learning and Interpretation at M+



**Steve Lo**  
PhD Candidate at Chinese University of Hong Kong (CUHK)



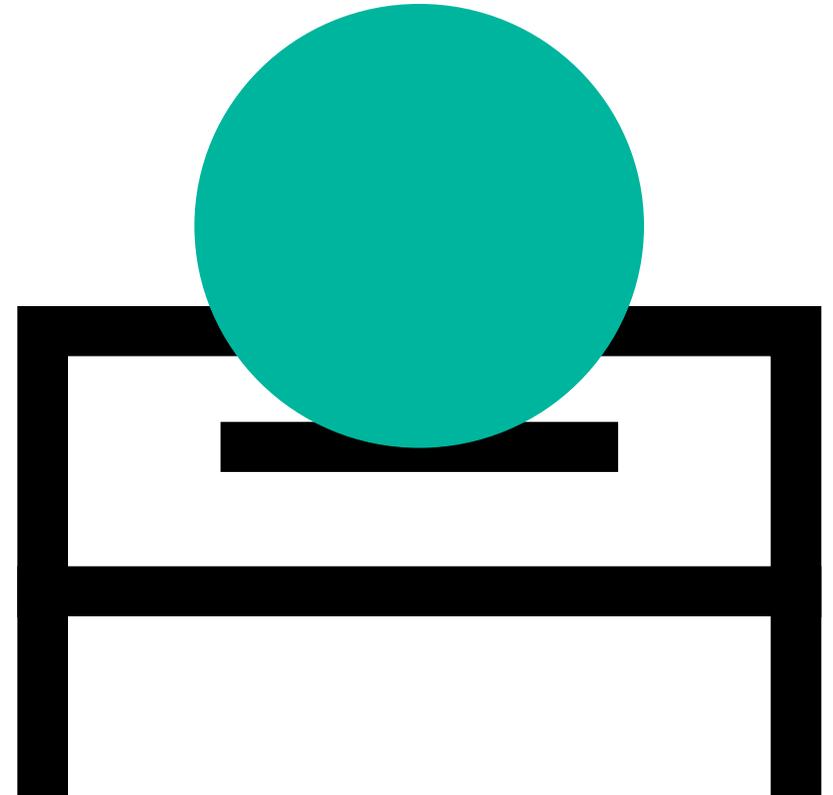
**Tegan Smyth**  
Founder of Table of Two Cities

Mentors

Launched an innovative  
Opportunity Fund and  
supported

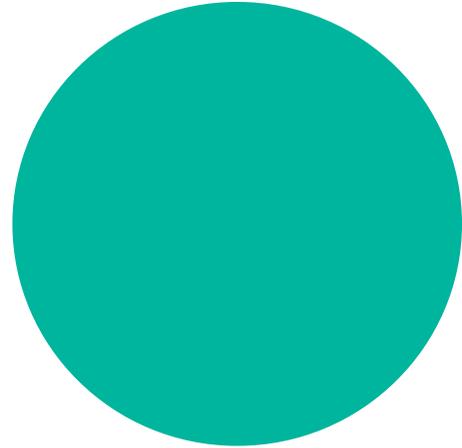
6

alumni-led  
community initiatives.



# 761,411

people in the community were reached  
by our fellows and Resolve.





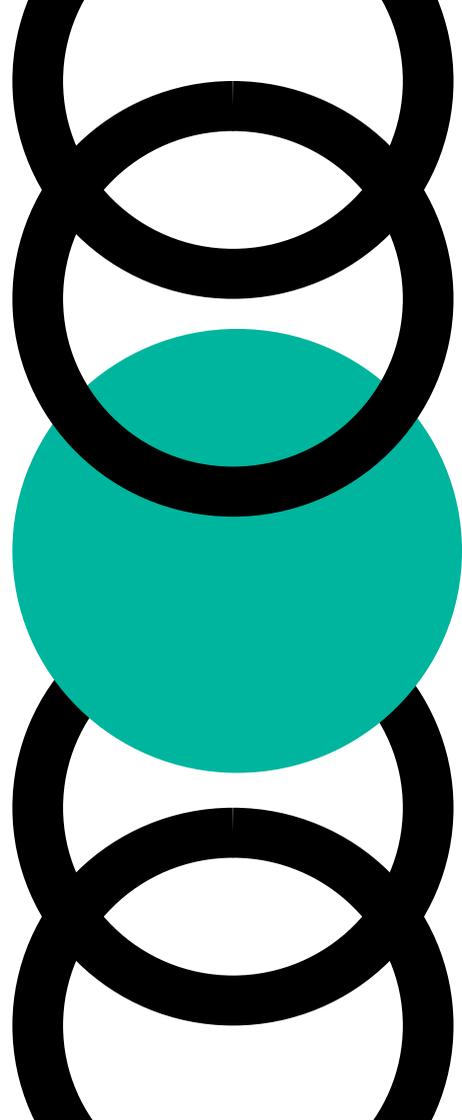
Leeh Ann, '19, who is a migrant domestic worker and a photographer, was featured in one of Tai Kwun's exhibitions, the McDonald's Radio University, to talk about her photos and how they helped her to find her connection to Hong Kong.



Liam, '20 (first one from the right) and Ming, '19 (middle) created a platform called Quarks, busting the myths on the transgender community in Hong Kong.

# 147

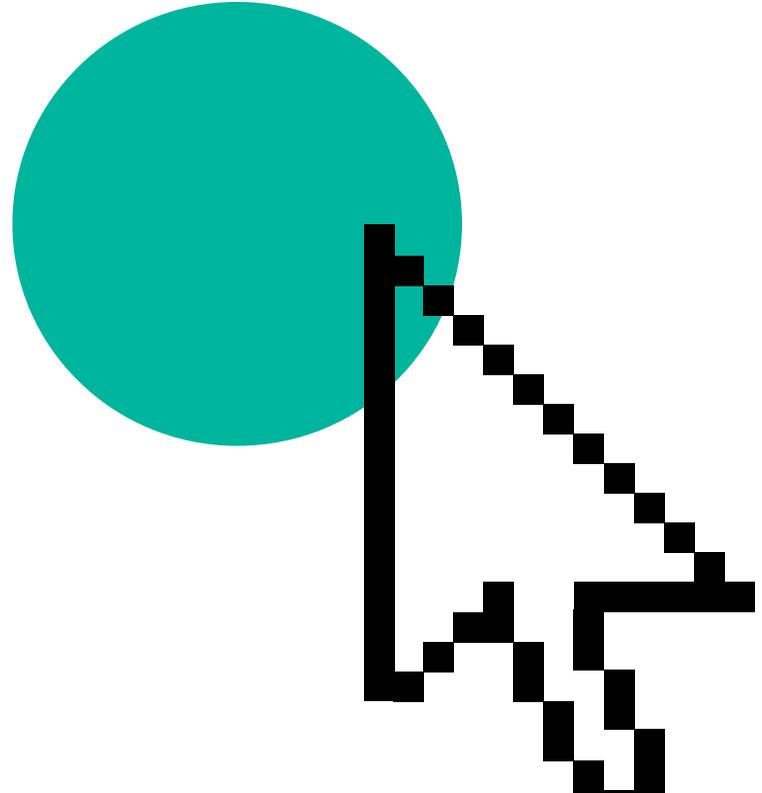
partnerships and collaborations with other organizations, key thought leaders and community stakeholders.



Raised over

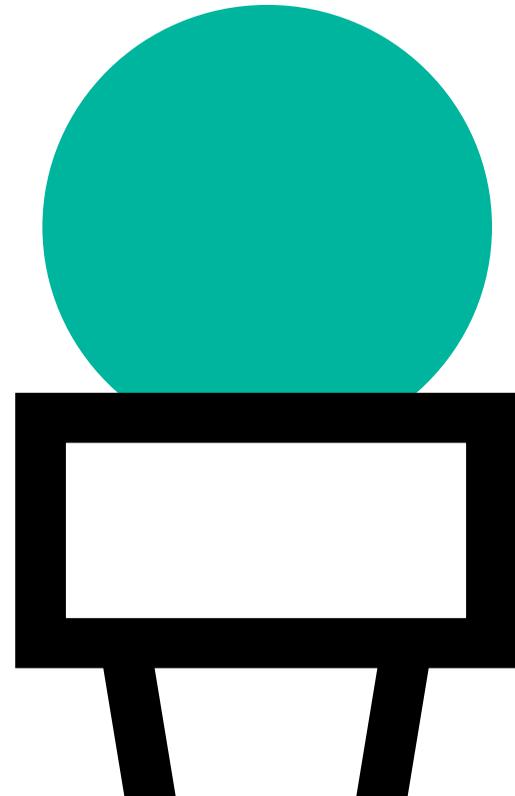
\$254,750

from a digital fundraising campaign  
#InItTogether to provide a free and inclusive  
learning environment and equal access  
to opportunities for all fellows.



10

media interviews





Darius, '18, Jhic, '18, Elisa, '18 and Suski, '19 (photo) shared their stories and social justice journeys on ViuTV's show Where Is My Motherland 「吾」係香港人.



Our Program Officer Timothy Cheng (left) and Alumni Community Officer Vincy Chan (middle) talked about Resolve's work on Commercial Radio Hong Kong's show You Are The Best 你好嘢.

# 42.5%

increase in our online community across our social media channels and platforms compared to 2019.

# 2

new staff were brought into our growing team: Kelly Shek, Media and Communications Officer, and Vincy Chan, Alumni Community Officer.

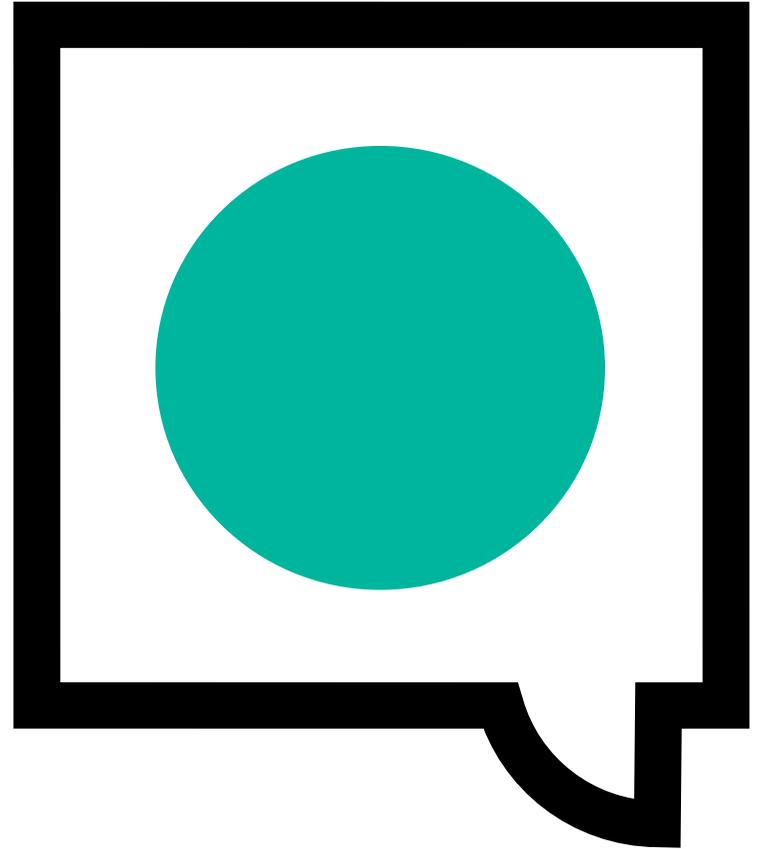
*"I like to think that I helped to change the perceptions and attitudes of the Hong Kong public towards the disabled community, however small my impact may seem."*

**Lolitta, '20**



# Welcome Message from the Board of Directors

Co-chairs: Tze-wei Ng, Willy Kwong  
Secretary: Shaphan Marwah  
Treasurer: Peter Williams



## Hello. I am Peter Williams, Treasurer of the Board of Directors.

On behalf of the Board, welcome to the third Annual Review of Resolve Foundation. This Review is being prepared in the fourth complete year of operation. It's a year for reflection that has been deliberately designed into Resolve's DNA — every fourth year is a chance to pause, reflect, and make sense of the most recent trilogy of Fellowships.



The first Fellowship in 2018 focused on Racial Equality and Inclusion, a theme that has always been important, it reached peak global significance in 2020. The theme for the 2019 Fellowship was Ending Gender-Based Violence Together. And most recently the 2020 Fellowship disABILITIES and Empowerment: Less Assumptions, More Conversations. We also recognize that each of the three themes are not independent — there is intersectionality that is unique to every individual. Now we have the opportunity to reflect on the lessons learned by creating a toolkit designed to demonstrate that Every Action Matters— we all can play a part in changing our own behaviour, and those around us.

Emerging from the local challenges experienced in 2019, the global pandemic in 2020 was a challenging year for everyone everywhere, pushing people into unfamiliar territory and testing our ability to respond in real time. We are proud of the way Resolve has navigated and adapted, shifting seamlessly to the virtual delivery of our signature Fellowship, and ready to evolve in new and thoughtful directions.

We were also delighted to welcome Victoria's first child, Estela, to the Resolve family!

### From my perspective as Treasurer, 2020 was an important year across several dimensions:

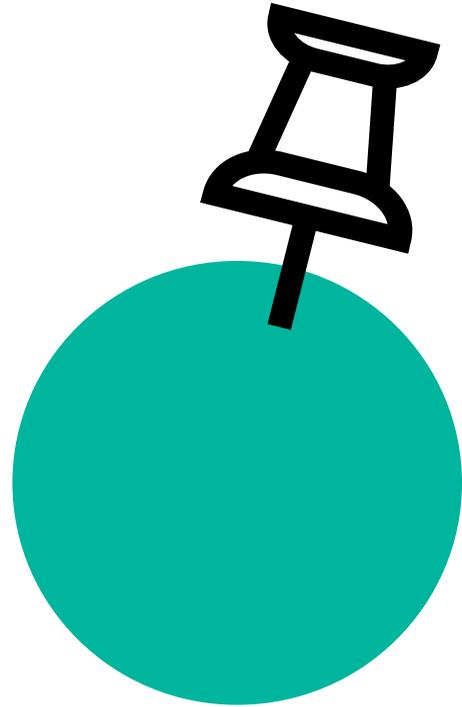
- We quickly acknowledged that 2020 required increased **financial discipline**, shifting to one of our budget scenarios with a 15% reduction.
- We continued to **diversify our income** and look for new opportunities to build a bigger network of support.
- We established a formal six-month **reserve policy** with visual tracking and early warning indicators, ensuring that we maintain a minimum amount of funding to cover forecast expenses, and providing time to mobilise new fundraising initiatives if needed.
- We successfully launched the **Opportunity Fund**, providing our alumni with new ways to amplify their impact.
- We established the **Fundraising Committee** with the support of two enthusiastic volunteers, Andrea Roth and Ding Chen.
- We produced a **2021-2024 Strategic Plan** after a year-long consultation process.

We remain resilient and optimistic about our ability to continue to create positive ripple effects across our community, helping Hong Kong to be more tolerant and inclusive, one grassroots community leader at a time.

Please visit [www.resolvehk.org/strategicplan](http://www.resolvehk.org/strategicplan) or scan the QR code to download the 2021-2024 Strategic Plan.



Welcome  
Message  
from the  
Founder  
& CEO





Victoria Wisniewski Otero, Founder & CEO

Hello there,  
I am  
Victoria,  
Founder  
& CEO  
of RESOLVE.

First of all, how have you held up? 2020 blindsided so many of us, upended our routines and produced a collective grief the likes of which the world only ever sees once in a generation. But here we are today. We've made it through, even though there is still a long way until we feel our way into the "new normal".

How have we done that? Through community. I remember during one of the worst moments of COVID-19, when we were all quarantined at home for weeks' on end, how I started to set up virtual catch-ups with people who I hadn't touched base with in years - old friends and family. Family reunions, virtual birthdays, baby showers, concerts, museum tours, "quarantinis" and dance parties. We got inventive!

This was the year that we showed up for one another. Humans have a relentless desire to connect and feel belonging. I really believe that what has gotten us through such unspeakable hardships are those moments of strong communities coming together. In April 2020, I wrote a piece in the *South China Morning Post* about how there is really one universal truth - we are highly interdependent.

That's why Resolve's work has always focused not just on individual leadership, but on community empowerment in order to address the systemic social inequalities that COVID-19 has laid bare. Through our Fellowship, we often emphasize the importance of self-care because our fellows need to conserve their energies to reach

their social justice goals sustainably. But as an organization, in 2020 we began to reflect more on the concept of community care - our need to look after one another, lean on each other and leverage our power and privilege to help others. What did that look like in action at Resolve?

One of the first things we did with COVID-19 was think of our people. Of course we did, like so many others, initiatives to promote wellbeing and flexibility. But we also decided to open a voluntary, confidential Employee Assistance Scheme with a mental health service provider. A major part of resilience is being support-seeking, and our team had trust with each other to ask for and offer help.

The health and safety of our fellows was of utmost importance to us as we kicked off our 2020 Fellowship on disABILITIES and Empowerment. Our team had the formidable challenge of converting our

entire programs from 100% face-to-face one to 100% virtual. While we missed each other, everyone did their part to create a safe and welcoming space. Small acts like our fellows turning on their camera, contributing to a joint “social justice playlist” we created or learning or doing a sign language “applause” all contributed to building a connection.

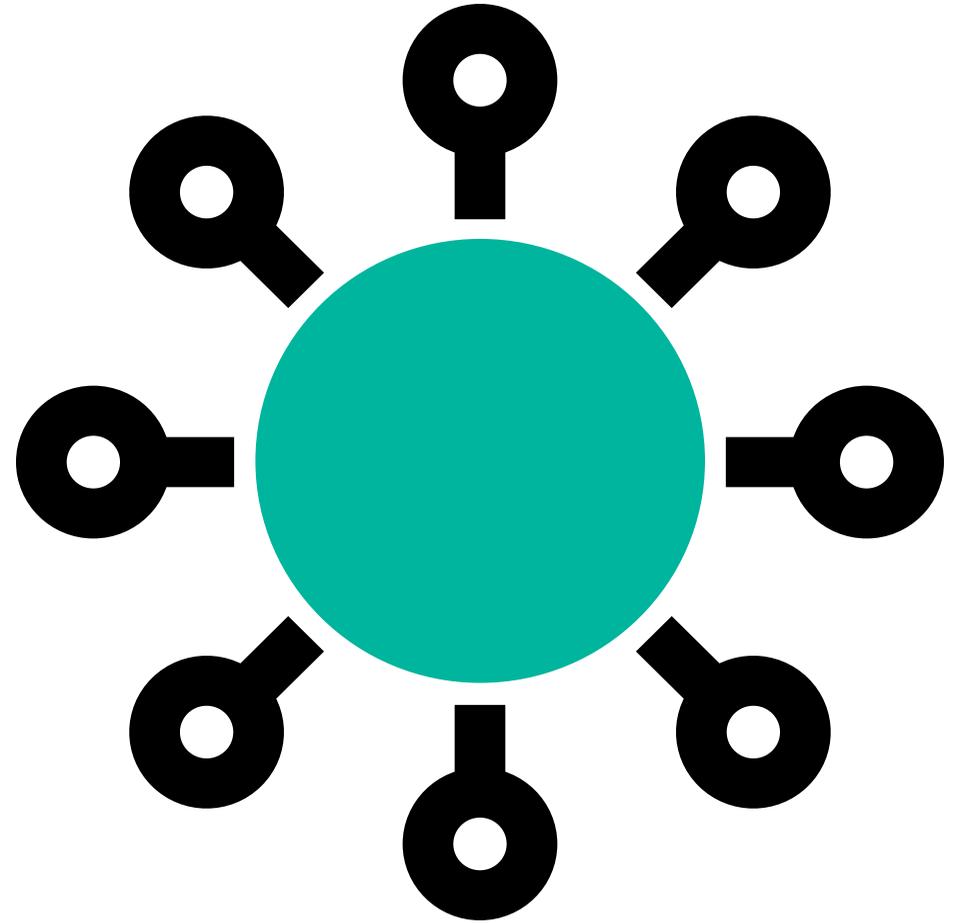
Our supporters were there for us like never before - so thank you. When the government announced the HK\$10,000 cash handout, we asked you if you might be in a position to contribute a small amount of it towards our inclusion work. We asked you to be #InItTogether and you showed up. We were also touched that we had a 96% retention rate of our Resolvers even through an economic downturn. We appreciate your emotional and financial investment in our mission and our community so much.

We paid this support forward by launching a new Opportunity Fund for our alumni to be able to access small grants to support their grassroots work in the community during this time and were able to give funds to six projects. We also paid it forward by supporting a cause bigger than our organization alone - asking for support for small, non-subsented nonprofits as part of a taskforce of women NGO leaders that came together in early 2020 to work more closely with the philanthropic community. We lift each other up.

When I look back on 2020, despite the hard moments, I am grateful and in awe of the resilience of our team, the resolve of our fellows, the solidarity of our supporters and the understanding of our funders. I am also curious about what we will tell our children or how historians will curate this moment in history.

The stories we tell each other give us meaning and help us to collectively make sense of the seemingly inexplicable. This is what our team is doing in this Annual Review. Telling you our story - one of billions of stories - of 2020. I hope it can encourage you to think about your own and your role in your community.

Covid-19  
Measures  
and  
Responses  
for Resolve  
and the  
Community



The safety and wellbeing of our staff team, fellows, alumni and supporters from the Resolve community are our top priority. In the face of the pandemic, we therefore introduced new measures to look after the needs of everyone:

### **For our fellows and alumni**

To minimize in-person interaction, we made the decision to conduct all activities for the 2020 Social Justice Fellowship and the Alumni Program in a virtual format to protect our fellows, alumni, mentors as well as workshops' speakers. As we were not able to meet the fellows in person, we proactively reached out to them to determine their needs before and during the Fellowship.

*“Travelling is always hard for me as I need to depend on others to drive me. I also feel exhausted when I arrive. By using Zoom, everything is more accessible and I’m able to give my full attention. I can do more, achieve more and show up more. It’s more effective for me to create impacts.”*

Sa’diyya, ‘20



### **For the staff team**

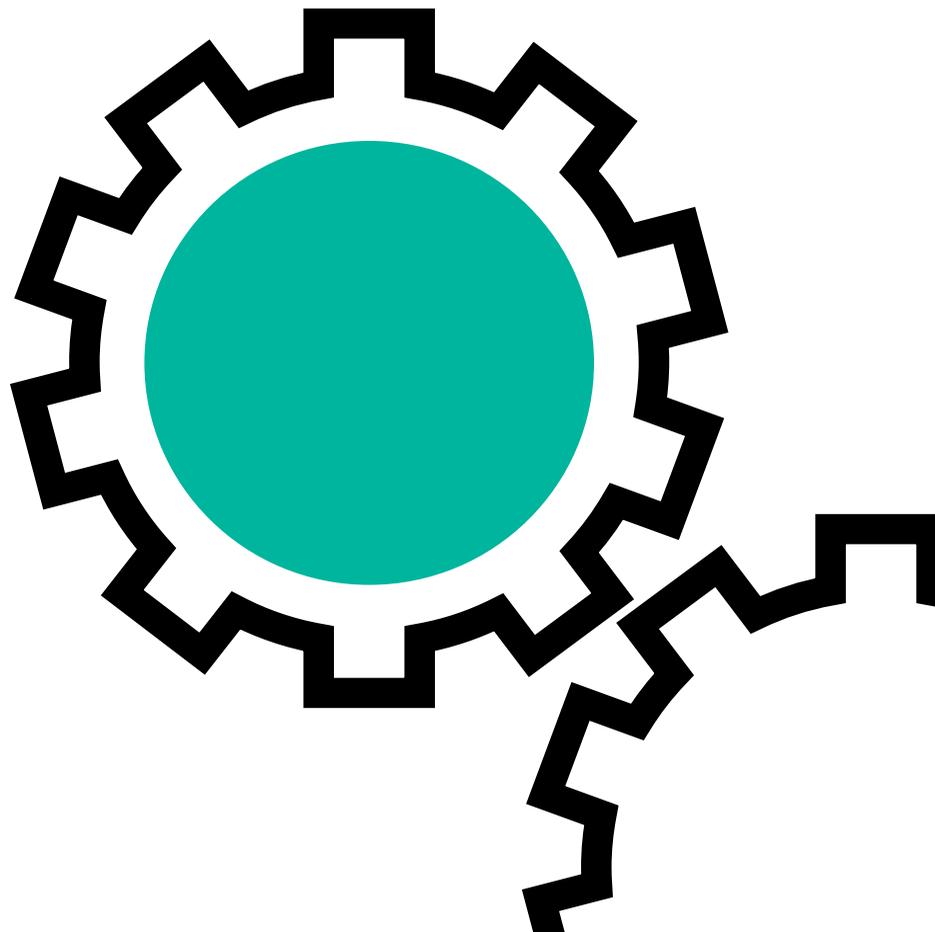
We understand different people have different risk tolerance levels towards COVID-19. In view of this, we gave staff and interns the option to work from home or in the office during the pandemic. To promote mental health at the workplace, especially during this difficult time, we also arranged free counselling sessions for the staff team to attend.

### **For the wider community**

We also see collaborations as more important than ever. In April 2020, together with 173 non-subvented nonprofits in Hong Kong, Resolve signed an Open Letter to Funders. In the letter, the participating nonprofits asked the funders to consider providing more support to small nonprofits during the pandemic. This was initiated by a group of women leaders in the NGO sector, with Victoria Wisniewski Otero, our Founder & CEO, being one of the group members.

In the same month Victoria wrote an opinion piece for *South China Morning Post* about the lessons we can take from the pandemic, in particular harnessing the power of community to overcome difficulties and tackle issues of social inequality. In preparation for International Day of Charity in September, Victoria was also featured in an interview with Jo Hayes, CEO of Habitat for Humanity Hong Kong, hosted by Noreen Mir on RTHK Radio 3. They had an insightful discussion raising awareness about the role and formation of charities in Hong Kong, the challenges faced by the NGO sector especially during the pandemic, the NGO taskforce both women are a part of, philanthropy and what members of the general public can do to get involved.

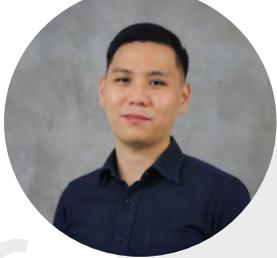
# Our Work in 2020



2020 meant that we at Resolve had to rethink everything from how we worked with each other internally to how we interacted with stakeholders externally through our programs, marketing and fundraising strategies. We, like everyone, had not anticipated having to work behind a screen for almost the entirety of the year. It was tough adjusting our Fellowship Program, alumni events and team interactions from an in-person to virtual format, and we had to make some quick decisions about our course of action over the year. We were only able to adjust our approaches successfully thanks to the team's willingness to support each other, be open-minded and work together despite the physical distance.

**From our team members, fellows and alumni, to our mentors, funders, donors, volunteers and supporters, thank you. We would not have been able to make it through this year without you. The resilience and commitment of our team and community enabled Resolve as a whole to quickly adapt and respond to the uncertainty and challenges brought by 2020.**





Timothy Cheng, Program Officer

“My role is to curate and deliver Resolve’s Social Justice Fellowship to empower emerging social justice leaders from diverse backgrounds. Through all the uncertainty of 2020, I learned the importance of thinking outside the box in order to come up with creative solutions.

This year our Fellowship theme was disABILITIES and Empowerment. In addition to matching the fellows with 1-to-1 mentors, We offered 10 online group workshops and social activities to create a community to help our fellows build their capacity and leadership for social justice. The 2020 cohort included self-advocates for both physical and mental disabilities, as well as strong allies, such as a sign language interpreter, artists, writers and educators.

COVID-19 brought a series of unexpected challenges to our Fellowship, which was previously held in-person and involved eight-hour days. Our first challenge was moving workshops to an online platform, and reducing the duration from eight hours to three hours to make the sessions more accessible. We spent considerable time designing these sessions to maximize efficiency, which involved more preparation as we adopted a flipped-classroom approach, producing pre-recorded content and activities for the fellows to view in their own time and discuss in the workshops. Our team had to adapt by familiarizing ourselves with online facilitation through research and team learning sessions.

Our next challenge was to assess our fellows’ familiarity with virtual events, which we performed through 1-to-1 check-in calls to get an understanding of their experience and expectations. The calls also provided an opportunity for fellows to raise any further accessibility support they required. We then developed resources to guide them through the online event process to ensure a more streamlined experience.

Thanks in part to our extensive preparation, our virtual Fellowship was able to run smoothly. Personally, the most unforgettable event of the program was the Social Activity in August. We wanted to provide an opportunity for fellows and mentors to meet and learn more about each other in a casual space, fostering closer bonds within the community. We had hoped to host the event in-person to allow everyone to meet face-to-face for the first time. Unfortunately we were not

able to do so, and kept the virtual format. With the help of Outward Bound Hong Kong, we brainstormed ways to create a fun, welcoming environment for over 50 participants, while also providing a space for reflection. In the end, our Social Activity was a success! Our fellows and mentors reported back how much they enjoyed the activities and getting to share their personal experiences.

This year really challenged my thought processes and creativity when problem-solving, while emphasizing that it’s critical to not limit myself, a theme that was reflected in the Fellowship. In fact, the adjustment to a virtual format actually leveled the playing field for fellows this year, as it was more accessible to everyone regardless of space and physical limitations, and allowed them to participate more freely.”

# 2020 Social Justice Fellowship

The Fellowship was postponed to June 2020 due to COVID-19. Although it had to be adjusted to a virtual format, we wanted to maintain all the key elements of previous Fellowships: a welcome event, eight group workshops plus a social event and 1-to-1 mentoring, culminating in the development of each fellow's individual leadership roadmap and 5-year social justice goal.

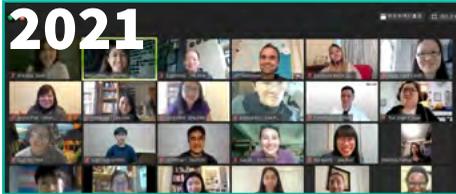


**June 21**  
Welcome Event

**Aug 30**  
Social Activity

**Sep 13**  
Workshop 3: Defining Your Goal

**Dec 13**  
Workshop 6: Mobilizing Resources



Joyce, '20



*“I benefited a lot from Resolve. Through the variety of workshops and events offered, I was able to meet fellows, mentors and guests with different backgrounds and learned a lot from their experiences. I can do more in my social justice work with the support from Resolve and this network in the future.”*

**July 5**  
Workshop 1: Knowing Ourselves and Each Other

**July 26**  
Workshop 2: Understanding Human Rights

**Oct 18**  
Workshop 4: Crafting Your Message

**Nov 15**  
Workshop 5: Making Yourself Heard

**Jan 17**  
Workshop 7: Adapting Your Strategy

**Feb 7**  
Workshop 8: Leading for Change and Closing Ceremony



Vincy Chan, Alumni Community Officer

“As a previous fellow in the 2018 cohort, I was excited for the opportunity to return to Resolve this year as their Alumni Community Officer, curating the Alumni Program and moderating the Opportunity Fund. For me, 2020 has highlighted the need for maintaining social connections with our community to overcome adversity.

The Alumni Program was set up to continue supporting our fellows beyond the Fellowship by connecting them through alumni events, and by hosting capacity-building workshops. Through maintaining communication with our alumni, we are able to learn about obstacles that arise as their social justice work expands and evolves. The key challenges included the lack of access to resources and lack

of guidance. In response, we launched our Opportunity Fund — a small grants scheme to help alumni overcome these setbacks, and to equip them with the skills, knowledge and experience needed to apply for grants.

This year we adapted our Alumni Program to an online format. Many of our alumni were met with changes in their personal lives, and barriers to fulfilling their social justice goals during these trying times. Some expressed feeling lost or isolated while adapting to the new mode of working and connecting. I may not fully understand the spectrum of their experiences, but as an alumnus, their experiences also resonate with me deeply. I strongly believe in the power of community care and I hope to

support our alumni where I can through reaching out to them personally and listening to their concerns.

The launch of our inaugural Opportunity Fund posed new challenges. The process of setting up an evaluation framework and understanding the logistics behind grantmaking was a brand new experience for me. All of this was made possible by the Resolve team and Shaphan from the Board of Directors who provided unique expertise, experiences and perspectives. And for that I would like to extend my heartfelt gratitude. With the support of the team, we will be working towards a more evolved and community-centric approach to grantmaking that will hopefully set an example to other grantmakers.

As challenging as launching the Opportunity Fund was, it was undoubtedly

my proudest moment. We have always wanted to establish a small grants fund to support our fellows and bridge the gap in the grantmaking landscape in Hong Kong, but previously did not have the capacity nor resources. Launching the first and the second round of the Opportunity Fund, and receiving enthusiastic responses from our alumni was monumental. I am confident the future rounds of the Fund will continue to provide our fellows with the right resources and support, as they continue on their social justice journeys.

This year has shown that in a time when we are physically isolated, it is more important than ever to support and uplift those around us. Circumstances may change how we are able to show up for each other, but understanding the Resolve community’s needs is a practice that will inform how we can best care for our alumni now and in the future.



## Opportunity Fund

The Opportunity Fund is a small grants fund tailored to amplify the impact that Resolve alumni and their projects have on their communities, as we endeavor to continue supporting our fellows beyond our signature Fellowship Program.

The Fund is open to all previous fellows who have opted into Resolve's Alumni Program.

During the selection process we look for projects that: align with Resolve's mission and objectives, are feasible and readily achievable, foster collaboration among the alumni community, and demonstrate a direct impact on the alumnus's current social justice journey as well as Hong Kong's greater social justice landscape. We hope that with the Opportunity Fund, our alumni can continue creating ripple effects to make Hong Kong a more inclusive city for all.

In 2020, we granted a total of HK\$162,000 to six alumni projects spanning five issue areas: refugees and asylum seekers, LGBTQ+, people with disabilities, migrant domestic workers and ethnic minorities.

## FIRST ROUND

Name and Cohort	Issue Areas	Project Summary and Objectives
 <p><b>Darius and Hemyar, 2018</b></p>	<p><b>Refugees and Asylum Seekers</b></p>	<p>Conducting focus group interviews to better understand the issues and aspirations of the refugee and asylum-seeker community. Developing programs that invest in their skills, while educating them about the benefits of leadership and participation.</p>
 <p><b>Harmony, 2019</b></p>	<p><b>LGBTQ+ Youth</b></p>	<p>Publishing a zine containing bilingual interviews and photo essays about LGBTQ+ relationships in Hong Kong, followed by a book launch event consisting of a panel discussion and human library activity.</p>
 <p><b>Wing, 2019</b></p>	<p><b>Disability / Employment</b></p>	<p>Training assistants to aid visually impaired individuals in the workplace, increasing the work equity of visually impaired people through focus group interviews and a pilot service program offered to blind individuals.</p>

## SECOND ROUND

Name and Cohort	Issue Areas	Project Summary and Objectives
 <p><b>Jhic, 2018</b></p>	<p><b>Migrant Domestic Workers</b></p>	<p>Providing free Cantonese lessons and training to migrant domestic workers to inform them of their employment rights. Building their capacity to lower the rate of job termination in Hong Kong.</p>
 <p><b>Elisa, 2018</b></p>	<p><b>Ethnic Minorities / Mental Health</b></p>	<p>Producing a six-episode bi-monthly podcast series that will be a conversation opener about difficult issues within the ethnic minority community. Raising awareness of different mental health issues faced by the community.</p>
 <p><b>Leeh Ann, 2019</b></p>	<p><b>Migrant Domestic Workers / Art</b></p>	<p>Providing photography training courses to migrant domestic workers originating from Indonesia and the Philippines. Fostering connections through images and channelling creative energy beyond the confined space of their employer's home.</p>

## Amplify the impact in the community:

### **Wing, '19 and her mission to improve employment accessibility for the visually impaired in Hong Kong**

Wing joined the Resolve community as a fellow in 2019, having worked in the NGO sector for 15 years and seeking advice to develop her social justice initiative. As her primary focus was on sex rights for people with disabilities, she returned to Resolve as an advisor to our 2020 Fellowship.

***“What I have learned in Resolve is not only benefiting my project but also my life.”***

The Fellowship helped to give her a clearer direction for her social justice journey. She found the techniques for conducting media interviews to be the most valuable takeaway, and learned that building connections and mobilizing social resources are crucial to further establishing her own initiative.

***“The most helpful thing I have learned is how to deal with media interviews. Sex is a sensitive topic in our society. I now know how to answer questions carefully, uphold my stance firmly and deliver my message clearly throughout the interviews.”***

After the Fellowship, Wing developed a newfound concern about the employment rights of people with disabilities, and was inspired to set up a social enterprise called Vision Helper, aiming to improve workplace accessibility for people with visual impairments.

Upon receiving our Opportunity Fund in 2020, she began the pilot project providing services including travel assistance, audio description and proofreading documents, with trained assistants acting as ‘vision helpers’. Throughout the project, Wing would evaluate the effectiveness of the services through qualitative research. COVID-19 meant that many in-person activities and research methods had to be adjusted; nevertheless, the experience from this pilot project was valuable for her to refine the direction of the project in the future.

As an advisor to our 2020 Fellowship, Wing appreciated the opportunity to get to know the 2020 cohort and hear about their experiences as they shared their views and knowledge about disability rights. These insights will undoubtedly inform her work on Vision Helper as she continues to advocate for people with disabilities.





Sarah Fowler, Head of Programs

“Working closely with Timothy and Vincy, I oversee the successful development and implementation of Resolve’s key programs — including the signature Social Justice Fellowship and Alumni Program — and envision what the future of our programs will look like, considering any possibilities for expansion by evaluating their impacts. 2020 has taught me to focus more on the journey rather than fixating on the destination, and to take time to celebrate wins no matter how small they may seem.

Impact assessment is very important to us at Resolve because it gives evidence of whether the work we are doing is creating change and bringing us closer to realizing our vision of building a more inclusive Hong Kong. We are not able to get a good understanding of

our work or know whether it is meaningful unless we measure and assess the impact it has on our stakeholders — our fellows, our community and the greater public.

For our fellows, we have developed several impact assessment tools to help track our work and their progress: a personal progress tracker (filled out at the beginning, middle and end of the Fellowship), a social justice leadership journal, workshop feedback forms, and interviews we conduct at the end of the Fellowship are carried out to better evaluate the program. We compile all this information into a Fellowship insight report which we analyze and use to understand our fellows better and make improvements on the program moving forward. For our alumni, we continue to measure their leadership journey post-Fellowship through a series of check-ins on their six areas of growth as a leader (Growth Mindset,

Self Care, Vision & Strategy, Experience & Knowledge and Network & Resources) and to learn more about what they have achieved. For the mentors who took part in the Fellowship, we also make sure to ask for their feedback through catch-ups, qualitative interviews and pre- and post-Fellowship surveys, in order for us to understand how we can further adapt and improve the mentoring elements of our programs.

Consistently assessing our impact reminds the team of our priorities as an organization. The stories we gain from our impact work also helps to communicate Resolve’s work more effectively to its stakeholders, while ensuring we remain accountable to our constituents more effectively. Impact assessment provides us with the opportunity to listen to the needs of our stakeholders and use their feedback to understand how we can adapt and improve our programs. More importantly, it is also

critical in allowing our fellows and alumni to reflect and evaluate the impact they are having on themselves and the communities they are working closely with.

The work we do at Resolve is incredibly rewarding, particularly when we hear about the achievements and impact that our fellows have created through their work. For example, Jonathan, ‘20 spoke at Legislative Council on employment rights of persons with disabilities, while Sa’diyya, ‘20 published articles focusing on the Muslim community in Hong Kong for the *South China Morning Post*. I am so proud of our fellows for making their voices heard and sharing their experiences with the Hong Kong community.

It has been a year of challenges and uncertainties and if anything, my one takeaway is to remember to stay connected with your community and find ways to give support to one another — this could be with your friends, family, colleagues or peers.

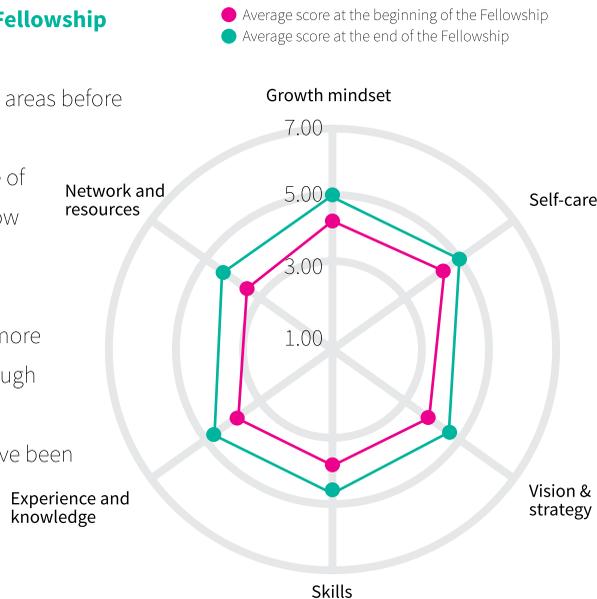
## OUR IMPACT

**“Resolve, to me, means action. Simply having good intentions, a good heart, and wanting the world to be a better place is not enough. You must take a step, an action to make the world a better place, to make your community equal and better. Resolve has given me kind guidance on how I can harness my passion and visions and turn them into leadership opportunities; Resolve has given me the tools to help change the world for the better.” Nadia, ‘20**



### What have we achieved in the 2020 Fellowship

- Through the personal progress tracker, we measured our fellows’ growth in six areas before and after the Fellowship:
  - There was an average positive change of 17.3% across the six domains per fellow from the beginning of the Fellowship to the end of the Fellowship.
  - Two-thirds of our fellows have made more than five significant relationships through the Fellowship.
  - 90% of fellows said they would not have been able to achieve what they had without Resolve’s support.



- Fellows from the 2020 cohort undertook 135 activities during the Fellowship. 94.7% of the fellows organized self-initiated activities to promote social justice. In total, our 2020 fellows reached 240,783 people in the community.
- Mentoring is also a big component of the Fellowship. Of the mentors who responded to the post-Fellowship mentor survey, 78.6% reported they gained new insights or knowledge from their mentees. 100% of mentors reported they were satisfied with the Fellowship program and support from the Resolve Team.
- We commissioned The Social Investment Consultancy (TSIC), an independent consultancy, to conduct a qualitative interview with our fellows across the three cohorts and mentors from the 2020 Fellowship to measure the impact of our work in 2020. All interviewees agreed that Resolve has built an excellent platform for like-minded people with different backgrounds to come together and that is the most incredible value of Resolve.

**“Before the mentorship, I didn’t have any direct contact with people with disabilities. Now I’ve learned more about how they prefer to be viewed or approached. The programme was an invaluable experience that opened up my mind about this community.”**

**Christine Cheong, mentor in 2020 cohort**





Angie Tse, Head of Marketing and Fundraising

“In 2020 I learned to be more decisive in my actions, and my biggest takeaway is that it is not always necessary to make a detailed plan before proceeding.”

This year I was particularly worried about mobilizing resources for Resolve in such a turbulent time, as unlike previous years it was hard to plan a detailed strategy to ensure we could keep delivering our programs to the fellows and alumni free of charge. Fortunately these worries were alleviated when we were able to secure a multi-year grant for the 2022-2024 Fellowships in addition to a few grants from corporates and foundations. These gains were all thanks to our great teamwork, good foundation work laid in the past and the

long-term cultivation of relationships with funders.

We had another fundraising success in the summer of 2020 when we launched our #InItTogether campaign, raising funds to provide an accessible and inclusive learning environment for every fellow in the 2020 cohort. The campaign involved our Fundraising Committee to an unprecedented extent — we provided each of the committee members with specific tools to approach their networks, where the fundraising message was simplified, and therefore accelerated the process, encouraging community donations to Resolve. I am proud to say that we raised over HK\$254,750, surpassing our original goal of HK\$120,000

and successfully implementing accessibility measures to allow all fellows to participate fully in the programs.

2020 was a year full of surprises as well as uncertainty. Over the past year, I learned that there is no need to wait for a comprehensive plan before taking action. The most important point is to be confident in taking calculated risks and trust that we made the best informed decision at that moment. It is vital to monitor current social situations and to adopt a creative, realistic and considerate approach to make an appropriate ask to donors. I also learned the value of teamwork — with the support and the contribution from the newly appointed Fundraising Committee, we successfully

organized a virtual birthday party in October 2020 to celebrate our 3rd anniversary and the achievements of our fellows with our supporters.

I am grateful for what we have achieved in 2020. A big thank you to the trust of corporate partners, donors and funders in Resolve.”



Kelly Shek, Media and Communications Officer

“I joined Resolve in early 2020. Personally I think this year really showed the integral role of sharing stories of hope in helping each other to get through hard times.

I focus on marketing and communications. My day-to-day responsibilities include curating content for Resolve’s social media platforms and external communication channels, as well as liaising with local journalists. On social media, we raise awareness around international days to engage the Resolve community and the general public in our mission. In our e-newsletter and website, we share resources for followers about Resolve fellows, media mentions, social justice news topics and fellows’ impact stories.

Since joining Resolve, the importance of teamwork and a positive team culture have struck me the most. I am grateful to have such supportive colleagues and managers who give every team member sufficient space and guidance to reach our goals. Because of our tight-knit culture and quick response times, we are free to express differing opinions. Our management also openly discusses COVID-related work arrangements so I have never felt lost in the team. I particularly appreciated the happy hour sessions “Quarantini” with games and informal catch-up, as well as quarterly retreats for team-building and brainstorming.

My proudest achievement in 2020 was securing Resolve’s first ever full-page coverage in a Chinese print newspaper. The *Ming Pao* feature interviewed two fellows, Joyce and Kimberly from the 2020 cohort, about deaf awareness, deaf culture and the importance of representation in Hong Kong society. The article aligned with the 2020 Fellowship’s focus on disability rights, and I was thankful that the story materialized smoothly despite time constraints. The issues were presented in a novel angle and reflected genuine interest and respect toward the interviewees.

Overall, Resolve has achieved a stronger presence in Chinese-language media compared to its mainly English coverage in previous years, which has boosted brand recognition, because of its multiplier effect in the local community beyond the realm of English speakers.”

*“Resolve had helped me arrange a media interview about my project and offered me the chance to lead a session about the deaf community at its 3rd virtual birthday party. These opportunities enabled me to reach a larger community, including the readers of Ming Pao and the supporters of Resolve.”*

Kimberly, ‘20





**Raymond Siu, Senior Finance and Administration Officer**

“My role consists of finance and human resources. The biggest lesson I learned from 2020 is that even in situations of uncertainty where it seems like everything is out of your control, you can still take small, manageable steps to devise a plan accordingly.

This past year, I was so proud to complete Resolve’s reserve policy, setting up a foundation for income diversification of our organization. It was a long but rewarding process and I am thankful for the collective effort of the team. This all dates back to the end of 2019 when we needed to review the grants we received and check our expenses. After knowing that a supporting foundation could no longer offer financial aid to us, we realized it is necessary to look for other

sources of funding to manage risks and build up our reserve for at least six months.

In order to get a better idea of how to develop a comprehensive reserve policy, I sought advice from an auditor and learned that it is possible for organizations to take up to three years to establish a complete framework. Therefore, I began to look for the best practice based on some local professional firms and international NGOs, but unfortunately, the internet is like a deep sea. There was just too much information and we did not have the time and capacity to study the research before implementing a plan, especially when the pandemic hit.

At that time, teamwork was of great significance. I am grateful to receive the support of Joan, who came on board as a volunteer. Her experience and knowledge in finance helped to save time spent on analyzing different methodologies. Within a short period of time, she provided us with a detailed reserve policy and offered clear guidelines on the next steps we could take. Our Board of Directors also took part in the process and discovered ways to balance out our sources of income — not just trusts and foundations, but also corporate support and individual giving. This helped us to better plan and allocate resources for further social justice work to empower more community leaders in Hong Kong.

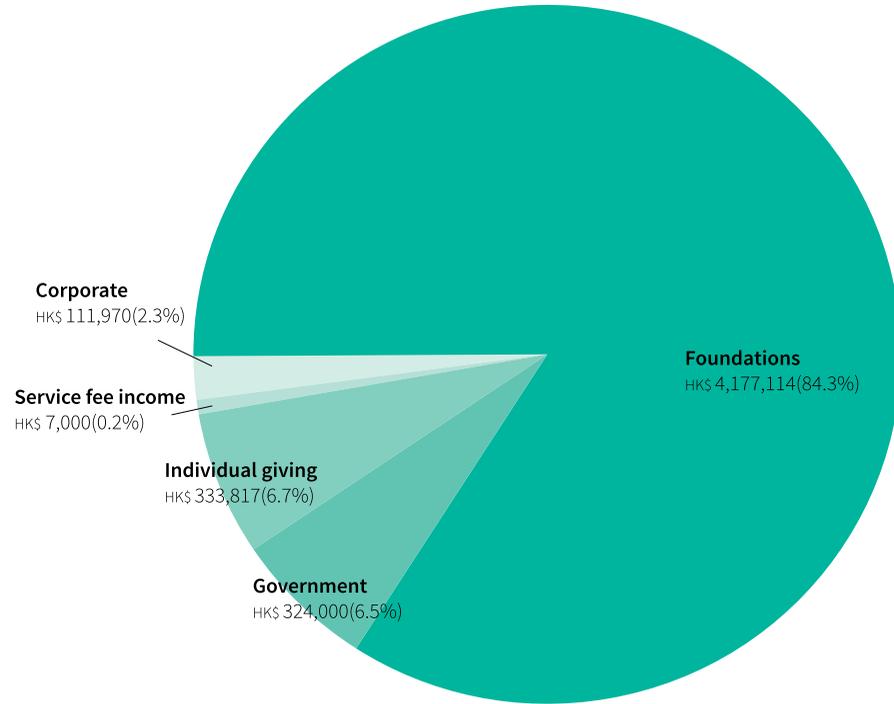
All in all, this past year has taught me that in situations where it is easy to feel like you are out of your depth, breaking it down into more manageable increments can help you feel a sense of control and not lose yourself to panic. By building resilience and solidarity, we can surely thrive through obstacles and continue to drive social change in the city we live in.”

# Financial Report

Please visit [www.resolvehk.org/financial-statement](http://www.resolvehk.org/financial-statement) or scan the QR code to read our full 2020 Financial Statement.

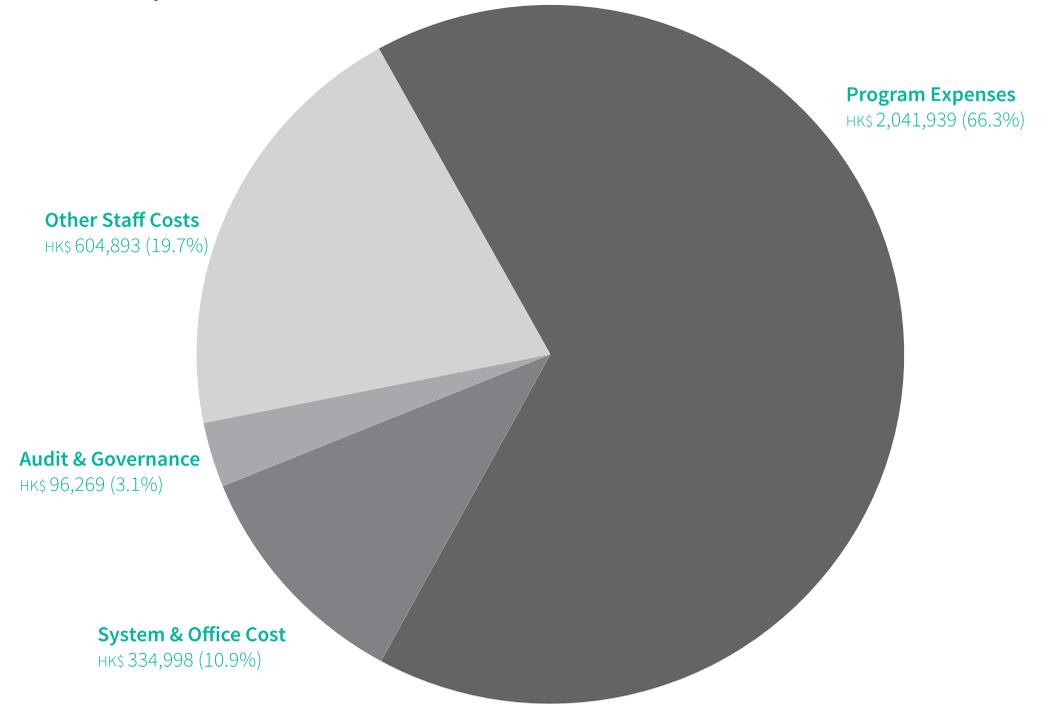


## 2020 Income



**Total Income** HK\$ 4,953,901 (100%)

## 2020 Expenses



**Total Expenditure** HK\$ 3,078,099 (100%)

# ACKNOWLEDGEMENTS

We express our heartfelt gratitude to everyone who helped us grow and support our fellows to shine. Whether you were an individual giver, a funder, an organization partner, a guest speaker or a volunteer, thank you very much for your support and trust in 2020!

## Funders

American Women's Association  
Firetree Trust  
RS Group  
The Hong Kong Club Foundation  
The Swire Group Charitable Trust  
WYNG Foundation

## Resolvers - Monthly Donors

### #InItTogether Campaign Donors

## 2020 Fellowship Advisors

Ajmal Samuel  
Clayton Lo  
Fung Wai Ying Emily  
Faride B. Shroff  
Kelley Loper  
Simon T M Ng  
Wing Yick

## 2020 Fellowship Mentors

Alicia Lui  
Arnold Chan  
Brenda Alegre  
Cheryl Wilson  
Christine Cheong  
Cruzanne Macalligan



## ACKNOWLEDGEMENTS

Gregory March

Jeff Rotmeyer

Karen Koh

Karina Calver

Leonie Kelly-Farley

Lilian Li

Lindsay Ernst

Myriam Bartu

Noreen Mir

Phyllis Cheung

Dr. Rico Chan

Stella Fong

Steve Lo

Tegan Smyth

### 2018 Fellows

### 2019 Fellows

### Interns and Volunteers

Aarohi Narain

Asha Patel

Annissa Suen

Chloe Ching

Christy Cheung

Clara Hopkins

Demi Herder

Hoiching Leung

Jacqueline Choi

Joan Mwangi

Joy Lee

Joyce Chan

Sally Chen Tzu Chun

Scarlet Wong

Stephanie Keung

Vanessa Leung

### Fundraising Committee

Andrea Roth

Ding Chen

Peter Williams

Tze-wei Ng

### Individuals

Angie Chan

Chloe Martin

Comma Leung

Elger Isaac

Elson Ong

Emily Fung

Emily Woodward

Fanny Lee

Fernando Cheung

Gary Tong

Gwen Faure

Irene Tsang

Jeffery Andrews

Judy Kan

Karen Kong

Kit Chen

Lucinda Pike

Manyee Siu

Marissa Reyes

Beckmann

Matthew Gollup

Nath Sudswong

Phoebe So

Puja Kupai

Rabi Yim

Raymond Yang

Shivani Chadha

Stephanie Wong

Sue Toomey

Timmy Ho

Yolanda Sun

### Groups and Organization

Asian Charity Services

Banyan Workspace

Bridge the Gap HK

CIVICUS

Credit Suisse

Edelman

Equal Opportunities

Commission

Ernst & Young

Facebook

Faculty of Social Sciences,

The University of Hong Kong

FELIZ Consulting

Foundation for Shared  
Impact

Freshfields Bruckhaus

Deringer

FringeBacker

Generation T Asia

HandsOn Hong Kong

Hong Kong Council of  
Social Service

#impact Podcast

JC Legal

Just Cause Asia

Linklaters

LUSH Asia

Lynk Global

Macquarie Group

Mind Hong Kong

NGO Taskforce of

Women Leaders

Operation Santa Claus

Peace Generation

PricewaterhouseCoopers

PILnet (Public Interest  
Law Network)

ReThink Hong Kong

SENsational Foundation

Skadden, Arps, Slate,  
Meagher & Flom

Spirit of Hong Kong Awards

Tai Kwun Contemporary

The Marketing Store, Hong Kong

UBS

William Po & Co

# WHY DOES YOUR SUPPORT MATTER?

*“It is very inspiring to see the willingness of the Resolve community to learn from each other and grow as community members and leaders. Resolve is all about empowering people. Despite the difficult societal issues we face, everyone at Resolve, from the fellows and workshop partners to the volunteers and staff, gets energized and encouraged to make a difference. That’s why I support Resolve by making monthly donations.”*



**Hajin Park, Resolver (monthly donor) since 2019**

If you believe in empowerment and the power of community like Hajin, please join her and many visionary donors to start your Resolver journey today. Your donation will empower emerging leaders from different marginalized communities to attend the Fellowship for free, and get the access to the network and resources to serve their communities. Visit <https://www.resolvehk.org/> donate or scan the QR to show your support now!



# About Resolve Foundation

Resolve is a local NGO providing an empowering and supportive platform to unite and amplify the voices of marginalized and underrepresented groups to make Hong Kong more inclusive for all. Our mission is to inspire, empower and connect emerging leaders to bring about inclusive social change. We run an annual Social Justice Fellowship that has supported over 50 community leaders since 2017.

## Contact us

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