

RETHINK
foundation

RETHINK FOUNDATION

IMPACT REPORT
2024 - 2025



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About the ReThink Foundation

RETHINK
foundation



The ReThink Foundation is on a mission to accelerate positive social and environmental change in Hong Kong by empowering NGOs to collaborate. Through fostering partnerships and providing focused funding, capacity-building, and engagement, we enable NGOs to join forces, amplify their collective impact, and drive sustainable community progress.

The ReThink Foundation was born from the desire to go beyond the ReThink HK event - to create lasting social impact by supporting Hong Kong's NGO community in meaningful, transformative ways. The ReThink Foundation funds impact projects that bring together two or more NGOs in partnership, fostering collaboration that drives greater social good.

We believe partnerships are the key to unlocking new possibilities for social change. By uniting diverse organisations, resources, and expertise, we multiply impact. We are striving to achieve **Sustainable Development Goal 17 (SDG): Partnerships for the Goals**.



ReThink HK is Hong Kong's most ambitious and well-attended B2B conference for sustainable development. Bringing together experts from all industries, our flagship event employs cross-sector, private and public collaboration to accelerate sustainable development in Hong Kong, and beyond. It serves as a platform for organisations to align sustainable business practices at every stage of their value chain, showcasing innovative solutions to accelerate sustainability transformation.

All proceeds generated from delegate pass sales for ReThink HK fund The ReThink Foundation impact projects, providing a funding, capacity building, and engagement programme for organisations.

As an ESNB Asia-Pacific Green Deal Green Badge recipient, ReThink HK continues to champion ESG best practices across sectors.

#OnlyWayForward

Vision and Mission

Mission Statements for the **ReThink Foundation**

- **Empowering Hong Kong's NGOs** through a hub of funding, capacity-building, and support to drive sustainable impact.
- **Driving sustainable change** by fostering collaborative partnerships that amplify social and environmental progress.
- **Uplifting the local community** by channeling all ReThink HK delegate proceeds to support impactful social and environmental initiatives.

Core Values of the **ReThink Foundation**

- **Collaboration:** We strongly believe in the power of partnerships to unlock new possibilities for social change.
- **Innovative Spirit:** As pioneers, we embrace creativity and continuous improvement to find novel solutions to pressing social challenges.
- **Educational Leadership:** We are committed to raising awareness and leading by example in our framework for leveraging collaborative partnerships to accelerate sustainable development.

Letter from the Executive Director



As the Executive Director of The ReThink Foundation, it is with immense pride and gratitude that I present to you our second ReThink Foundation Impact Report. Since our inaugural cohort, The ReThink Foundation has grown both in reach and impact, and this past year marked a significant milestone as we successfully supported our second cohort of transformative projects. It has been truly inspiring to witness these initiatives flourish with our support, and to see the tangible difference they are making across Hong Kong's social and environmental landscape.

We are now preparing to host the 6th edition of ReThink HK, a testament to the ongoing momentum and shared dedication of our community. At the same time, we are thrilled to announce that we have already selected our third cohort and are looking forward to opening applications for our fourth cohort early next year. Our mission remains steadfast: to accelerate positive social and environmental change in Hong Kong by empowering NGOs to collaborate.

By harnessing the collective strengths of our diverse partners and stakeholders, we continue to amplify our impact and drive meaningful, sustainable progress in Hong Kong. The proceeds from delegate pass sales at ReThink HK directly fuel these efforts, allowing us to build capacity, fund these critical projects, and foster greater engagement across the ecosystem.

As we look ahead, I am filled with optimism and excitement about the opportunities that await. Together, we are creating a culture of innovation, inclusion, and shared purpose that will propel us toward a better future for all. Thank you for your continued support and belief in our work—it is your partnership that empowers us to create lasting change.

With deep appreciation.

Chris Brown

Executive Director

The ReThink Foundation






Advisory Board

The ReThink Foundation's advisory board plays a vital role in our mission, bringing together experts from diverse sectors. This diversity enriches the Foundation's strategic direction, enhances decision-making, and ensures that initiatives are relevant to the communities served. By incorporating a wide range of perspectives, the advisory board helps the Foundation to better understand and advocate for the needs of underrepresented groups, ultimately increasing its credibility and impact.

We would like to express our sincere gratitude for the time each advisory board member has set aside to contribute to the ReThink Foundation. Thank you for bringing your valuable expertise.



ReThink Foundation

Advisory Board 2024 – 2025



Mark Harper

Group Head of Sustainability
Swire Pacific

Mark leads Swire's global sustainability strategy with nearly 20 years of experience in ESG disclosure and corporate sustainability.

Christy Kan

TV News Reporter
Now TV News Hong Kong

Christy's reports focus on politics, climate, and social issues, and she has extensive experience covering community stories and human rights across multiple media platforms.



Kalmond Ma

Director for Hong Kong Social Impact and Innovation Initiatives

**Rustandy Center, University of Chicago
Booth School of Business**

Kalmond has over 20 years of experience in CSR, community mobilisation, and philanthropic leadership across Asia.





Paul McComb

Executive Director

British Chamber of Commerce in Hong Kong

A former Director of UK Exports at the UK Department for International Trade, where he led major trade initiatives to support UK exporters and enhance UK-Hong Kong collaboration.

Chelsea Perino

*Managing Director
Global Marketing & Communications*
The Executive Centre

At The Executive Centre, Chelsea built both the marketing department and full brand strategy from scratch.



Kiri Sinclair

Founder and CEO
Sinclair

Sinclair is a leading Asia Pacific communications agency. Kiri is recognised for her expertise in brand building and crisis communications.

"Serving on the ReThink Foundation's advisory board has been an incredibly rewarding experience. Collaborating with such a passionate and dedicated group of people has deepened my understanding of what "making impact" really means, and the power of collective action."



Chelsea Perino



"The ReThink Foundation is an excellent model of partnership-driven social impact. It is an honour to serve on the advisory board and witness the unique, changemaking ideas that have been born of this endeavour brought to life. The Foundation's ethos of collaboration is realised through new NGO partnerships that create powerful solutions to social issues, demonstrating that by working together, the results are always exponentially beneficial. In its short time, the Foundation has achieved remarkable success, much more than I could have imagined possible."

Kiri Sinclair

A decorative graphic in the bottom right corner consisting of several overlapping geometric shapes in shades of blue and white, creating a modern, abstract design.

“Serving on the Advisory Board of the ReThink Foundation since its inception has been a truly humbling experience. It’s been a privilege to collaborate with fellow board members and the dedicated Foundation team, all united by a shared commitment to advancing social impact through strategic partnerships. One of the most meaningful aspects of my role has been reviewing funding applications from social purpose organisations - an opportunity to witness firsthand the innovation and passion driving Hong Kong’s NGO sector”



Kalmond Ma



The impact of our collective efforts is profound. From empowering underserved communities to driving systemic change, The ReThink Foundation is a catalyst for meaningful transformation. By amplifying the voices of grassroots organisations, we are building a more equitable and sustainable future. I especially love that one of the requirements for entry is the collaboration between two organisations. Having individual purposes that drive us, and our organisations is important, but if we unify and find common goals, our impact is exponentially amplified.”

Chelsea Perino

Partners in IMPACT

At The ReThink Foundation, our journey towards creating meaningful social change has been profoundly enriched and enabled by our dedicated partners. Their expertise, resources, and unwavering commitment have been pivotal in our mission to foster sustainable social innovation and empower communities. Thank you to these organisations and individuals for their vital contributions and belief in our mission.

HandsOn Hong Kong



Special thanks goes to....

Catherine Tong and Bixian Lin from HandsOn Hong Kong for their unwavering support. Hands On is a close partner who shares the Foundation's vision to support and empower the non-profit sector to thrive. Their mission is to empower every individual in Hong Kong to volunteer and for no charity to serve alone. HandsOn shares their expertise to our community on how to partner with another NGO and successfully collaborate on impact projects. Their dedication has not only strengthened the fabric of our community but has also been a cornerstone of our efforts to drive collective impact.



Capacity Building

In our commitment to nurturing resilient and effective NGOs, The ReThink Foundation recognises that financial support, while crucial, is not sufficient to ensure the long-term success and impact of these vital entities. Equally important is the provision of capacity building programs that empower NGO staff with the skills, knowledge, and tools necessary to maximise their effectiveness and sustainability.

Capacity building programs go beyond financial aid to address the foundational aspects of organisational development and effectiveness. By strengthening the capabilities of NGO leaders and teams, these programs enable organisations to better manage resources, implement projects, and achieve their mission. This holistic approach ensures that NGOs are not just supported but are also more adaptable, innovative, and impactful in their operations.

ReThink Foundation's 2024 Cohort Joins The D. H. Chen Foundation's Project Fire Fellowship

This year, The ReThink Foundation proudly joined forces with The D. H. Chen Foundation, Chow Tai Fook Charity Foundation, and The Hong Kong Club Foundation to participate in Project Fire — an innovative eight-month Fellowship aimed at fostering greater collaboration, trust, and sustainable growth within Hong Kong's social good sector.



Evolving from the successful Project Fuel program, Project Fire brought together 16 small nonprofits alongside four philanthropic partners and alumni peer facilitators to build a “24-as-1” community dedicated to co-learning and mutual support. Through over 40 hours of reflective sessions on organisational development, self-care, and staff wellness, the Fellowship fostered a deeply trusting and open environment that transcends traditional funder-grantee roles.

Mission



Trust and Respect



Openness &
Collaboration



Long-Term
Organisational
Development



Individual &
Staff Wellbeing

The mission of Project Fire is clear: to transform nonprofit-funder relationships by cultivating trust and respect; to foster genuine openness and collaboration across organisations; to support long-term organisational development for resilience; and to prioritise individual and staff wellbeing as fundamental to sustainable impact.

The ReThink Foundation's 2024 cohort has embraced this journey of transformation, contributing actively to a culture of shared learning and co-creation that strengthens Hong Kong's social innovation ecosystem.

We invite you to watch the [Project Fire Impact Video](#) to hear reflections from participating Fellows and explore the [Impact Showcase](#) that highlights key insights from this groundbreaking programme.

As we continue this partnership, we remain committed to the values of trust, respect, and openness, and to "Fuelling Collaboration Through Radiating Trust" that drives tangible, lasting social impact.

"We are thankful for the opportunity to join Project Fire, through which we were able to meet many friends in the industry and forge new partnerships. The opportunity has been a great positive to the further development of our organisation and we would like to thank you for it."

Agent of Change





2024-2025

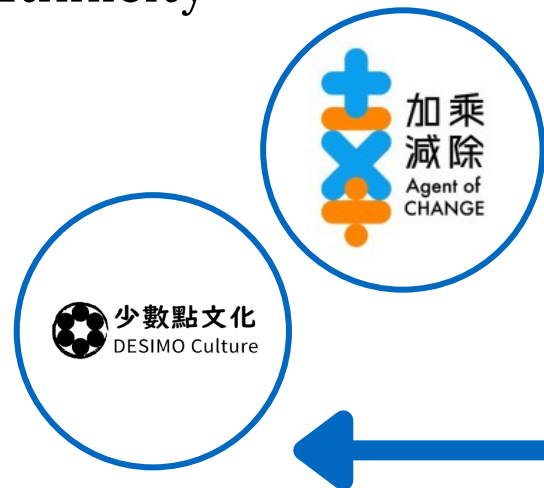
ReThink Foundation Projects



Project BRIDGE

Being a Responsible Information Distributor for Groups of Ethnicity

Agent of Change Foundation Limited (AOCF) is a Hong Kong-based charity committed to driving social change for a more equitable and resilient Hong Kong through the power of individuals. Our projects are driven by innovation and include school and community programmes, serving grassroots families and elders, mentally or ethnically diverse, and students. Let's decentralise social change together – we are all Agents of Change.



Vision Statement

"Being a Responsible Information Distributor for Groups of Ethnicity"

Mission & Objectives



Mission

To create a more inclusive society by training ethnic minority ambassadors to become reliable conduits of information within their communities, while also fostering cultural understanding among service providers.



Objectives

To empower ethnic minority (EM) individuals in Hong Kong by equipping them with the essential knowledge and resources needed to access vital social services.

Objectives



To build the capacity of EM individuals to navigate and access social services.



To foster cross-cultural understanding between service providers and EM communities.



To build a sustainable network of community service ambassadors who continue to support their peers' post-program.



Identify the Needs

Ethnic minorities in Hong Kong often lack awareness of available public and nonprofit services due to language barriers, social isolation, and limited outreach. Simultaneously, service providers struggle to connect with these communities due to cultural gaps and communication challenges. The result is a persistent cycle of exclusion, misinformation, and underutilisation of services.

Implementation Outcome & Learnings

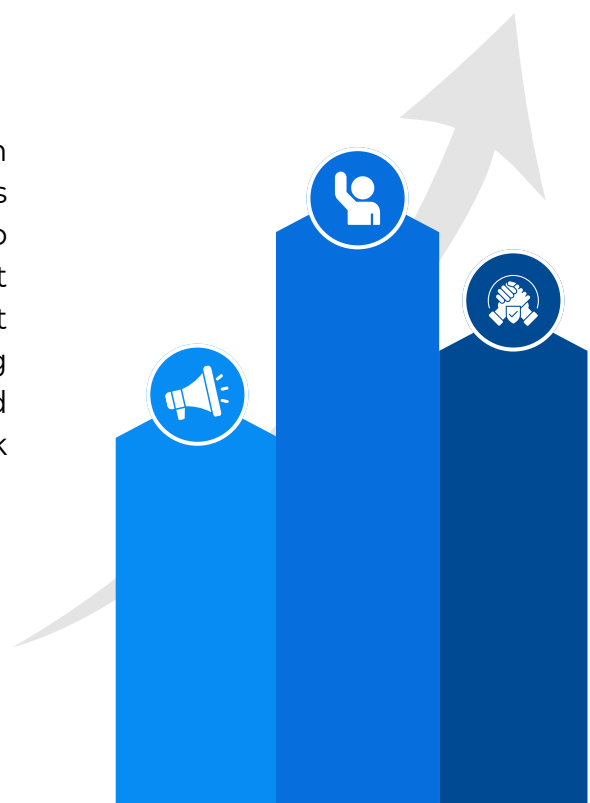


The program exceeded expectations in participant recruitment and engagement, successfully creating a committed community of social service ambassadors ready to support and uplift their peers.

Key Results

There is a substantial increase in awareness of available social services among ethnic minorities, high workshop attendance, and strengthened trust within the community. The project demonstrated the power of tailoring programs to real needs and underscored the importance of thorough groundwork to understand the target group deeply.

Beyond the initial scope, the project extended to healthcare topics through a new collaboration with Red Cross Hong Kong, reflecting the program's effectiveness and adaptability.



IMPACT

On Our Partners

Remarkable Outcomes

Ethnic minority participants gained vital knowledge empowering them to navigate and share social service information, increasing community resilience. Service providers improved their cultural understanding and engagement strategies, facilitating more effective and respectful interactions. The broader ethnic minority community benefits from improved access to resources, which can prevent adverse outcomes and foster sustainable social inclusion.

51

Participants trained as EM social service or health ambassadors

1000+

individuals outreached through ambassador networks

8+

Workshops conducted across core service topics

An inspiring story from the program highlights the commitment of several participants who are caregivers. Five of these social service ambassadors brought their children to class throughout the sessions, underscoring their dedication to the project despite the demands of caregiving. Their participation served as a reminder of the diverse and multifaceted needs within the ethnic minority community. This experience emphasised the importance of designing future programs with flexibility and support to accommodate caregivers and their unique circumstances.

Testimonials

“

I never knew so many resources existed. Now I can help others find them too.

*Ethnic minority
social service ambassadors*

“

This experience has opened my eyes to the power of community support.

*Ethnic minority
social service ambassadors*

“

I'm proud to represent my culture and help bridge gaps in service.

*Ethnic minority
social service ambassadors*

“

This experience has opened my eyes to the power of community support

*Ethnic minority
social service ambassadors*

“

Working with ambassadors has reshaped how we think about service delivery

Social service providers

“

Working with ambassadors has enriched our understanding of the challenges faced by ethnic minorities

Social service providers

Sustained Impact & Learnings

Connection

A community WhatsApp group continues to support knowledge exchange.



Empowerment

This foundation enables ongoing empowerment and connection beyond the project's duration.

EM ambassadors now serve as connectors in their neighbourhoods.



Expansion

Service providers initiated new outreach tactics based on cultural insights gained.



Future Vision

The success of Project BRIDGE affirms the value of grassroots empowerment. It served as a powerful validation of their core mission to inspire, build up, and empower Agents of Change within the community. The project reaffirmed the belief that everyone has something valuable to contribute—whether as an ethnic minority community member, a small shop owner, or a frontline nonprofit worker. The Agent of Change Foundation plans to scale the initiative across more geographic clusters in Hong Kong and deepen provider training for long-term systems change that actively engage everyday people, fostering wider community involvement and empowerment.

Beyond Beneficiaries

Transforming Migrant Domestic Workers to Impact Partners

HELP for Domestic Workers is a Hong Kong-based charity. HELP's mission is to empower migrant domestic workers in Hong Kong to access their rights through education, advice, community and employer engagement.



Amplify Consulting is a Hong Kong-based consultancy working with nonprofits, for profits, and individuals to amplify voices, strengthen capabilities and enhance social impact.

Vision Statement

*"Empowering Migrant Domestic Workers to Lead from Within:
A Participatory Path to Equity."*

Mission & Objectives



Backstory of This Project

To address the disconnect between the needs of migrant domestic workers (MDWs) and existing services by adopting a participatory, community-led approach to program design.

It sought to empower MDWs by harnessing and strengthening their existing peer network structures and enabling them to take on leadership roles to bridge resources and services from multiple providers.

The Challenge

MDWs are vital to Hong Kong's economy and households but face systemic exclusion, exploitation, and limited support. They face considerable barriers in accessing their rights and support amid complex bureaucracies. Despite strong peer networks, these networks may sometimes circulate unverified information risking workers' entitlements and wellbeing.



This project uniquely emphasised community participation in program design, shifting power dynamics by centering MDW voices rather than traditional top-down NGO models. By fostering ownership and collaboration within the community, the project aimed to create relevant, culturally informed interventions and improve access to resources and services. The project sought to build capacity within these networks to create credible, actionable resources from the ground up.

Implementation



STEP 1

Comprehensive Community Needs assessment

Conducted an online survey yielding 382 responses, focus group discussions, and nine community meetings to explore challenges, NGO experiences, and leadership perceptions.



STEP 2

Partnered Two co-design workshops with the community

Partnered with 16 MDWs to collaboratively identify key issues and develop solutions. The final selected initiative was the creation of an 'MDW-led Leadership Network' to better respond to urgent crises through enhanced resources and stakeholder engagement.



STEP 3

Feedback Sessions

Conducted two feedback sessions to refine the initiative's details with community partners, replacing the initially planned leadership training pilot sessions.



STEP 4

Final Report

Prepared a comprehensive final report on learnings from employing a community-led participatory approach

A Simple Digest ← TO OUR IMPACT

Community Needs Assessments



Co-Design Workshops



Testimonials



“

Participating in the co-design workshop was truly transformative.

From the moment we gathered, the atmosphere was charged with creativity and openness. At the first brainstorm, everyone was encouraged to share ideas... inclusivity fostered a sense of trust and collaboration.”

Cherelyn
Filipino

“

My confidence really boosted. I opened up because there is no right or wrong here.

Every opinion matters, as long as what you want to say is expressed, you should feel free to share it

Conception
Filipino

Impact



Outcomes

Participants evaluated their perceptions of voice, participation, and leadership before and after the co-design workshops. Post-workshop feedback reflected increased feelings of being valued, recognised as equal partners with NGOs, and better equipped with tools and knowledge for community leadership. Specific leadership abilities such as setting goals, sharing resources, effective communication, collaboration, and decision-making were also reported to have improved.

An important finding was the misconception within the community between traditional community consultation (surveys, focus groups) and true community-led co-design initiatives. Many participants initially lacked experience with co-design approaches, which shaped their pre-workshop survey responses; clarity and understanding improved as they engaged in the workshops.



Key learnings from the community needs assessment included a strong call for improved downward accountability from NGOs and researchers, highlighting frustration with the lack of feedback and partnership in service design. While MDW community leadership initiatives provide critical frontline support, they face challenges in securing funding and recognition, underscoring the value of participatory approaches that genuinely include community voices.

Future Vision

Looking ahead, HELP aims to disseminate project learnings through an in-person event to reimagine nonprofit program design based on community-led principles, advocating for shifts in funding to support sustained participatory approaches. The co-designed MDW-led Leadership Network initiative will be implemented with continued community involvement, fostering a culture of active volunteerism and community contribution. It will act as a central hub for crisis response and resource-sharing, improve NGO-MDW collaboration and serve as a replicable model for participatory program development across other underserved groups.



Co-Creation in ACTION

“



“I had the privilege of representing the Foundation in a panel discussion during the launch of HELP’s report, Co-Creation in Action.

It was a powerful moment that underscored the importance of participatory design and community-led approaches. Seeing migrant domestic workers take the lead in shaping solutions that affect their lives was a vivid reminder that true impact comes from listening, co-creating, and building trust across all stakeholders.”

Kalmond Ma
Advisory Board Member

HELP for Domestic Workers and Amplify Consulting marked the launch of their report *Co-Creation in Action: Reflections from Designing with the Migrant Domestic Worker Community in Hong Kong* by hosting a powerful discussion on the importance of inclusive dialogue and community-led design in social impact work. Panellists, including Lorna Sianen Pagaduan, Kalmond Ma, Zamira Monteiro, and Manisha Wijesinghe, shared candid reflections on their collaborative journey, highlighting both successes and challenges in fostering meaningful partnerships with the migrant domestic worker community. This inspiring initiative truly exemplifies the power of placing community voices at the centre to create more impactful and dignified programmes. To learn more, we encourage you to read the full report here: [Co-Creation in Action Report](#).

DGen: Impact Novice Programme

Advancing Youth's Future.
Developing Better Generations.

Asia Pacific Youth Development Foundation (AYF) is dedicated to advancing youth's future by connecting, inspiring and elevating young people in Hong Kong and beyond. Over the years, they have trained 500+ students and fostered collaborations among youth of diverse backgrounds, co-creating local and regional advancement opportunities.

D-Generation (DGen) is a talent development initiative dedicated to supporting local youth during their school-to-work transition.



Vision Statement

*Developing
Better Generations:
Empowering youth for
impactful transitions*

Mission & Objectives



Mission

To bridge the opportunity gap and reduce educational inequality and the opportunity gap for underprivileged youth by providing access to career development, networks, and hands-on experiences typically less available to those from lower socio-economic backgrounds



Objectives

Equipping young people with essential workspace communication skills and portfolio development, reducing barriers to social mobility, while collaborating with impact organisations to advance sustainability solutions.

Implementation

DGen operates as a talent development initiative supporting youth in their school-to-work transitions through a multifaceted model embracing co-learning experiences, capacity building, and action learning projects.



Key operational elements included onboarding and targeted trainings, community placements for real-life experience, structured reflection reviews and advancement opportunities such as nomination for other leadership initiatives and access to international youth development networks.

The programme is curated with reference to the international prevailing training model Inner Development Goals (IDGs). The IDGs framework is a comprehensive framework with 5 dimensions and 23 skills and qualities for career and personal development - offering students hands-on placements with impact organisations alongside dedicated mentorship and tailored skills training and dedicated coaching and advancement opportunities.



Impact

Student feedback highlighted the program's transformative effect, mentioning increased workplace readiness, enhanced self-identity awareness, intercultural respect, and broadening of social horizons.

A pre- and post-program survey system was implemented to assess improvements in students' workplace skills and confidence, complemented by evaluations from program partners on satisfaction and delivery. External evaluators were engaged to refine and enhance the impact measurement framework, adding rigor to the program's outcomes assessment.

96 Participants

The cohort attracted 96 student applications from diverse backgrounds; 40 were selected to participate, with 30 completing the full program.

1,500 Hours

Students collectively contributed approximately 1,500 community service hours through placements supporting social impact initiatives.

Activities

Five skills training workshops and two networking events were held to enhance student capabilities and facilitate professional connections.

9 Partnerships

Nine partnerships with community placement organisations were established, extending the programme's reach and impact.

A Simple Digest TO OUR IMPACT



Applications

96



Onboarded

40



Completed

30

1500+

total community service
hours contributed



Community placement
partners



Community skills workshops



Networking Events

9

5

2

Empowering youth to shine with courage, empathy, and wisdom.

Empowering youth to shine with courage, empathy, and wisdom. Discover how DGen HK empowers young people to grow with courage, empathy, and wisdom. This video gently captures moments from their journey—where learning, teamwork, and real-life community impact help youth find their voice and build confidence:

<https://youtu.be/o4NvrXwInDA>

Testimonials

“

"This programme didn't just give me work experience. It helped me understand who I am and how I can grow."

“

Maintaining curiosity is something I learned from DGen — it has changed how I approach every challenge."



The next phase will expand DGen into a regional social impact challenge—integrating hands-on case studies with community placements—to offer youth across Hong Kong and beyond more meaningful and engaging opportunities to learn, grow, and create positive change through real-world experience.

Looking to the Future: The ReThink Foundation



As we celebrate the remarkable achievements of our second cohort, The ReThink Foundation is filled with gratitude for the progress we have made together. Supporting the next generation of changemakers continues to reaffirm our belief in the power of partnerships to unlock greater social and environmental impact in Hong Kong.



Looking ahead with great excitement, we are thrilled to have already selected our third cohort, and we eagerly anticipate sharing their journeys and successes in the months to come. In addition, we will be opening applications for our fourth cohort early in 2026, welcoming even more organisations to join our growing community of collaboration, learning, and collective impact.

This coming year will also see the launch of new partnerships that will broaden our capacity-building initiatives and strengthen support for NGOs across the region. These collaborations will enable us to deepen our commitment to empowering organisations with the resources, skills, and networks they need to thrive.

At the heart of The ReThink Foundation's mission lies a continued dedication to fostering a vibrant ecosystem where NGOs can come together, share knowledge, and amplify their impact through partnership. As we embark on this exciting next chapter, we remain inspired by what we can accomplish together and thankful for the unwavering support from our community.

Thank you for being an essential part of The ReThink Foundation's journey – together, we are rethinking the future of social impact.

The impact of our collective efforts at the ReThink Foundation is far greater than the sum of its parts. It's shaped by the inspiration and dedication of every stakeholder involved, from NGOs and their partners to the Foundation team and all who contribute quietly behind the scenes. What continues to move me is the sense of community we are cultivating, where collaboration fuels momentum and shared purpose drives progress. I feel fortunate to play a small part in a model that not only empowers NGOs but also redefines how we collectively create social value



Kalmond Ma
Advisory Board Member