

**2020-
2021**

**AGENT
OF
CHANGE
FOUNDATION**



Annual Report

Charitable institution: 91/14118





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FOREWORD

The year of 2021 was a year of change and turbulence for both our society and our organization. A combination of the COVID-19 pandemic and the simple fact that we are entering the sixth year of being meant that it was both a challenge and opportunity for Agent of Change Foundation to review and reimagine how we will move on as an organization in the sector we operate in.



Agent of Change Foundation has ventured into many public education and school programs, which the prolonged raging-on of the pandemic brought them to an unfortunate halt, but we were able to go back to our roots as an organization founded on the simple mandate of providing support through supplies and “delivering the goods.” We mobilized our network and resources to procure and share precious medical supplies that came to be an essential part of Hong Kong people’s everyday lives (which we continued to do to-date). However, it was also a moment when we reflected and contemplated what the people actually needed and what should the overused term “community” really constitute - how supplies should be distributed and people be supported, how a strong, vibrant community should look like in the future, and how we should play a role amidst all these.





The other effects of the pandemic were a hampering of mental well-being due to continuous social distancing and restrictions on everyday activities, and a surge in digital activities for work and leisure - and we saw a society struggling to be well, both to themselves mentally and to each other virtually. This gave us extra confidence and fresh impetus to continue our projects in the fields of art therapy and digital literacy.

These external changes forced us to look internally about how we needed to set up our organization to embrace and leverage opportunities presented to us, and best respond to the needs of those we aim to serve. Financial and workforce stability emerged as key areas to focus on. As we aim at exploring bigger scale projects and longer-term partnerships with various organizations, we look to raise our levels of governance and project excellence to prepare for the next phase of our development.

In a year that is so much characterized by change in all angles and at all levels, it has not been easy for Agent of Change Foundation in many ways, but as our name suggests, as an organization we challenged ourselves to not just embrace change, but to thrive, through and amidst changes. We took 2021 to rethink our foot forward and have clear ideas on areas of exploration and strengthening, and we look forward to showing our new and better self in 2022.

SECTION I - ORGANIZATION

Mission and Objective

As our projects and purview have evolved beyond simple poverty alleviation, we have updated our mission and objective to the following to reflect this broadened scope:

“Change within. Change around.

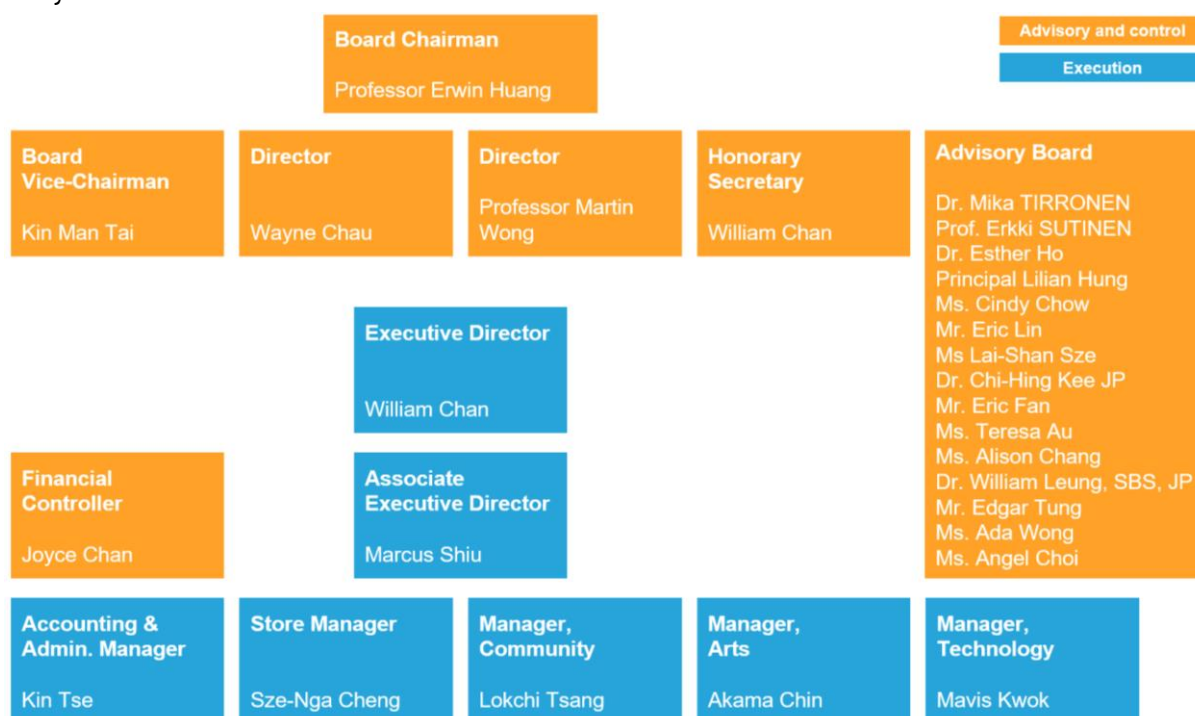
Agent of Change Foundation believes in the power of co-creating with our beneficiaries, value-driven, relation-based products and services, with the assistance of social technology and cross-sector partnerships. We endeavor to transform lives of individuals, empower them to be the change and foster better well-being through tangible and intangible assets.”

Structure and Governance

The structure of Agent of Change Foundation remained unchanged throughout the year, with the board of directors providing governance and oversight of the operation of the organization; an executive team for daily operations and administrative purposes, as well as being the main driver of the organization’s direction; and an advisory committee as advisors and consultants based on specific needs of the organization and/or her projects.

Members to our board of directors and advisory committee remained unchanged throughout the year.

Professor Erwin Huang succeeded Mr. Wayne Chau as the chairman of the board. Mr. Wayne Chau will stay on as a member of the board.



Human Resources and Management

Restructuring and strategic hires

Natural movement together with a restructuring effort saw a reorganization of the executive team, with the hiring of a Head of Strategy and Development, focused on spear-heading organizational transformation and new project development, and two new project managers, one experienced in volunteering and community building, and the other with a strong performance arts background. The above three are included into the management team of Agent of Change Foundation, making the team a total of five members with an average age of 30.8 years old.



Participation in JC PROcruit C

JC PROcruit C, inaugurated in 2021, is a one-year professional trainee program created and funded by The Hong Kong Jockey Club Charities Trust. Agent of Change Foundation participated in its first edition and had six trainees with diverse backgrounds and training joining us mid-year. They are each put into project teams under the supervision and guidance of a manager.

Weekly management meeting

A weekly cadence was established for the management team to meet, share, discuss and decide on important operational matters, as well as an opportunity for sharing and learning to promote a culture of learning and knowledge-based operations.

Bi-weekly all-hands meeting

As the organization's scope of projects became increasingly diverse, and also in the spirit of inclusion and transparency, we put in place an all-hands meeting with all Agent of Change Foundation staff on a bi-weekly basis. The meeting is chaired by managers with associates as meeting secretaries on rotation as training opportunities.



SECTION II - PROJECTS

“Never Too Late” VR Education program on Climate Change

Project period: November 2020 to October 2022

“Never Too Late” is a program aimed at bringing climate change to life through the use of virtual reality technology.

The project hypothesizes that a possible obstacle to a wider adoption of environmental-friendly practices is because climate change remains a relatively distant, and therefore mild issue to Hong Kongers. It is therefore our belief that as our target audience are able to take a step closer and “feel” climate change, the impact and dire consequences of global warming and human activities become apparent, and therefore drive real behavior change.



The project includes two components: school visits with VR experiential sessions, and a public-facing component, where we leverage the attraction and staying power of coffee shops and transform them into mini exhibition sites for our global warming message.



Feed Your Heart

Project period: January 2021 to December 2021



“Feed Your Heart” was funded by The Hong Kong Jockey Club Community Sustainability Fund, is a project on promoting mental health in collaboration with partners such as Facebook, Dustykid, Dr. Siu Cultural Studio, Project Access and Hong Kong Association of Career Masters and Guidance Masters, to relieve junior second students’ pressure and provide supporting channels for their mental wellness, with a goal to help students re-build a fulfilling secondary life under COVID-19.



The project shared with students a series of useful tools so they can better express themselves during the time of pandemic, including a set of communicating cards to express emotions, a board game specifically designed to encourage communication and understanding between student players, movie and sharing sessions, online videos, and most special of them all, a “well-being vending machine,” which will dispense mental-health booster kits based on students’ response to a quick mental well-being survey. This proved to be an effective engagement touch point as well as provided a channel to collect data and keep a pulse on students’ mental status.

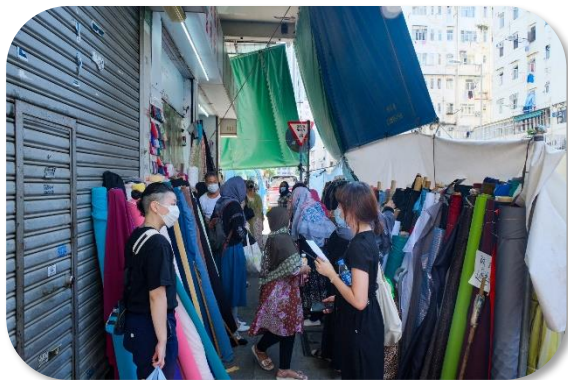
All in all, “Feed Your Heart” was a vibrant campaign that was experimental in its attempt to use various means and mediums to engage, support and understand students.



“Chat and Plan” Social Participation and Reconciliation Project

Project period: January 2021 to December 2023

This project adopts the “Community-Business-Art” collaboration model and targets residents in the Sham Shui Po district. By training up residents in the district to be “Community Guides”, the project aims to increase residents’ understanding of the district and to raise their concern on different social inclusion issues in the community. In the next stage, interracial participants will transform into “Community Changemakers”, searching and planning for solutions to enhance the understanding among residents with different ethnical backgrounds through forum theatres. Furthermore, the project tries to motivate different stakeholders in the community to construct a “Cross-sectional Community Collaboration Network”. By using their strengths, our goal is to create an inclusive and harmonious community.



We Think Digital

Project period: Launched in March 2021, on-going

We launched Meta's We Think Digital program in Hong Kong in March 2021 as a public education initiative around digital literacy. The goal is to empower the public to understand their privileges and obligations in the virtual space, developing responsible digital citizens and building a brighter, safer digital future.

While most see the technical and skills side of the digital age, for example various programming languages and hard skills, we see that the foundation of a vibrant and healthy digital age is contingent on generations of able and responsible netizens that can use all the digital tools available to them in a constructive and empathetic manner, hence calling for the importance of education on digital literacy.

We therefore believe digital literacy is not just about digital literacy “classes,” but a critical part of value education and character building that transcends walls between subjects.

Our main activities include capacity building amongst teachers and educators, awareness amongst students and public, collaboration with public-facing brands and establishments (for example coffee shops), thought-leadership efforts and policy advocacy.

We Think Digital will be an on-going program.



“Hey Zero” Anti-Bullying Forum Theatre School Tour

Project period: Launched in July 2021, on-going



“Hey Zero,” funded by Committee on the Promotion of Civic Education in 2021, is an on-going forum theatre project around anti-bullying at school, in particular, cyber-bullying, which is increasingly rampant yet more difficult to identify, trace and address due to its virtual nature. Each school visit comprises a theatre performance and a debriefing session by either counseling experts or specialists in online behavior to ensure the messages hit home with students.

Forum theatre is a theatre format that engages the audience in influencing and engaging with the performance as “spect-actors” (both spectators and actors). Through the interaction, the audience is immersed much deeper into the context, especially the conflicts, in the play, and challenges them to contemplate about the subject matter.

“Hey Zero” Anti-Bullying Forum Theatre School Tour will be an on-going program.



The Searchers! Searching for the Missing Soul of Teenagers through Arts

Project period: August 2021 to October 2022

“The Searchers!” is an empowerment-through-art program funded by the Coca-Cola Foundation, and supported by Form Society, Pinocchio communications, Central Market and an amazing ensemble of art therapists and artists.

The program, co-designed with art therapists, aimed at using art as a medium to help teenagers explore themselves and relieve stress through the expression of their inner voices and stories through art creation. We believe in the unlocking and discovering power of arts and that our teenagers have much to tell if we care to listen. We also designed escalating protocols for any high-risk case discovery during the process.

The program is planned to include artist training sessions, induction seminars, taster experience workshops, art-based empowerment workshops, in-school exhibitions, and a finale public exhibition.



VR for Good Challenge

Project period: October 2020 to May 2021

VR for Good Challenge is a Virtual Reality design competition jointly organized by Agent of Change Foundation, Meta and Cobo Foundation. The occasion aims at encouraging students to leverage their creativity in designing VR experiences in response to social and environmental issues, learning and using technology for good during the process.



“Good Story-Telling for Good Deeds” Walking Tour

Project period: December 2021

Aimed at sharing inspirations, this is Agent of Change Foundation’s first foray into content curation, where we curated a walking tour comprising two distinct exhibitions, one on online privacy by Facebook and the other on mental well-being by DustyKid, yet connecting the two is an emphasis on storytelling that transformed otherwise serious topics into two immersive experiences that ultimately should bring upon bigger impact - lessons we believe are worthy of sharing with our school partners and educators, whose work is about sharing serious topics on a daily basis.



The thinking behind this attempt is that Agent of Change Foundation, while making changes on our own, can and also should inspire and empower change. Through leveraging our network of good people and good practices, we hope to help make more good things happen.

Participation in the 55th Hong Kong Brands and Products Expo

Project period: December 2021

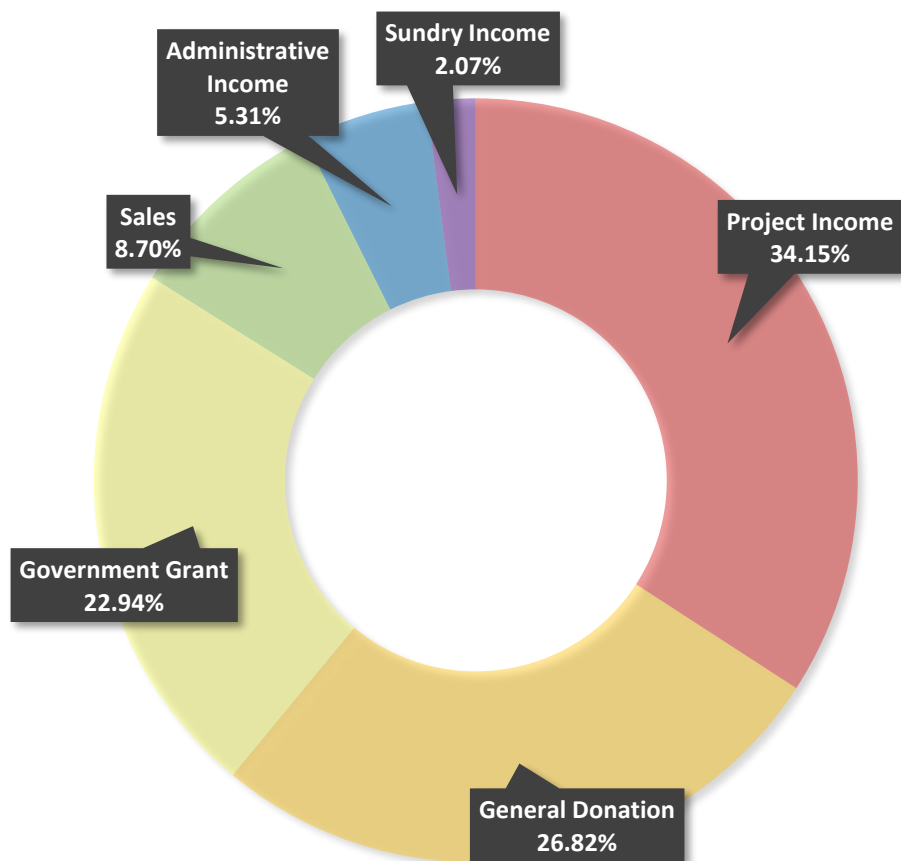
We participated in the 55th Hong Kong Brands and Products Expo, where we shared our own rice (得米) and cooking oil (加油) products, and selected products from partners with the public in our three-day cameo during the annual event. More importantly, we were able to tell our organization's story through products and let members of the public understand the mission of the organization.



SECTION III - FINANCIALS

Income

The organization's income for the year of 2021 was HKD5,311,579, a split of their sources as follows:



Expenditure

The organization's expenditure for the year of 2021 was HKD5,849,008.

Further Disclosure

For more information on our financial position, or to obtain a copy of our financial statements, please file a request by writing to info@agentofchange.hk

SECTION IV - PLANS FOR FUTURE DEVELOPMENT

If 2021 was about change and taking the opportunity to take a good look at ourselves, we look forward to the year of 2022 to be a year of reinvention and reorientation - in 2021, we were able to point at a few things we wanted to change, 2022 will be about getting them changed.

Consolidating Agent of Change and Agent of Change Foundation



Agent of Change and Agent of Change Foundation currently co-exists respectively as a social enterprise and a charity organization, with a shared board of directors and executive team. This creates inefficiencies in management and at times, a confusion on the public's end. We aim to consolidate and streamline where we can on the two entities.

Consolidating Our New Positioning and Focus

2021 was the year showing that as an organization, Agent of Change Foundation was able to be nimble and deliver in the field of public education, with multiple projects receiving compliments and partners such as schools and corporates showing strong interest in our offering.

In 2022, we intend to stay nimble and continue to drive social innovation and creativity in our programs. We expect to leverage our advantage of being a small and young team to connect and create maximum synergy with various partners in advancing social discussions and progressive projects.

We also expect to consolidate our organization focuses and build centers of excellence in our program design and execution.

A New Brand for a New Era

We will be renaming our organization in Chinese to 加減乘除基金 as a reflection of our new operating model. Our English name will remain as Agent of Change Foundation.



Need for Stronger Governance

In 2022 and onwards, we expect to enter into more partnerships and find ourselves in larger scale projects, which calls for a stronger and tighter governance on roles and responsibilities, potential conflicts of interests, and financial control and activities.

This move to stronger governance will be driven by the board of directors, and where appropriate, will call for additional expertise.

Striving for Project Excellence

As Agent of Change Foundation transits into a knowledge-based and impact-driven organization, we look to raise the bar from project design, service delivery and impact tracking.

For this purpose, we seek to better leverage our advisory committee to provide input on specific topics or issues, both internal and external, that would either guide or augment the efforts of the executive team.

Driving Greater Operational Efficiency

As we build the foundation for organizational growth, we plan on dividing organizational management into workstreams, each headed by a manager to ensure accountability and progress.

Workstreams will include recruitment, training and development, financial management, office management, various database management, system and asset management.

Diversifying Income Sources

2021 is a reminder that having sufficient financial resources is critical in the context of organizational survival, but also in the sense of whether Agent of Change Foundation is ready to respond to societal needs when the time calls for it - we were able to procure and share personal protective equipments at a time when there is a global shortage of such gears precisely because we were able to afford them on behalf of our beneficiaries.

We must thus continue to build our war chest, both in preparation for unpredictable yet inevitable rainy days, but also to be ready to help when help is needed. Supported by a greater operational efficiency and project excellence, we seek to build recurring income streams, more collaboration with the private sector, and more focused in funding applications.

Stabilizing Workforce

A vibrant organization requires a vibrant workforce and we will look to build the foundations for a more stabilized workforce in 2022. Other than continuous participation in programs like JC PROcruit C, we plan on strengthening our relationships with universities and tertiary education institutions on recruitment for interns, exploring the employment of slashers or other flexi-term engagements, and potentially developing a fellowship program.