



Final Report

Provision of Consultancy Service for Enhancing
the Evaluation of Assistance Programmes under
the Community Care Fund

March 2014



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Introduction

Background

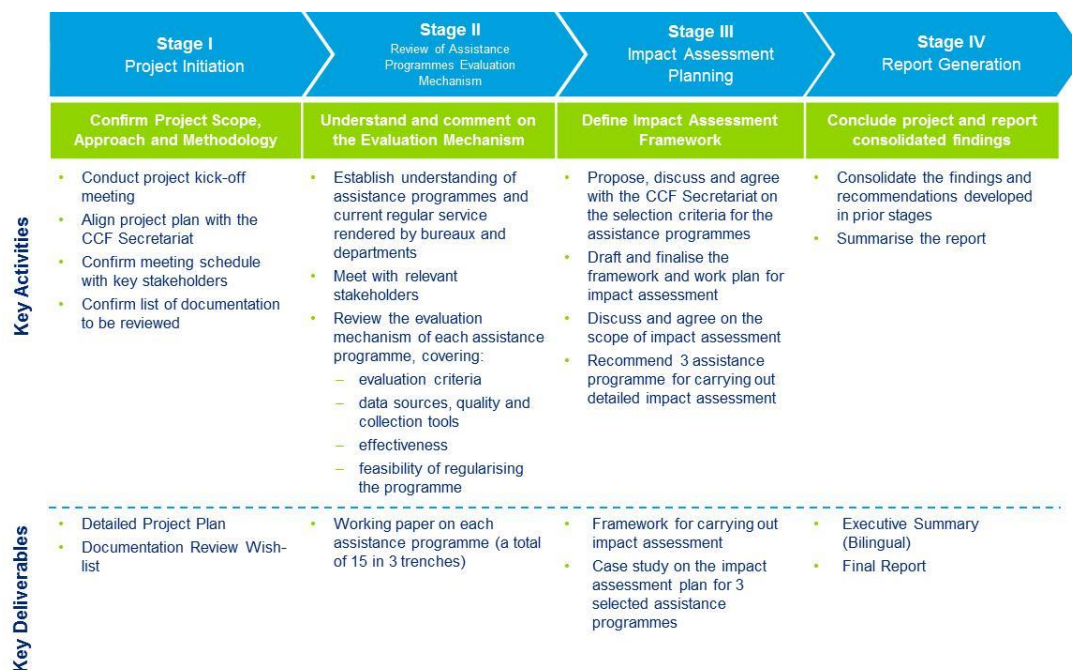
1. The Community Care Fund ("CCF") has been established since early 2011. Its major objective is to provide assistance to people facing economic difficulties, in particular those who fall outside the social safety net or those within the safety net but have special circumstances that are not covered. In addition, the CCF may implement measures on a pilot basis to help the Government identify those that can be considered for incorporation into the Government's regular assistance programme.
2. The CCF has launched a number of assistance programmes ("APs") in various areas covering education, home affairs, housing, medical and welfare for different target beneficiary groups.
3. Government bureaux/departments and other organisations entrusted to implement the APs are the Implementing Agencies ("IAs"). They are required to submit periodic progress and financial reports to the CCF Task Force under the Commission on Poverty for reviewing the APs.
4. In addition, IAs are also required to evaluate the effectiveness of the APs under their purview, which will, on one hand, assist the CCF Task Force in considering how an AP may be enhanced or modified to better meet the objectives of the AP and, on the other hand, facilitate the Government to consider whether and how the AP may be incorporated into regular assistance programme in future.

Objectives of the Consultancy Study

5. The CCF Secretariat under the Home Affairs Bureau ("HAB") engaged Deloitte Consulting (Hong Kong) Limited ("Deloitte Consulting", or we) to review the evaluation work carried out / to be carried out by the IAs and advise on areas of enhancement accordingly. The objectives of this project (the "Consultancy Study") are:
 - Reviewing and commenting on the evaluation mechanisms and methodologies adopted by the IAs for the APs and providing advice on enhancing the evaluation work;
 - Advising on the yardsticks and factors to consider the incorporation of the appropriate APs into the regular assistance programme; and
 - Devising the framework and work plan for conducting impact assessment, and identifying up to three APs for conducting such impact assessment in future.

Work Plan

6. This consultancy study was marked by the following four stages:



Stage I – Project Initiation

- We drew up the project scope and approach in consultation with the CCF Secretariat and agreed with them on a Project Plan which outlined the project objectives, scope, approach, activities, deliverables, timeline, management structure, interview schedule, resources requirements, information request / research list, and potential risks with mitigation strategies in detail.
- Further, we also conducted Project Kick-off meetings with the CCF Secretariat as well as the relevant IAs. The kick-off meetings were held for every batch of APs to be assessed.
- Key tasks in this stage included:
 - Conducted Project Kick-off meetings with the CCF Secretariat and IAs (one per batch);
 - Discussed and reconfirmed the scope of the project and our proposed approach;
 - Identified and obtained relevant documents for further review; and
 - Identified interviewees and confirm their availability.

Stage II – Review of Assistance Programme Evaluation Mechanism

- Based on the work done in the previous stage, we acquired a thorough understanding on the operations and objectives of the APs. In addition, with the assistance from the CCF Secretariat and different IAs, we were provided more information about the existing regular assistance. We discussed and developed a set of criteria for different IAs to adopt in assessing their evaluation mechanisms; we also advised on the factors for consideration for the incorporation of appropriate APs into the regular assistance programme.

Stage III – Impact Assessment Planning

11. During this stage, we worked closely and discussed with the CCF Secretariat and different IAs to understand the objectives of the in-depth assessment. We developed for consideration the framework and work plan for the impact assessment.

Stage IV – Report Generation

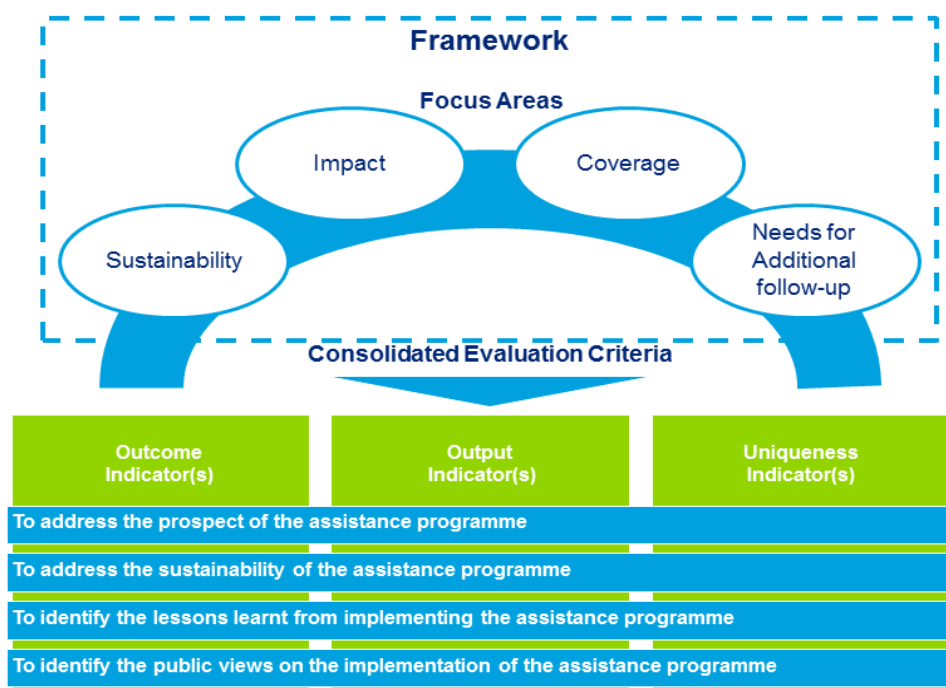
12. The purpose of this stage was to consolidate the relevant information that supported the analysis to formulate our recommendations. Based on the findings as set out in the working papers for assessing the APs and consultation with relevant stakeholders in Stage II, we realigned our analysis and recommendations having regard to the multiple evaluation dimensions with an objective to conclude the effectiveness of the programmes. This enabled us to arrive at our recommendations and to suggest the enhanced mechanisms for evaluating the effectiveness of APs (if any).

Framework for Assessing the Evaluation Mechanisms Adopted by the Implementing Agencies

13. Having reviewed the operations and the evaluation mechanisms/ plans of the APs, we noted the diverse nature of the APs and therefore tailored an assessment framework taking into account the uniqueness of different APs and evaluation considerations adopted by other not-for-profit organisations or programmes.
14. The following table summarises the keywords and their respective definitions, which were used in such framework, and in our assessment for the evaluation work conducted by different IAs.

Keyword	Description
Efficiency	The funding efficiency of the AP. Factors taken into consideration on evaluating the funding efficiency include reach-out rate, response rate and other relevant measures.
Reach-out	How the IA identifies and solicits potential beneficiaries. The reach-out rate is the number of beneficiaries reached divided by the estimated number of potential beneficiaries. It reflects the publicity effect of the AP.
Response	Reactivity of the potential beneficiaries towards the AP. The response rate is the number of application forms turned in to an IA divided by the estimated number of potential beneficiaries, thereby reflecting the popularity of the AP.
Potential Beneficiaries	The population reached out by the IA in identifying beneficiaries for the AP.
Identifiable Beneficiaries	The segment of the population which is estimated to benefit under the AP.

15. The following diagram illustrates the framework for assessing the evaluation work adopted by IAs for the APs:



16. This assessment framework involved two dimensions, namely Focus Area and Indicator, which served as the basis and guidance for conducting the evaluation work.

Definitions of the focus areas and indicators

17. The evaluation criteria in the framework involved the following *Focus Areas*:

- **Sustainability:** Whether the implementation model of the AP can facilitate the provision of subsidy to the beneficiaries without creating imbalanced commitment in the operational, manpower and financial context
- **Impact:** Whether the AP can meet its objective and create a notable change to the beneficiaries and to the social safety net as a whole
- **Coverage:** Whether the number of persons assisted under the AP is significant vis-à-vis the total number of potential beneficiaries for the AP (this is purely quantitative in nature)
- **Needs for Additional follow-up:** Whether any supplementary action or policy is required for better implementation of the AP (this is purely qualitative in nature)

18. The focus areas are reflected in each of the following *Indicators*:

- *Outcome Indicator*: indicate the changes that are expected to be found among the beneficiaries and the observations and lessons learnt during the implementation of the AP.
- *Output Indicator*: indicate the number of actual beneficiaries and potential beneficiaries and other quantitative factors. Indicators must be specific, measurable and achievable.
- *Uniqueness Indicator*: indicate whether the AP is serving in areas not previously covered by the social safety net or provided by any social welfare body.

The assessment framework

19. The assessment framework which is a combination of the 4 **Focus Areas** and the 3 **Indicators** is set out in the table below:

Indicators Focus Areas	Outcome Indicators	Output Indicators	Uniqueness Indicators
Sustainability <i>Availability of human and financial resources (for further service provision if a programme is regularised)</i>	<i>Is resources deployment well addressed in the evaluation work? Are areas for improvement set out or noted in the evaluation?</i>	<i>Is the administrative cost for the assistance programme in line with the pre-set threshold?</i>	<i>Is the assistance programme able to leverage on the existing welfare system in distributing the subsidy / providing the services?</i>
Impact <i>Whether an assistance programme can meet its objective and create a notable change to the beneficiaries and to the social welfare safety net as a whole</i>	<i>Are there any justifications for the stated objective of the assistance programme (why are we serving this group of people)?</i>	<i>Which income group receives the most benefit?</i>	<i>Is the assistance programme serving the target beneficiaries (justify with the eventual output)?</i>
Coverage <i>The number of persons being aided versus the total number of potential beneficiaries</i>		<i>% of people benefited out of the population of potential beneficiaries</i>	<i>Justifying the population of potential beneficiaries – why and how this group is identified and what is the methodology to arrive at the estimated figures</i>
Needs for Additional follow-up <i>Any supplementary action or policy is required in order to achieve the stated objective? Is the programme one-off or not?</i>	<i>Are there any identifiable beneficiaries in future?</i>		<i>What are the marginal cases for this assistance programme and why are they not included in this programme in the first place?</i>

20. We made use of the assessment framework above to assess the evaluation work of each AP. In assessing the evaluation mechanism adopted by each of the IAs, we have filled up each individual cell (the intersection of **Focus Area** and **Indicator**) in the table above with the observations / analysis for each of the APs. We also suggested enhancements for the evaluation work of individual APs.

Assessment on Data Collection Protocol

21. We reviewed the tools used for collecting data, how the IAs collated the data and how similar the data were comparable (if so) among different APs. We suggested the priority on collecting data, efforts required to transform the data and how the data should be used in the evaluation work. Assessment outcomes included the analysis of the importance and challenges in collecting the data.

Assessment on Data Processing and Analysis

22. The key stages identified in data processing and analysis are listed below:
- Data validation;
 - Data cleansing and processing;
 - Data transformation; and
 - Data analysis and interpretation.
23. For data validation, we reviewed the quality of data collected and provided advices on how data quality could be enhanced through checking and accuracy assurance e.g. range check, type check, sampling suggestions, etc.
24. For data cleansing and processing as well as transformation, we suggested different methodologies for transforming the data for better interpretation of the data, e.g. grouping, mapping, sorting, summarising, etc.
25. For data analysis and interpretation, we reviewed the framework and how the IAs would interpret the data to consider if sound conclusions could be drawn from the data collected. We also studied the statistical importance of the data to ensure that the sample collected would be large enough to represent the general opinion of the beneficiaries.
26. Moreover, we reviewed if the interpretation of data was logical, reasonable and fit for purpose. We provided advice if the interpretation work was suffice to achieve the evaluation objective. Possible factors for consideration for regularisation could also be identified in the process.
27. The lessons learnt and feedback are also important for the IA's evaluation work. We advised the IAs to review if such information was available in the proposed evaluation work for the AP.

Advice given on the regularisation of assistance programmes

28. The assessment framework specified above explained how details should be gathered by the IAs to facilitate the evaluation work. It also helped identify factors for consideration of whether such APs should be regularised.
29. The key questions to address are as follows:
- "What are the lessons learnt from the implementation of the AP?"
Analysing the lessons learnt from implementing the AP helps to identify any shortcomings in terms of financial and manpower deployment for the AP. In particular, if there is a foreseen gap between the existing mode of operation of the AP and how the regularised programme might be run in future, it should be brought up for consideration.

- "What is the sustainability of the AP?"

Analysing the current state of the AP helps to identify the baseline requirements in respect of the financial and manpower resources for the AP. This is useful for projecting the required resources and preventing imbalanced future commitments when regularising the AP.

The sustainability of the AP will also depend on the degree of alignment between its mode of operation and the current social welfare network.

- "What are the public views on the AP?"

Analysing the public views on the AP allows a better understanding of how the AP is viewed by the general public. Through incorporating such views into the policy making process, resource optimisation and balance of social welfare demand and supply can be more easily achieved when considering the regularisation of the AP.

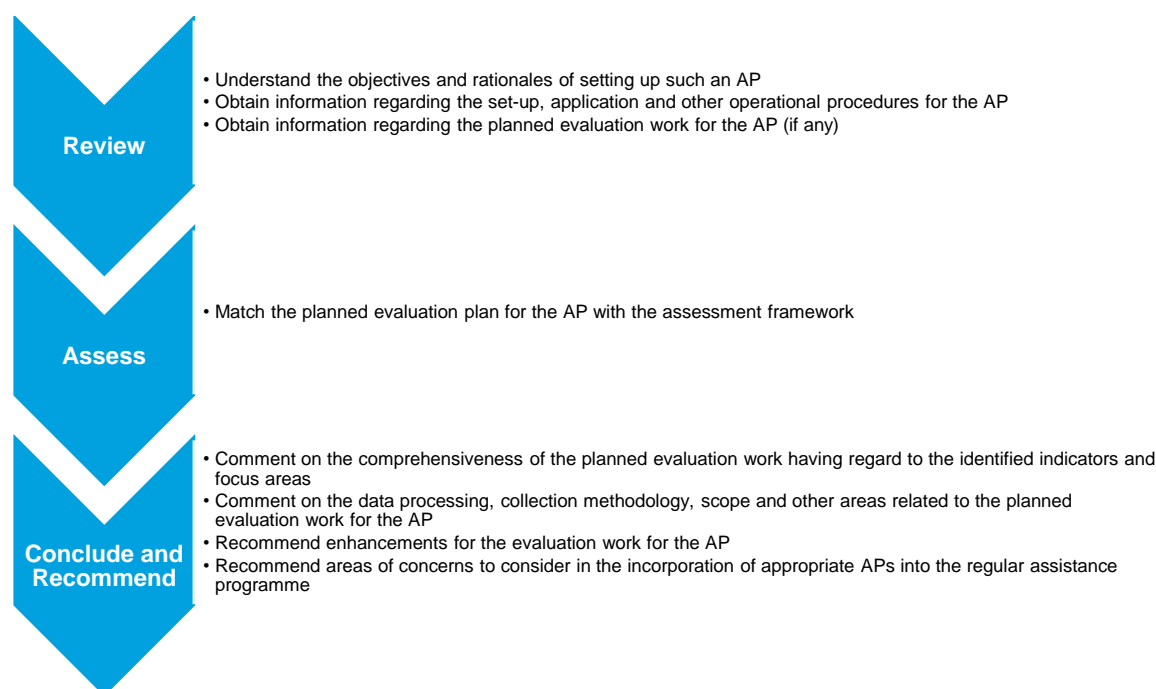
- "What are the prospects of the AP?"

Analysing the current situation and future demand of the AP can allow a better understanding on the popularity of the AP and facilitate prioritising of resources.

Assessment on the Evaluation Work of the Implementing Agencies

Work Plan for Assessment on the Evaluation Work

30. We adopted the following work plan when assessing the evaluation work conducted by the IAs for their respective APs:



31. Our Consultancy Study covered the following 15 APs:

Ref	Implementation Agency	Assistance Programme
1	Education Bureau	School-based Fund (Cross-boundary Learning Activities) to subsidise primary and secondary school students from low-income families to participate in cross-boundary learning activities
2		After-school care pilot scheme
3		Subsidy to meet lunch expenses at whole-day primary schools for students from low-income families
4	Home Affairs Department	Financial assistance for non-school-attending ethnic minorities ("EMs") and new arrivals ("NAs") from the Mainland for taking language examinations
5		Subsidy for non-school-attending EMs and NAs from the Mainland participating in language courses

Ref	Implementation Agency	Assistance Programme
6	Hospital Authority (with Food and Health Bureau overseeing the AP)	Subsidy for patients of Hospital Authority ("HA") for specified self-financed cancer drugs which have not been brought into the Samaritan Fund ("SF") safety net but have been rapidly accumulating medical scientific evidence and with relatively high efficacy
7		Subsidy for needy HA patients who marginally fall outside the SF safety net for the use of SF subsidised drugs
8	Social Welfare Department	Special care subsidy for the severely disabled
9		Subsidy for elders who are on the waiting list of Integrated Home Care Services (Ordinary Cases) for household cleaning and escorting services for medical consultations
10		Subsidy for Comprehensive Social Security Assistance ("CSSA") recipients living in rented private housing
11		Training subsidy for children who are on the waiting list for subvented pre-school rehabilitation services
12		Subsidy for Tenant Purchase Scheme Flat Owners on CSSA
13	Home Affairs Bureau	Subsidy for low-income elderly tenants in private housing
14	Buildings Department	Relocation allowance for eligible residents of sub-divided units in industrial buildings who have to move out as a result of enforcement action by the Buildings Department
15	Hong Kong Dental Association (with Food and Health Bureau overseeing the AP)	Elderly dental assistance programme

32. We prepared working papers for the assessment for each AP.

33. The assessment for each AP is summarised in the following paragraphs (34 to 46) in this section.

Summary of Assessment on the Evaluation Work of the Assistance Programmes

34. **School-based Fund (Cross-boundary Learning Activities) to subsidise primary and secondary school students from low-income families to participate in cross-boundary learning activities:**

Implementing Agency	
Education Bureau (“EDB”)	
Background of the Assistance Programme	
<p>34.1. The objective of this AP was to provide students from low-income families with opportunities to participate in cross-boundary learning activities organised or co-organised by their schools, so as to attain academic enhancement and widening of horizon through the additional learning experience gained.</p> <p>34.2. The implementation and management of the funds was administered by EDB. The participating schools were free to allocate the funds, and design cross-boundary learning contents. The funds that could be allocated to participating schools were calculated based on the number of students who were in receipt of Comprehensive Social Security Assistance (“CSSA”), or full/half grant from the Student Financial Assistance Agency (“SFAA”), or students with financial needs as decided by schools.</p>	
Evaluation Plan	
Objective	<ul style="list-style-type: none"> ● Evaluate the effectiveness of the AP ● Evaluate the learning outcome of the beneficiaries ● Review the need for continuity or regularisation of the AP
Scope	<ul style="list-style-type: none"> ● Number of successful applicants ● The amount of subsidy granted ● Opinions of the beneficiaries ● Opinions from participating schools
Data Collection	<ul style="list-style-type: none"> ● Information provided to the CCF Secretariat (i.e. Progress Report) ● Survey results from participating schools and parents ● Accounting documents from schools ● Activity Report submitted by participants
Work plan	<p>The collected data will be analysed with respect to the following attributes:</p> <ul style="list-style-type: none"> ● The profile of applicants, i.e. why the applicants are subsidised (CSSA, SFAA, school-based) ● Coverage of the subsidy, i.e. the number of beneficiaries, average subsidy per beneficiary ● Impact to the beneficiaries, i.e. satisfaction feedback, learning progress of the beneficiaries ● Public views, i.e. views from the beneficiaries

Mapping of Focus Areas	
Sustainability	The description of its mode of operation and the resources deployed for the AP
Impact	Factors that contribute to the learning outcomes of students participating in the cross-boundary learning activities
Coverage	The reach-out rate and response rate. As different publicity methods may be chosen by different schools, this focus area may include how participating schools reach out to parents and students
Additional follow-up	Future demand can be estimated based on the estimates of demand for the subsidy. The number of schools that participates in this AP can also serve as a proxy for the future demand
Mapping of Indicators	
Outcome	Estimate the demand for the subsidy in future to better understand the future needs. Learning progresses and satisfaction feedback from students should also be reflected to understand whether the needs of the beneficiaries had been met
Output	The total subsidy allocated to participating schools and the average subsidy per participating student
Uniqueness	Channels used by participating schools in passing the information of the AP to students and parents Selection criteria and principles for the participants
Highlighted Areas for the Planned Evaluation Work	
34.3.	EDB mentioned that existing subsidies were available for primary and secondary school students to participate in various learning related activities. EDB should comment on whether there were any existing channels or mode of delivery that the AP could leverage on (i.e. eligibility setting mechanism, the setting up of school based funds, etc.).
34.4.	EDB confirmed that the collection of views from the parents and students could be best achieved through participating schools, rather than conducting a primary survey targeting at them. It was justified that the school was an appropriate medium to gather and summarise these views in an effective manner as they were at the frontline that interacted with the beneficiaries and set the contents of the cross boundary learning.
34.5.	Deloitte Consulting suggested the drawing up of some guidelines to determine whether the learning objectives set by participating schools on a particular cross-boundary learning activity could be met when they submitted their Activity and Financial Report to EDB. This could enhance the understanding as to what extent could the AP enrich its participants' learning experiences, as well as how the learning contents could be developed. EDB, or the participating schools, should have the discretion to decide on the level of details that should be presented in the evaluation report as the burden of participating schools should not be significantly increased.
34.6.	Given that the participating schools had the discretionary power to allocate the approved school-based funds to students, the rationale for allocating the funds to students with different status (CSSA, SFAA, school-based assessment) should be documented so that eligible users could better understand the coverage of the AP.
Highlighted Areas for Data Collection, Processing and Analysis	
34.7.	EDB might consider collecting views and comments from schools which were eligible but did not apply for the AP (i.e. there were CSSA/SFAA grant applicant studying in the school while no application was submitted). This allowed EDB to capture their feedback, which would help minimise statistical bias.
34.8.	Given the enlarged scope of the AP in its second year of implementation, EDB should consider requesting participating schools to separate the subsidy into learning-based and competition-based categories when submitting the financial and activity report. This allowed EDB better analysis of the usage of the funds.
34.9.	Given the diversity of cross-boundary learning contents, Deloitte Consulting recommended EDB to include only the summaries of learning outcomes submitted by participating schools in the evaluation report. This could minimise efforts required in standardising the learning objectives and outcomes of different learning contents. It was also not advisable to standardise the learning outcomes given the differences in learning contents as set by different participating schools.

Suggested Areas of Concern under Regularisation

34.10. "What are the lessons learnt from the implementation of the AP?"

- As the participating schools would be expected to play a similar role if the AP is regularised, it was recommended that EDB should document the lessons learnt when implementing the AP.
- EDB should consider whether the beneficiaries were well served under the AP. The choice of learning objectives by participating schools should also be considered in detail. These would be useful for setting the objectives of the programme to be regularised (if so) in future.

34.11. "What is the sustainability of the AP?"

- The AP provided subsidy to the beneficiaries through the participating schools. The degree of involvement for the schools would have to be considered if the AP is regularised.
- Resources deployment, in terms of human and financial resources, should be taken into account when estimating the commitment of resources for the regularisation of the AP.
- The interoperability and extent of overlapping between the AP and any existing subsidy should be considered in the evaluation for setting the target beneficiaries and learning objectives for the regularised programme (if so).

34.12. "What are the public views on the AP?"

- The survey conducted by EDB to collect views from participating schools in early June 2012 included reports from schools on the views of parents and students about the AP. Furthermore, the summary of enquiries relayed from participating schools and incoming calls would also be documented in the evaluation report. Such views should not be taken as the views from the general public.

34.13. "What are the prospects for this AP?"

- The current situation (e.g. the popularity of the AP) that could be reflected by the different output indicators would be assessed in the evaluation report.
- The funding allocation for participating schools would be documented in the evaluation report.

35. After-school Care Pilot Scheme:

Implementing Agency	
Education Bureau ("EDB")	
Background of the Assistance Programme	
<p>35.1. The objective of this AP was to identify the most needy students, co-ordinate and integrate after-school learning and supplementing activities for them, so that the students could participate in existing after-school activities provided by schools or other organisations, make a better use of their time before they return home for dinner and have their classroom learning consolidated. This would also help alleviate the pressure of working parents in pushing their children to do homework, and reduce the chance of students picking up bad habits after school.</p> <p>35.2. Beneficiaries were primary one to secondary three students from Public Sector schools (including Special schools) and Direct Subsidy Scheme schools, who should mainly come from families receiving Comprehensive Social Security Assistance ("CSSA") or receive full fee reimbursement from the student financial assistance schemes of the Student Financial Assistance Agency. Non-governmental organisations ("NGOs") or participating schools (together as "the service providers") had discretion to include needy students not receiving CSSA or full fee reimbursement from the student financial assistance schemes, but the number of these students should not exceed 25% of the total number of students.</p>	
Evaluation Plan	
Objective	<ul style="list-style-type: none"> Evaluate the effectiveness of the AP Review the need for continuity or regularisation of the AP
Scope	<ul style="list-style-type: none"> Number of successful applicants The amount of subsidy granted Opinions of parents/guardians of the beneficiaries Opinions from service providers
Data Collection	<ul style="list-style-type: none"> Information provided to the CCF Secretariat (i.e. Progress Report) Survey results from service providers Data collected from the application form and database of the AP
Work plan	<p>The collected data would be analysed with respect to the following attributes:</p> <ul style="list-style-type: none"> The profile of applicants, i.e. eligibility, age Coverage of the subsidy, i.e. subsidy amount, duration of services Impact to the beneficiaries, i.e. comments towards the usefulness of the services, views
Mapping of Focus Areas	
Sustainability	Setting out in detail the mode of operation involving EDB, service providers and beneficiaries and outlining the amount of resources required for implementing the AP
Impact	Surveying the level of satisfaction of the beneficiaries, as collected from beneficiaries by the service providers. The impact would be reflected by the usefulness of the service(s) provided by individual service providers and the overall level of satisfaction of the beneficiaries on the AP
Coverage	The reach-out rate (estimated by service providers) and response rate (current application number divided by targeted number of beneficiaries)
Additional follow-up	The reasons why schools and NGOs that were invited decided not to participate in the AP
Mapping of Indicators	
Outcome	<ul style="list-style-type: none"> The mode of operation and lessons learnt for this AP The scope of services, eligibility criteria and the level of satisfaction of the beneficiaries
Output	<ul style="list-style-type: none"> Average subsidy per beneficiary The response rate Resource commitment of the AP
Uniqueness	<ul style="list-style-type: none"> Comments from the beneficiaries as well as public enquiry summaries

Highlighted Areas for the Planned Evaluation Work

- 35.3. EDB has been providing after-school care services through different channels and an annual sum of \$200m is incurred in this aspect. Given the aim of this AP is to enrich the coverage of the current services, the analysis should focus on how the AP could merge with the current services provided by EDB.
- 35.4. It is difficult to estimate the future demand of after-school care services. EDB might consider analysing the profile of those beneficiaries of other related after-school care services as a proxy of estimation for future demand.

Highlighted Areas for Data Collection, Processing and Analysis

- 35.5. It was noted that the actual subsidy distributed and the duration of services would be analysed in EDB's evaluation work. This information, in particular the duration of services, might not be available until a later period or upon the completion of the AP.

Suggested Areas of Concern under Regularisation

- 35.6. "What are the lessons learnt from the implementation of the AP?"
- The current mode of operation might differ from that of a conventional AP as there were many parties implementing the AP together. It was recommended that EDB's evaluation work should cover how these external stakeholders cooperate with each other under the current mode of operation, in addition to the lessons learnt in this AP. These would help identify the mode of operation for the AP to be regularised (if so).
 - EDB should consider whether the beneficiaries were well served under the programme and their feedbacks. Together with the lessons learnt from the AP, they would be useful for setting the objectives of the programme to be regularised (if so) in future. It was noted that EDB had adopted open-ended survey questions which could capture more opinions.
- 35.7. "What is the sustainability of the AP?"
- Resources deployment, in terms of human and financial resources, should be taken into account.
 - EDB might consider if there were any existing government or welfare channels that the AP could leverage on.
- 35.8. "What are the public views on the AP?"
- The summary of enquiries relayed from participating schools and incoming calls would be documented in the evaluation work. Such views should not be taken as views from the general public. However, such information should reflect some areas of concern about the AP.
- 35.9. "What are the prospects of the AP?"
- The current situation (e.g. the popularity of the AP) that could be reflected by the different output indicators would be assessed in the evaluation report.
 - The future prospect of this AP should be carefully considered if the future demand for this subsidy is realistic and well justifiable.

36. **Subsidy to meet lunch expenses at whole-day primary schools for students from low-income families**

Implementing Agency	
Education Bureau ("EDB")	
Background of the Assistance Programme	
<p>36.1. The objective of the AP was to provide low-income families with subsidies to cover meals for their children in schools. The programme was targeted at primary students who were eligible for full grant under the financial assistance schemes administered by the Student Financial Assistance Agency ("SFAA"). It was noteworthy that while other welfare schemes were available to cover the needs for food for other beneficiaries, this AP aimed at directly delivering meals to the needy children to ensure their well-being.</p> <p>36.2. Due to the scale of the AP, participating schools handled the administrative work, including paying in advance for the lunch subsidised by CCF at the start of the programme, arranging and liaising with the lunch suppliers and book-keeping and maintaining the ledger for the reimbursements afterwards.</p>	
Evaluation Plan	
Objective	<ul style="list-style-type: none"> ● Evaluate the effectiveness of the AP ● Review the need for continuity or regularisation of the AP
Scope	<ul style="list-style-type: none"> ● Number of successful applicants ● The amount of subsidy granted ● Opinions of the beneficiaries ● Opinions from participating schools
Data Collection	<ul style="list-style-type: none"> ● Feedback on the mode of operation of the AP ● Stakeholder opinions on the AP and level of satisfaction
Work plan	<p>EDB has gathered information on the views and challenges encountered by sampled participating schools.</p> <p>The full survey would start after the end of the school year as the participating schools were required to keep the accounting statements on the AP for inspection purpose. The surveys were yet to be designed.</p>
Mapping of Focus Areas	
Sustainability	Consider the mode of operation and the resources deployed for the AP
Impact	Provide summaries of feedback from parents or collected by participating schools
Coverage	The number of beneficiaries, the reach-out rate and response rate
Additional follow-up	Estimate the demand for the subsidy based on the number of full grant primary students
Mapping of Indicators	
Outcome	Workload incurred by the participating schools, their feedback and any further lessons learnt
Output	<p>Average subsidy per beneficiary</p> <p>Percentage of eligible primary school students who applied for the subsidy</p>
Uniqueness	<p>How the AP leveraged on the current means test system of SFAA and its possible future mode of operation</p> <p>Summaries of feedbacks and enquiries from stakeholders</p> <p>Identifiable beneficiaries who decided not to apply for the subsidy</p>
Highlighted Areas for the Planned Evaluation Work	
<p>36.3. The inclusion of the views of both participating schools and identifiable beneficiaries into the evaluation report was essential for measuring the overall funding efficiency.</p> <p>36.4. The evaluation plan should include the objectives of evaluation, data sources, analysis, collection tools, areas for study and analysis.</p> <p>36.5. The views of the general public might be obtained through expanding the coverage of the survey to parents of eligible students who did not apply for the subsidy.</p>	

Highlighted Areas for Data Collection, Processing and Analysis

- 36.6. While there was no unsuccessful applications for this AP, Deloitte Consulting also recommended EDB to collect data from the identifiable beneficiaries who did not apply for the subsidy. This would allow EDB to capture their feedback and data, minimising statistical bias.

Suggested Areas of Concern under Regularisation

- 36.7. "What are the lessons learnt from the implementation of the AP?"
- If the mode of operation of the AP was maintained should the AP be regularised, participating schools would play a similar role. EDB should document the lessons learnt from the AP for better understanding of the situation of participating schools.
 - EDB should consider whether the beneficiaries were well served under the programme and their feedbacks. Together with the lessons learnt from the AP, they would be useful for setting the objectives of the programme to be regularised (if so) in future. It was noted that EDB had adopted open-ended survey questions which could capture more opinions.
- 36.8. "What is the sustainability of the AP?"
- The AP relied on the participating schools to handle the administrative work. The degree of involvement for the schools had to be considered if the AP is to be regularised.
 - Resources deployment, in terms of human and financial resources, should also be taken into account.
 - EDB currently leveraged on the means test system of the SFAA to determine the eligibility of students. The effectiveness of this mode of operation could be assessed.
- 36.9. "What are the public views on the AP?"
- Some of the information collected by EDB from schools in late March 2012 included concerns raised by parents. The summary of parents' concerns relayed from participating schools should not be taken as views from the general public. However, such information should reflect some areas of concern about the AP.
- 36.10. "What are the prospects of the AP?"
- The current situation (e.g. the popularity of the AP) that could be reflected by the different output indicators would be assessed in the evaluation report.
 - The future prospect of this AP should be carefully considered if the future demand for this subsidy is realistic and well-justifiable.

37. **Financial Assistance for Non-school-attending Ethnic Minorities ("EMs") and New Arrivals from the Mainland ("NAs") for Taking Language Examinations** (the "Exam Fee Programme") and the **Subsidy for Non-school-attending EMs and NAs from the Mainland Participating in Language Courses** (the "Language Course Programme"):

Implementing Agency	
Home Affairs Department ("HAD")	
Background of the Assistance Programme	
<p>37.1. The objective of the Exam Fee Programme was to provide financial assistance for non-school attending EMs and NAs to take international public examinations for Chinese and English proficiency for continuing education or employment. This served as a subsidy to enhance their competitiveness.</p> <ul style="list-style-type: none"> ● This AP was targeted at those who had obtained a pass or above (or a specified result) in the specific language international public examinations. An eligible applicant would receive a full cash reimbursement of the examination fee in the first attempt. An eligible applicant who failed his first attempt but passed in his second attempt would receive full reimbursement for both attempts. An eligible applicant who failed in both his first and second attempts would receive full reimbursement for his first attempt only. <p>37.2. The objective of the Language Course Programme was to provide subsidy for non-school-attending EMs and NAs participating in dedicated language courses. This served as a subsidy to encourage EMs and NAs from different backgrounds to engage in life-long learning and to enhance personal abilities.</p> <ul style="list-style-type: none"> ● This AP was targeted at those who had participated in the specified 10 language courses (6 courses for EMs and 4 courses for NAs) of the Employees Retraining Board with 80% attendance or above. Eligible applicants could only apply for the subsidy twice per year and no more than four times in three years, and the average course subsidy was around \$350 to \$700. <p>37.3. HAD commissioned the New Home Association ("NHA") to implement the Exam Fee Programme and two NGOs, namely the International Social Service Hong Kong Branch ("ISS-HK") and NHA, to implement the Language Course Programme. As for the Language Course Programme, ISS-HK was responsible for handling applications from EMs, while NHA was responsible for handling applications from NAs. Upon receipt of an application, ISS-HK or NHA would conduct checking and contact the applicant for further vetting if necessary. All applicants would receive a phone notification made by ISS-HK or NHA, and successful applicants would have to collect the approved subsidy in the form of cash or cheque. The amount of subsidy varied with the fees of different examinations and the duration of different language courses.</p>	
Evaluation Plan	
Objective	<ul style="list-style-type: none"> ● Evaluate the effectiveness of the APs ● Review the need for continuity or regularisation of the APs
Scope	<ul style="list-style-type: none"> ● Opinions from the public towards the 2 APs ● Opinions from the public towards examinations and training courses ● Opinions from successful applicants (both EMs and NAs) towards the 2 APs ● Public Enquiries
Data Collection	<ul style="list-style-type: none"> ● Survey for the service centres of participating NGOs on the 2 APs ● Survey for the public collected through service centres of participating NGOs on examinations and training courses ● Survey for successful applicants of the 2 APs ● Progress Reports submitted by ISS-HK and NHA to HAD
Work plan	<p>It was noted that both the Exam Fee Programme and the Language Course Programme adopted similar evaluation plans.</p> <p>The collected data would be analysed with respect to the following attributes:</p> <ul style="list-style-type: none"> ● The profile of applicants, i.e. eligibility ● Coverage of the subsidy, i.e. number of beneficiaries, amount distributed ● Impact to the beneficiaries, i.e. views from successful applicants and participating NGOs ● Public views, i.e. views from beneficiaries, types of public enquiries

Mapping of <i>Focus Areas</i>	
Sustainability	Mode of operation and the resources deployed for the 2 APs Feedback from NHA for the Exam Fee Programme, and ISS-HK and NHA for the Language Course Programme
Impact	Comments on whether the 2 APs could meet the needs of target beneficiaries
Coverage	Number of beneficiaries receiving the subsidy
Additional follow-up	Collecting opinions from target beneficiaries on the examinations and training courses that they hope the APs could subsidise
Mapping of <i>Indicators</i>	
Outcome	Surveys for successful applicants for their feedback and level of satisfaction Mode of operation and feedback from the general public concerning future language course/exams to be subsidised
Output	The manpower and financial resources deployed for the operation of the 2 APs The actual number of beneficiaries, the total amount of subsidy distributed, and the average subsidy received by successful applicants
Uniqueness	Collecting feedbacks from the 2 surveys aimed at the general public, as well as identifying the reasons for rejected applications so as to better understand the profile of the unsuccessful applicants
Highlighted Areas for the Planned Evaluation Work	
37.4. It was hard for HAD to derive the reach-out rate and response rate. This is because the size of the target beneficiaries for the APs (i.e. non-school-attending NAs and EMs from low-income families) is not available.	
Highlighted Areas for Data Collection, Processing and Analysis	
37.5. The survey targeting at successful NA and EM applicants should be designed to require interviewees to: (a) choose from options available in questions; and (b) provide textual comments to elaborate on their opinions.	

Suggested Areas of Concern under Regularisation

37.6. "What are the lessons learnt from the implementation of the AP?"

- The current mode of operation might differ from that of a regularised programme. It was recommended that HAD should set out any possible gaps for resources deployment between the 2 APs and the programmes to be regularised (if so) in the evaluation.
- HAD should consider whether the beneficiaries were well served under the APs and their feedback. Together with the lessons learnt from the APs, they could be useful for setting the objectives of the programmes to be regularised (if so) in future.
- Feedback from ISS-HK and NHA could be useful in the consideration of the mode of operation of the programmes to be regularised (if so).
- HAD had adopted open-ended survey questions, which could capture more opinions.
- Publicity efforts of the 2 APs should be taken into account for consideration.
- Tendering experiences and the service specifications were useful references for considering the mode of operation of the programmes to be regularised (if so).

37.7. What is the sustainability of the AP?"

- Resources deployment, in terms of human and financial resources, should be taken into account.
- HAD might consider if there were any existing government or welfare channels that the APs could leverage on if regularised.

37.8. "What are the public views on the AP?"

- The enquirers' comments and views could, to a certain extent, reflect the public's opinions and feedback.
- A more elaborate public consultation exercise would be preferable to gather views from the public in a more systematic manner. However, this approach would require significant financial and manpower resources which would not be cost-effective.
- Other surveys conducted at the service centres of participating NGOs on examinations and training courses could be referred to in order to identify the needs of the public for similar services (e.g. trade skill courses and certifications). The results of these surveys could also be leveraged on for defining the coverage of the programmes to be regularised (if so).

37.9. "What are the prospects of the AP?"

- The current situation (e.g. the popularity of the 2 APs) that could be reflected by the different output indicators would be assessed in the evaluation report.

38. **Subsidy for patients of Hospital Authority ("HA") for specified self-financed cancer drugs which have not been brought into the Samaritan Fund ("SF") safety net but have been rapidly accumulating medical scientific evidence and with relatively high efficacy** (the "First Phase"), and **Subsidy for needy HA patients who marginally fall outside the SF safety net for the use of SF subsidised drugs** (the "Second Phase"):

Implementing Agency	
HA (with Food and Health Bureau overseeing implementation of the programme)	
Background of the Assistance Programme	
38.1.	The objective of the First Phase was to enable HA patients to use specified self-financed cancer drugs, which had not yet been brought into the SF safety net but had been rapidly accumulating medical scientific evidence and with relatively higher efficacy.
38.2.	HA patients who fulfilled specific clinical criteria as recommended by medical doctors would be referred to the medical social workers for undergoing means test to ascertain the eligibility and amount of subsidy. The financial assessment mechanism was modelled on the SF, where the means test and the sliding scale for patient contribution to drug cost were adopted.
38.3.	The objective of the Second Phase was to provide subsidy to needy patients who marginally fell outside the SF safety net for the use of self-financed drugs of SF or the First Phase of this AP. Under the SF mechanism, HA patients had to contribute to their annual drug costs according to their annual disposable financial resources ("ADFR") in a predetermined sliding scale.
38.4.	With the introduction of this Second Phase AP, the maximum contribution ratio expected upon the eligible HA patients was reduced from 30% to 20%. This Second Phase AP enabled HA patients who marginally failed the SF means test might become eligible for subsidy, while those currently eligible under the SF might receive additional subsidy, thus resulting in further reduction to their contribution ratio.
Evaluation Plan	
Objective	<ul style="list-style-type: none"> ● Evaluate the effectiveness of the AP ● Review the needs for continuity or regularisation of the AP
Scope	<ul style="list-style-type: none"> ● Number of beneficiaries; ● The average amount of subsidy granted; and ● The average amount of subsidy granted per income / financial condition group
Data Collection	<ul style="list-style-type: none"> ● Personal information on Application Form ● Clinical endorsement; ● Means test results and feedback by Medical Social Worker; and ● Medical information (i.e. disease, prescribed drugs, etc.) ● Information collected by CCF Secretariat from time to time ● Application database maintained by HA ● Summaries of public opinions gathered by HA
Work plan	<ul style="list-style-type: none"> ● Utilising the database of HA to draw statistical summaries for evaluation purpose

Mapping of Focus Areas	
Sustainability	The description of its mode of operation and the resources deployed for the AP Description on Application lifecycle Provision of income & expenditure statement
Impact	Provision of feedback from patients Breakdown of patient contribution ratio Funding distribution status
Coverage	Number of beneficiaries receiving the subsidy
Additional follow-up	Estimates on the expected demand for the subsidy Reasons for unsuccessful applications
Mapping of Indicators	
Outcome	Mode of operation and feedback from the general public concerning the operation of the AP Patient Contribution ratio on drugs Breakdown of beneficiaries by their CSSA status (CSSA v. Non-CSSA recipients)
Output	The manpower and financial resources deployed for the operation The actual number of beneficiaries, the total amount of subsidy granted, and the average amount of subsidy received by successful applicants
Uniqueness	Alignment between the AP and the Samaritan Fund Feedback from Patient consultation forum Groups of people turned down in the application and the rejection rationale
Highlighted Areas for the Planned Evaluation Work	
38.5.	It was noted that while the channels to collect patients' concerns and feedback were well established, information gathered was mainly attributable to the general comments towards the provision of drugs and development of services provided by HA. While it was highly possible that the view of the patients towards the two APs were captured through the above mentioned channels, further effort might be required in summarising the views.
38.6.	The reach out rate was not available due to the referral channel used in this AP. As noted in the operations circular for patient referral procedures, medical doctors would refer needy patients for this subsidy if appropriate clinical indication was confirmed. The reach out rate, which was evaluated as the percentage of eligible patients against the total number of patients, was not relevant in measuring the funding efficiency of this AP.
38.7.	Deloitte Consulting recommended the inclusion of more materials gathered from existing patient consulting channels for the eligible users to grasp the full picture more easily. This could be achieved through providing summaries on the consultations held.
Highlighted Areas for Data Collection, Processing and Analysis	
38.8.	Deloitte Consulting also recommended HA to collect data from the unsuccessful applications. This could also minimise statistical bias.
38.9.	Data on identifiable beneficiaries who did not apply for the medical subsidy was not readily available given that their data were not collected if patients could not pass the clinical indication or financial means test.
38.10.	Manual data input and validation was adopted by HA in processing the application forms, where significant efforts were required to identify and correct the filled in information. Deloitte Consulting would recommend the use of automated input system (i.e.: Scantron readers, optics readers) to simplify data processing and validation.

Suggested Areas of Concern under Regularisation

38.11. "What are the lessons learnt from the implementation of the AP?"

- The current mode of operation was highly similar to that of the SF. This allowed smooth integration of the AP with the existing medical subsidy mechanism, if needed. The lessons learnt in setting the mode of operation for the AP would allow eligible users to understand how this AP was to be regularised.
- Through identifying whether the beneficiaries were well served under the AP and their feedback, lessons learnt from this assessment could serve as an indicator to consider how to identify the scope and beneficiaries of the regularised AP.

38.12. What is the sustainability of the AP?"

- It was identified that the current mode of operation modelled upon the existing structure of SF. Such alignment would allow a better estimate on the resources required in the regularised programme. This should be included in the evaluation work done by the IA.
- Resources deployment, in terms of human and financial resources, should also be considered.
- The issue of sustainability should be differentiated when considering factors for the two Phases. In view of the different objectives of the First and Second Phases, regularisation of the two Phases would have different implications on the SF. While the Second Phase would permanently relax the sliding scale for all eligible SF applicants, the regularisation of the First Phase would require continuous inclusion of new drugs into the formulary for early use among patients. Such difference should be well addressed and documented.

38.13. "What are the public views on the AP?"

- Deloitte Consulting recommended the IA to take into account the needs of general public for this AP so as to better define the scope and beneficiaries in regularising the AP.
- While the views gathered from patients were a subset of the public opinion towards the AP, they were more related to the actual implementation and distribution of the medical subsidy, allowing the IA to focus on marginal needs reflected by patients and further enhance the AP with respect to such views collected; this might be done through further segmenting the views collected by the income group to identify the needs of patients facing different economic situations.

38.14. "What are the prospects of the AP?"

- The current situation, in terms of the acceptance of the AP, could be reflected by the different output indicators, where all of them were well addressed in the evaluation work to be done by HA. The future prospect of this AP was estimated in a realistic and well-reasoned method (i.e. the trending analysis adopted by SF). HA could take such statistics into account when further fine-tuning their policy to meet such additional demand.

39. Special Care Subsidy for the Severely Disabled:

Implementing Agency	
Social Welfare Department ("SWD")	
Background of the Assistance Programme	
39.1. The objective of this AP was to provide severely disabled persons living in the community and requiring constant attendance with a special care subsidy, so as to render necessary support to them	
Evaluation Plan	
Objective	<ul style="list-style-type: none"> Evaluate the effectiveness of the AP Review the needs for continuity or regularisation of the AP
Scope	<ul style="list-style-type: none"> Number of successful applicants The amount of subsidy granted Opinions of the beneficiaries
Data Collection	<ul style="list-style-type: none"> Profile of applicants Effectiveness of the subsidy Opinions on the AP from the beneficiaries, those invitees who had not submitted applications and the public
Work plan	<p>The collected data would be analysed with respect to the following attributes:</p> <ul style="list-style-type: none"> The profile of applicants, i.e. eligibility, age distribution Coverage of the subsidy, i.e. amount distributed, duration of the subsidy Impact to the beneficiaries, i.e. the need for daily care, views of the beneficiaries Public views, i.e. public enquiries, views of those who did not apply
Mapping of Focus Areas	
Sustainability	Mode of operation and the resources deployed for the AP
Impact	Whether the needs of the beneficiaries could be met
Coverage	The number of beneficiaries, the reach-out rate and response rate
Additional follow-up	Estimation of the trend of application by analysing the reasons of the invitees for not applying for the subsidy and their opinions obtained from the survey
Mapping of Indicators	
Outcome	Information regarding the AP collected from the severely disabled by questionnaires, survey on reasons of not making application by the invitees, statistical data on applications submitted and programme database
Output	Resources deployed for the operation of the AP, together with the amount and duration of subsidy the reach-out rate of the invitation to the potential beneficiaries and the related response rate
Uniqueness	Addressed through the inclusion of programme-specific factors in the comment of the beneficiaries and the enquiry summary, i.e. the needs in daily life of eligible severely disabled persons
Highlighted Areas for the Planned Evaluation Work	
39.2. The questionnaire asked about the overall level of satisfaction on the provision of the subsidy, opinions on the alignment of the implementation of the programme with the planned objectives and the household situation. Both 'Yes/No' and open-ended questions were included. Beneficiaries were also asked on whether the subsidy was spent on the various expense items identified.	
39.3. With a view to reaching every potential beneficiary, invitations were issued to all targeted Higher Disability Allowance ("HDA") recipients under the Social Security Allowance ("SSA") Scheme. As a result, the total number of invitations issued was considerably larger than the actual number of beneficiaries. With this "wide-netting-to-reach-all" approach, a low response rate was expected. This should be included in the analysis and explanation of the observation of a low response rate so as to facilitate better understanding of the acceptance and popularity of the AP.	

Highlighted Areas for Data Collection, Processing and Analysis

- 39.4. SWD sent the programme briefs and the application forms to all targeted recipients of HDA under the SSA Scheme, which ensured that the full identified population could be reached out.
- 39.5. The percentage of missing data resulting from omission of enquired items made by the respondents in the completed questionnaires should be included in the evaluation, so as to reflect the representativeness of the findings.
- 39.6. It was recommended that proper definition should be adopted for the data set and basic statistical indicators. The use of statistical models might complicate the evaluation work to be done.
- 39.7. Text-based responses could be classified into different themes (e.g. by identifying common action verbs). Similarities identified should be explained.
- 39.8. Evaluation results should be explained, having regard to the original needs and objectives of the evaluation.

Suggested Areas of Concern under Regularisation

- 39.9. "What are the lessons learnt from the implementation of the AP?"
- The current mode of operation might differ if this AP was to be regularised. It was recommended that SWD should set out any possible gaps for resources deployment between the AP and the programme to be regularised (if so) in the evaluation.
 - SWD should consider whether the beneficiaries were well served under the AP and their feedback. Together with the lessons learnt from the AP, they could be useful for setting the objectives of the programme to be regularised (if so). SWD had adopted open-ended survey questions which could capture more opinions.
- 39.10. "What is the sustainability of the AP?"
- The mode of operation should be an issue to consider in regularising the AP. SWD was recommended to illustrate the extent of difference between the AP and its regularised version.
 - Resources deployment, in terms of human and financial resources, should also be taken into account.
 - The existence of current welfare system that could be leveraged on should be a factor for consideration. SWD might consider if there were any existing government or welfare channels that the AP could leverage on if regularised.
- 39.11. "What are the public views on the AP?"
- The enquirers' comments and views could, to a certain extent, reflect the public's opinions and feedback.
 - A more elaborate public consultation exercise would be preferable to gather views from the public in a more systematic manner. However, this approach would require significant financial and manpower resources which would not be cost-effective.
 - The feedback and opinions of concern groups had been made known to SWD. These views should be summarised and reflected in the evaluation work.
- 39.12. "What are the prospects of the AP?"
- The current situation, in terms of the popularity of the AP that could be reflected by the different output indicators, where all of them would be well addressed in the evaluation work to be done by SWD.
 - The future prospect of this AP should be carefully considered if the future demand for this subsidy is realistic and well-justifiable.

40. **Subsidy for elders who are on the waiting list of Integrated Home Care Services (Ordinary Cases) for household cleaning and escorting services for medical consultations:**

Implementing Agency	
Social Welfare Department ("SWD")	
Background of the Assistance Programme	
40.1. The objective of this AP was to provide a subsidy for elders from low income families who were on the waiting list of Integrated home care services ("IHCS") (Ordinary Cases) for household cleaning and escorting services for medical consultations, so as to enable the elderly recipients to maintain household hygiene and attend medical consultations as scheduled.	
Evaluation Plan	
Objective	<ul style="list-style-type: none"> ● Evaluate the effectiveness of the AP ● Review the needs for continuity or regularisation of the AP
Scope	<ul style="list-style-type: none"> ● Number of successful applicants ● The amount of subsidy claimed ● Opinions of the beneficiaries ● Opinions of the IHCS teams ● Opinions of the services providers
Data Collection	<ul style="list-style-type: none"> ● Information on the waiting list of IHCS (Ordinary Cases) for subvented home cleaning and escort services ● Processing time for matching of service providers ● Views of the beneficiaries ● Views of service providers ● Views of IHCS teams ● Views of invitees who had not submitted applications
Work plan	<p>The collected data would be analysed with respect to the following attributes:</p> <ul style="list-style-type: none"> ● The profile of applicants, i.e. age distribution, service types requested ● The profile of service provider, i.e. funding mode, types of service provided ● Eligibility, i.e. income test results ● Coverage of the subsidy, i.e. actual subsidy distributed, duration of subsidy
Mapping of Focus Areas	
Sustainability	Mode of operation and the resources deployed for the AP
Impact	Whether the needs of the beneficiaries could be met
Coverage	The reach-out rate and response rate
Additional follow-up	Addressed through analysing the information collected from the IHCS teams on the waiting list for IHCS (Ordinary Cases). Further, SWD may also incorporate the potential solutions to address the above mentioned views.
Mapping of Indicators	
Outcome	Information regarding the AP collected from beneficiaries by questionnaire, survey on reasons of not making application by the invitees, survey on service providers as well as the IHCS teams
Output	Resources deployed for the operation of AP, the number of beneficiaries, the reach-out rate of the invitation to the potential beneficiaries and the related response rate
Uniqueness	Addressed through the inclusion of programme-specific factors in the questionnaire for the beneficiaries, i.e. the needs for cleaning and escorting services in the daily life of the elderly persons
Highlighted Areas for the Planned Evaluation Work	
40.2. The questionnaire asked about the overall satisfaction on the provision of subsidy and the opinions about the alignment of the implementation of the programme with planned objectives and the household situation. Both 'Yes/No' and open-ended questions were included.	
40.3. Given the difference in the reach-out rate and response rate, questionnaires had been sent to potential beneficiaries who did not apply for the subsidy to have a better understanding of why they did not apply.	

Highlighted Areas for Data Collection, Processing and Analysis

- 40.4. SWD involved the IHCS teams on the publicity of the AP, who conveyed the information of the AP to the potential beneficiaries.
- 40.5. The percentage of missing data resulting from omission of enquired items made by the respondents in the completed questionnaires should be included in the evaluation, so as to reflect the representativeness of the findings.
- 40.6. It was recommended that proper definition should be adopted on the data set and basic statistical indicators. The use of statistical models might complicate the evaluation work to be done.
- 40.7. Text-based responses could be classified into different themes (e.g. by identifying common action verbs). Similarities identified should be explained.
- 40.8. Evaluation results identified should be explained, having regard to the original needs and objectives of the evaluation.
- 40.9. For questions with the ranking options, i.e. in the questionnaire for IHCS teams, there was a question requiring them to rank the reason why there was a significant difference between their referral and the number of waitlisted elderly persons, Deloitte Consulting suggested SWD to further analyse the responses collected.

Suggested Areas of Concern under Regularisation

- 40.10. "What are the lessons learnt from the implementation of the AP?"
 - The current mode of operation might differ from that of a regularised AP. It was recommended that SWD should set out any possible gaps for resources deployment between the AP and the programme to be regularised (if so).
 - SWD should consider whether the beneficiaries were well served under the programme and their feedback. Together with the lessons learnt from the AP, they could be useful for setting the objectives of the programme to be regularised (if so). SWD had adopted open-ended survey questions, which could capture more opinions.
- 40.11. "What is the sustainability of the AP?"
 - Resources deployment, in terms of human and financial resources, should be taken into account.
 - SWD might consider if there were any existing government or welfare channels that the AP could leverage on.
- 40.12. "What are the public views on the AP?"
 - The enquirers' comments and views could, to a certain extent, reflect the public's opinions and feedback.
 - A more elaborate public consultation exercise would be preferable to gather views from the public in a more systematic manner. However, this approach would require significant financial and manpower resources which would not be cost-effective.
- 40.13. "What are the prospects of the AP?"
 - The current situation, in terms of the popularity of the AP, could be reflected by the different output indicators, where all of them were well addressed in the evaluation work to be done by SWD.
 - The future prospect of this AP should be carefully considered if the future demand for this subsidy is realistic and well-justifiable.

41. **Subsidy for Comprehensive Social Security Assistance (“CSSA”) Recipients Living in Rented Private Housing:**

Implementing Agency	
Social Welfare Department (“SWD”)	
Background of the Assistance Programme	
41.1. The objective of this AP was to provide a one-off subsidy for CSSA households living in rented private housing and paying a rent which exceeded the maximum rent allowance under the CSSA Scheme, so as to relieve their financial burden as a result of the periodic increase of rent.	
Evaluation Plan	
Objective	<ul style="list-style-type: none"> ● Evaluate the effectiveness of the AP ● Review the needs for continuity or regularisation of the AP
Scope	<ul style="list-style-type: none"> ● Number of identifiable beneficiaries and amount of subsidy disbursed; ● Feedback of the beneficiaries ● Views of the public
Data Collection	<ul style="list-style-type: none"> ● Profile of the beneficiaries ● Feedback of the beneficiaries ● Public views
Work plan	<p>The collected data would be analysed with respect to the following attributes:</p> <ul style="list-style-type: none"> ● The profile of the beneficiaries, i.e. subsidy recipients vs. identifiable beneficiaries ● Coverage of the subsidy, i.e. number of beneficiaries served ● Impact to the beneficiaries, i.e. use of subsidy, feedback on the AP, amount of subsidy on household size ● Public views, i.e. views on the AP
Mapping of <i>Focus Areas</i>	
Sustainability	Mode of operation and the resources deployed for the AP, including identification of existing government welfare system that the government can leverage on in distributing the subsidy
Impact	Whether the needs of the beneficiaries could be met
Coverage	The number of recipients against the total number of identifiable beneficiaries
Additional follow-up	Estimation of demand for the subsidy in future with reference to the market rental change and adjustment of the maximum rent allowance under the CSSA Scheme
Mapping of <i>Indicators</i>	
Outcome	Information and comments on the AP collected from the beneficiaries by questionnaire
Output	The number of beneficiaries identified through programme database and the method of identifying the beneficiaries
Uniqueness	Addressed through inclusion of enquiry summary and the publicity methods of the AP
Highlighted Areas for the Planned Evaluation Work	
41.2. The current adjustment mechanism under the CSSA Scheme continued to be in place to adjust the maximum rent allowance in accordance with the movement of the Consumer Price Index (A) (“CPI (A)”) rent index for private housing.	
41.3. As this AP served as a one-off measure to relieve the financial burden of CSSA households as a result of the periodic increase of rent, and there was a well-established regular mechanism to adjust the maximum rent allowance under the CSSA Scheme, the sustainability of the AP focused on how it could assist the potential beneficiaries when similar circumstances prevailed.	

Highlighted Areas for Data Collection, Processing and Analysis

- 41.4. SWD identified eligible CSSA households according to the rental information reported by the CSSA recipients for the purpose of CSSA payment via the Computerised Social Security System ("CSSS") database, which ensured a full reach out to the identifiable beneficiaries.
- 41.5. It was recommended that a proper definition should be adopted for the data set and basic statistical indicators. The use of statistical models might complicate the evaluation work to be done.
- 41.6. Text-based responses could be classified into different themes (e.g. by identifying common action verbs). Similarities should be explained.
- 41.7. Evaluation results identified should be explained, having regard to the original needs and objectives of the evaluation.

Suggested Areas of Concern under Regularisation

- 41.8. "What are the lessons learnt from the implementation of the AP?"
 - The AP served as a one-off measure to relieve the financial burden of the beneficiaries as a result of periodic increase of rent. There was a well-established regular mechanism to adjust the maximum rent allowance under the CSSA Scheme in accordance with the movement of the CPI(A) rent index for private housing.
- 41.9. "What is the sustainability of the AP?"
 - Resources deployment, in terms of human and financial resources, should be taken into account.
 - The existence of the current welfare system that could be leveraged should be a factor for consideration. It was noted that there was a well-established regular mechanism to adjust the maximum rent allowance under the CSSA Scheme in accordance with the movement of the CPI(A) rent index for private housing.
- 41.10. "What are the public views on the AP?"
 - The enquirers' comments and views could, to a certain extent, reflect the public's opinions and feedback.
 - A more elaborate public consultation exercise would be preferable to gather views from the public in a more systematic manner. However, this approach would require significant financial and manpower resources which would not be cost-effective.
- 41.11. "What are the prospects of the AP?"
 - The current situation, in terms of the popularity of the AP, could be reflected by the different output indicators, where all of them should be addressed in the evaluation work to be done by SWD.
 - It should be noted that the objective of the AP aimed at providing a one-off subsidy to relieve the financial burden of CSSA households as a result of the periodic increase of rent. The continuation of such AP should be discussed in the light of such objective.

42. **Training Subsidy for Children who are on the Waiting List of Subvented Pre-school Rehabilitation Services:**

Implementing Agency	
Social Welfare Department ("SWD")	
Background of the Assistance Programme	
42.1. The objective of this AP was to provide training subsidy for children who are from low-income families and have been on the waiting list of subvented pre-school rehabilitation services on or before 30 November 2011; the subsidy would cover the training expenses for not more than 12 months	
Evaluation Plan	
Objective	<ul style="list-style-type: none"> ● Evaluate the effectiveness of the AP ● Review the needs for continuity or regularisation of the AP
Scope	<ul style="list-style-type: none"> ● Number of successful applicants ● The amount of subsidy claimed ● Opinions of the parents/guardians of the beneficiaries ● Opinions of the services providers
Data Collection	<ul style="list-style-type: none"> ● Information on the waiting list of subvented rehabilitation services ● Processing time for matching of service providers ● Views of parents/guardians of the beneficiaries ● Outcome assessment on children by parents/carers ● Views of service providers
Work plan	<p>The collected data would be analysed with respect to the following attributes:</p> <ul style="list-style-type: none"> ● The profile of applicants, i.e. eligibility, disability types ● Coverage of the subsidy, i.e. subsidy amount, duration of services ● Impact to the beneficiaries, i.e. matching of service providers, views
Mapping of Focus Areas	
Sustainability	Mode of operation and the resources deployed for the AP, including identification of existing government welfare system that the government could leverage on in distributing the subsidy
Impact	Whether the needs of the beneficiaries could be met
Coverage	The reach-out rate and the response rate
Additional follow-up	Estimation of the demand for the subsidy in future through the response rate of the AP and number of beneficiaries
Mapping of Indicators	
Outcome	Information regarding the AP collected from the beneficiaries by questionnaire, survey on service providers as well as invitees who had not submitted applications
Output	The number of beneficiaries, reach-out rate of the invitation to the potential beneficiaries and the related response rate
Uniqueness	Addressed through inclusion of analysis on whether the AP could be incorporated into the current social welfare system
Highlighted Areas for the Planned Evaluation Work	
42.2. The questionnaire asked about the overall level of satisfaction on the provision of subsidy and the opinions about the alignment of the implementation of the programme with planned objectives and the household situation. Both 'Yes/No' and open-ended questions were included. Beneficiaries were also asked whether there was any difference in the pattern/frequency of receiving self-financed services before and after the arrangement of subsidised service.	
42.3. The evaluation work included collecting views from the approved service providers on the mode of operation of the approved services providers in delivering the rehabilitation services to the beneficiaries, and any lessons learnt in designing the mode of operation for the AP.	
42.4. The reach-out rate could reflect the response rate of this AP as SWD had reached out to all identifiable beneficiaries. Such reach-out strategy should be covered in the report for a better interpretation of the response rate.	

Highlighted Areas for Data Collection, Processing and Analysis

- 42.5. SWD filtered through the database of the central referral system and sending the programme briefs and application details to those who were on the waiting list for subvented rehabilitation services, which ensured that the full population could be reached.
- 42.6. The percentage of missing data resulting from omission of enquired items made by the respondents in the completed questionnaires should be included in the evaluation work, so as to reflect the representativeness of the findings.
- 42.7. It was recommended that proper definition should be adopted for the data set and basic statistical indicators. The use of statistical models might complicate the evaluation work to be done.
- 42.8. Text-based responses could be classified into different themes (e.g. by identifying common action verbs). Similarities identified should be explained.
- 42.9. Evaluation results should be explained, having regard to the original needs and objectives of the evaluation.

Suggested Areas of Concern under Regularisation

- 42.10. "What are the lessons learnt from the implementation of the AP?"
 - The current mode of operation might differ from that of a regularised AP. It was recommended that SWD should set out any possible gaps for resources deployment between the AP and the programme to be regularised (if so).
 - SWD should consider whether the beneficiaries were well served under the AP and their feedback. Together with the lessons learnt from the AP, they could be useful for setting the objectives of the programme to be regularised (if so). SWD had adopted open-ended survey questions, which could capture more opinions.
- 42.11. "What is the sustainability of the AP?"
 - Resources deployment, in terms of human and financial resources, should be taken into account.
 - The existence of current welfare system that could be leveraged should be a factor for consideration. SWD might identify if there were any existing government or welfare channels that the AP could leverage on.
- 42.12. "What are the public views on the AP?"
 - The enquirers' comments and views could, to a certain extent, reflect the public's opinions and feedback.
 - A more elaborate public consultation exercise would be preferable to gather views from the public in a systematic manner. However, this approach would require significant financial and manpower resources which would not be cost-effective.
- 42.13. "What are the prospects of the AP?"
 - The current situation, in terms of the popularity of the AP, could be reflected by the different output indicators, where all of them were well addressed in the evaluation work to be done by SWD.
 - The future prospect of this AP should be carefully considered if the future demand for this subsidy is realistic and well-justifiable.

43. **Subsidy for Tenants Purchase Scheme (“TPS”) Flat Owners on Comprehensive Social Security Assistance:**

Implementing Agency	
Social Welfare Department (“SWD”)	
Background of the Assistance Programme	
43.1. The objective of this AP was to provide a one-off subsidy for relieving the financial burden of CSSA recipients who had become TPS flat owners for five years or above	
Evaluation Plan	
Objective	<ul style="list-style-type: none"> ● Evaluate the effectiveness of the AP ● Review the needs for continuity or regularisation of the AP
Scope	<ul style="list-style-type: none"> ● Number of successful applicants ● The amount of subsidy granted ● Opinions of the beneficiaries
Data Collection	<ul style="list-style-type: none"> ● Use of the approved subsidy on housing related expenses ● Effectiveness of the subsidy ● Opinions on the AP from the beneficiaries, the invitees who had not submitted applications and the public
Work plan	<p>The collected data would be analysed with respect to the following attributes:</p> <ul style="list-style-type: none"> ● The profile of applicants, i.e. eligibility, details of ownership for the TPS flats ● Coverage of the subsidy, i.e. amount distributed ● Impact to the beneficiaries, i.e. type of expenditure used with the subsidy, views
Mapping of <i>Focus Areas</i>	
Sustainability	Mode of operation and the resources deployed for the AP, including identification of existing government welfare system that the government can leverage on in distributing the subsidy
Impact	Whether the needs of the beneficiaries could be met
Coverage	The reach-out rate and the response rate
Additional follow-up	Estimation of the trend of subsidy application by analysing the profile of TPS flat owners; the public enquiries were also documented for analysing the areas of concern on the AP
Mapping of <i>Indicators</i>	
Outcome	Information regarding the AP collected from the beneficiaries by questionnaire, applications submitted and survey on reasons of not making application by the invitees
Output	The number of beneficiaries, reach-out rate of the invitation to the potential beneficiaries and the related response rate
Uniqueness	Addressed through inclusion of analysis on whether the AP could be incorporated into the current social welfare system
Highlighted Areas for the Planned Evaluation Work	
<p>43.2. The questionnaire asked about the overall level of satisfaction on the provision of the subsidy and the opinions about the alignment of the implementation of the AP with planned objectives and the household situation. Both 'Yes/No' and open-ended questions were included. Beneficiaries were also asked whether the subsidy was spent on the various expense items identified.</p> <p>43.3. The evaluation included the analysis of on the operation mode, the resources deployed for the programme, and the feasibility of incorporating into the existing social welfare system.</p> <p>43.4. The reach-out rate could reflect the response rate of this AP as SWD had reached out to all identifiable beneficiaries. Such reach-out strategy should be covered in the report for a better interpretation of the response rate.</p>	

Highlighted Areas for Data Collection, Processing and Analysis

- 43.5. SWD, based on the CSSA database, sent the programme briefs and application forms to those targeted households who lived in public housing estates with TPS flats, which ensured that the full population could be reached.
- 43.6. The percentage of missing data resulting from omission of enquired items made by the respondents in the completed questionnaires should be included in the evaluation, so as to present the representativeness of the findings.
- 43.7. It was recommended that proper definition should be adopted for the data set and basic statistical indicators. The use of statistical models might complicate the evaluation work to be done.
- 43.8. Text-based responses could be classified into different themes (e.g. by identifying common action verbs). Similarities identified should be explained.
- 43.9. Evaluation results should be explained having regard to the original needs and objectives of the evaluation.

Suggested Areas of Concern under Regularisation

- 43.10. "What are the lessons learnt from the implementation of the AP?"
 - The current mode of operation might differ from that of a regularised AP. It was recommended that SWD should set out any possible gaps for resources deployment between the AP and the programme to be regularised (if so).
 - SWD should consider whether the beneficiaries were well served under the AP and their feedback. Together with the lessons learnt from the AP, they could be useful for setting the objective of the programme to be regularised (if so). SWD had adopted open-ended survey questions, which could capture more opinions.
- 43.11. "What is the sustainability of the AP?"
 - The mode of operation should be an issue to consider when regularising the AP. SWD was recommended to illustrate the possible difference between the AP and the programme to be regularised.
 - Resources deployment, in terms of human and financial resources, should also be taken into account.
 - The existence of current welfare system that could be leveraged on should be a factor for consideration. SWD might consider if there were any existing government or welfare channels that the AP could leverage on.
- 43.12. "What are the public views on the AP?"
 - The enquirers' comments and views could, to a certain extent, reflect the public's opinions and feedback.
 - A more elaborate public consultation exercise would be preferable to gather the views from the public in a more systematic manner. However, this approach would require significant financial and manpower resources which would not be cost-effective.
- 43.13. "What are the prospects of the AP?"
 - The current situation, in terms of the popularity of the AP, could be reflected by the different output indicators, where all of them were well addressed in the evaluation work to be done by SWD.
 - The future prospect of this AP should be carefully considered if the future demand for this subsidy is realistic and well-justifiable.

44. Subsidy for Low-income Elderly Tenants in Private Housing

Implementing Agency	
The CCF Secretariat under the Home Affairs Bureau	
Background of the Assistance Programme	
44.1. The objective of this AP was to provide subsidy for low-income elderly tenants in private housing so as to relieve their pressure in view of rising inflation and cyclical rental increase.	
Evaluation Plan	
Objective	<ul style="list-style-type: none"> • Evaluate the effectiveness of the AP • Review the need for continuing the AP (not regularisation)
Scope	<ul style="list-style-type: none"> • Opinions and level of satisfaction of the beneficiaries • Opinions of NGOs/elderly centres • Public enquiries
Data Collection	<ul style="list-style-type: none"> • Feedback from the successful applicants • Summary of public enquiries • Feedback from NGOs/elderly centres
Work plan	<p>The collected data would be analysed with respect to the following attributes:</p> <ul style="list-style-type: none"> • The profile of the application households, i.e. household size, composition of the household members (e.g. persons aged 65 or above living with those aged 60 to aged 64) • Coverage of the subsidy, i.e. the number of beneficiaries and the amount of subsidy disbursed • Impact to the beneficiaries, i.e. views from successful applicants and NGOs/elderly centres • Vetting procedures, administrative arrangement, the operational mode and resources deployed, i.e. views from NGOs/elderly centres • Public views, i.e. views from beneficiaries, public enquiries
Mapping of Focus Areas	
Sustainability	Analysis of whether the amount of manpower and financial resources deployed for the AP were well-justified and sustainable
Impact	To what extent did the AP meet its stated objective, e.g. in terms of satisfying the needs of the beneficiaries
Coverage	The actual number of beneficiaries versus the estimated number of beneficiaries, i.e. the response rate
Additional follow-up	The needs of post programme action(s) for meeting the stated objectives
Mapping of Indicators	
Outcome	Obtain feedback from beneficiaries and estimate the continuous demand for the subsidy in future
Output	The amount of resources deployed for implementing the AP and the quantified indicators, such as the response rate
Uniqueness	These factors included feedback from the general public, enquiry summaries, publicity efforts as well as voices from the rejected cases. An analysis should also be conducted on whether there was any existing social welfare system that the AP could be leveraged on in delivering the subsidy to the beneficiaries
Highlighted Areas for the Planned Evaluation Work	
44.2. Summaries of the public enquiries prepared by the CCF Secretariat were useful when reviewing the operation efficiency and public views towards the programme, as well as identifying potential future beneficiaries.	
44.3. The publicity work for the AP included both CCF Secretariat-led efforts and elderly centre-led efforts.	
44.4. The current mechanism of estimating the potential number of beneficiaries for the AP was based on the statistics (e.g. age profile of the population) provided by the Census and Statistics Department. This arrangement might lead to systematic overestimation as there was no information on the rental or income level of the households as well as whether the target beneficiaries were recipients of CSSA and/or property owners.	

Highlighted Areas for Data Collection, Processing and Analysis

- 44.5. It was recommended that the CCF Secretariat should collect feedback, if possible, from the rejected applicants.
- 44.6. The CCF Secretariat was planning to conduct a survey which targeted at participating NGOs/elderly centres.
- 44.7. It was recommended that basic statistical indicators (such as percentages and averages) should be applied in analysing the collected data. Sophisticated analytical models (such as correlation coefficients and regression) which required a more comprehensive data set were not recommended.
- 44.8. Text-based data collected from beneficiaries and NGOs/elderly centres could be classified into different themes (e.g. by identifying common action verbs) for easier identification of similarities and interpretation of data.
- 44.9. It was recommended that the objectives of the AP should be clearly spelt out and the discrepancies found between the actual implementation experience and the planned objectives should be accounted for in the evaluation report.

Suggested Areas of Concern under Continued Implementation

- 44.10. "What are the lessons learnt from the implementation of the AP?"
- The current mode of operation might need to be modified when considering the need for the continued implementation of the AP. The CCF Secretariat was recommended to consider the necessary resource deployment for the future mode of operation if continued implementation was considered necessary.
 - Through analysis of the feedback from the beneficiaries, their level of satisfaction for the AP can be assessed. Together with the lessons learnt in the implementation, they should be useful for considering whether the AP meets its objectives.
 - Analysis of the feedback from the NGOs/elderly centres, and lessons learnt from the implementation are useful for considering the future mode of operation of the AP if continued implementation was considered necessary.
 - Publicity efforts by the CCF Secretariat should be taken into consideration.
- 44.11. "What is the sustainability of the AP?"
- Resources deployment, in terms of manpower and financial resources, should be taken into consideration.
 - The CCF Secretariat might consider if there were any existing government or welfare channels that the AP could leverage on.
- 44.12. "What are the public views on the AP?"
- Enquiries and suggestions/comments received on the AP could, to a certain extent, reflect the public's opinions and feedback.
 - A more elaborate public consultation would be considered useful for collecting public views in a more systematic manner. This approach, however, would incur significant financial and manpower resources which would not be cost-effective.
 - The reasons for unsuccessful applications should be included in the evaluation report. The voices and opinions from the unsuccessful applicants should also be considered.
- 44.13. "What are the prospects of the AP?"
- The popularity of the AP could be reflected from different output indicators, e.g. the response rate.
 - The possibility of fine-tuning the current method of estimating potential beneficiaries or finding an alternative source for estimation should be taken into account.
 - The government continued to roll out new subsidy programmes for the elders. The CCF Secretariat should take those into account when considering whether the AP should be continued in future.

45. **Relocation allowance for eligible residents of sub-divided units in industrial buildings who have to move out as a result of enforcement action by the Buildings Department:**

Implementing Agency	
Buildings Department ("BD") (with Development Bureau ("DEVB") acting as policy advisor)	
Background of the Assistance Programme	
45.1. The objective of this AP was to provide a relocation allowance for residents of sub-divided units in industrial buildings who had to move out within a short period of time as a result of enforcement actions by BD. This allowance served as assistance for those affected occupants who might have genuine financial difficulties in paying their relocation expenses. There were two government bodies involved in the operation of this AP. DEVB was responsible for the submission of funding proposal and policy oversight, while BD was responsible for the overall execution of the AP.	
Evaluation Plan	
Objective	<ul style="list-style-type: none"> • Evaluate the effectiveness of the AP • Review the needs for continuity or regularisation of the AP
Scope	<ul style="list-style-type: none"> • Opinions and level of satisfaction of the beneficiaries • Lessons learnt from the operation of the AP • The marginal cases (i.e.: the potential beneficiaries who did not receive the subsidy subsequently) of the AP
Data Collection	<ul style="list-style-type: none"> • Ease of contacting BD staff who are responsible for the AP • Clarity of BD staff's responses when dealing with the application • Effectiveness of the AP in solving relocation problems • Overall level of satisfaction towards the AP • Any other comments on the AP
Work plan	<p>The collected data would be analysed with respect to the following attributes:</p> <ul style="list-style-type: none"> • The profile of applicants, i.e. income, age, employment status, rental per month • Coverage of the subsidy, i.e. number of beneficiaries, amount distributed • Impact to the beneficiaries, i.e. feedback from the successful applicants • Views of the public, i.e. comments from the beneficiaries, types of public enquiries
Mapping of Focus Areas	
Sustainability	The analysis of manpower and financial resources deployment
Impact	The fulfilment of needs of the beneficiaries
Coverage	The number of beneficiaries, the reach-out rate and the response rate
Additional follow-up	The needs of post AP actions to achieve the stated objectives by BD
Mapping of Indicators	
Outcome	Information regarding the AP collected from the beneficiaries by survey
Output	The number of beneficiaries, reach-out rate and response rate
Uniqueness	Addressed through the mode of operation and lessons learnt for this AP. Moreover, the reasons why prospective beneficiaries rejected/did not apply for the subsidy should be obtained.

Highlighted Areas for the Planned Evaluation Work

- 45.2. Key findings, such as the effectiveness of the AP in helping the beneficiaries to resolve the relocation problem and overall level of satisfaction, were included in the evaluation work. The enquiry hotline could help gather views on the operation efficiency on the AP, and identify future beneficiaries.
- 45.3. The work done by BD involved:
- Posting a notice with details of the registration at conspicuous locations of the premises on the day of issuance of orders;
 - Taking record of those cubicles which were vacant on the order issuance day;
 - Conducting on-site registration on the order issuance day and the following two working days;
 - Posting a notice to state that no further application form from residents of the building would be accepted on the sixth day after the order issuance day; and
 - Uploading a list of buildings with such notices posted to BD's website to inform the public of the status of a particular industrial building.
- 45.4. It was believed that a proxy should be necessary for estimating the prospect of the AP. The number of buildings to be covered in the Large Scale Operation was proposed as the proxy for estimating the future identifiable beneficiaries. Moreover, the percentage of cubicles found for domestic use in industrial buildings should also be included as supplementary information for the proxy.

Highlighted Areas for Data Collection, Processing and Analysis

- 45.5. It was recommended that a proper definition should be adopted for the data set and basic statistical indicators. Use of statistical models might complicate the evaluation work to be done.
- 45.6. Text-based responses should be classified into different themes (e.g. by identifying common action verbs). Similarities identified should be explained.
- 45.7. Evaluation results should be explained, having regard to the original needs and objectives of the evaluation.
- 45.8. It was suggested that BD should collect data and feedback from the rejected applications (e.g. in smaller sample size). This could help minimise statistical bias.
- 45.9. BD would consider the public enquiries gathered and using the data collected during conversations with the potential beneficiaries to analyse the reasons why potential beneficiaries do not apply for the allowance under the AP, and the data collected during conversations with the applicants to analyse the reason why they withdraw from the AP.

Suggested Areas of Concern under Regularisation

- 45.10. "What are the lessons learnt from the implementation of the AP?"
- The current mode of operation might differ from that of a regularised AP. It was recommended that BD should set out any possible gaps for resources deployment between the AP and the programme to be regularised (if so).
 - BD should consider whether the beneficiaries were well served under the programme and their feedbacks. Together with the lessons learnt from the AP, they could be useful for setting the objectives of the programme to be regularised (if so).
 - Publicity work done by BD and the CCF should also be taken into account.
- 45.11. "What is the sustainability of the AP?"
- Resources deployment, in terms of human and financial resources, should be taken into account.
 - BD might consider if there were any existing government or welfare channels that this AP could leverage on.
- 45.12. "What are the public views on the AP?"
- Calls made to the hotline may be from the general public and the potential beneficiaries. The log would reflect the views of the public in general on the effectiveness of the AP.
- 45.13. "What are the prospects of the AP?"
- The current situation, in terms of the popularity of the AP, could be reflected by the different output indicators. These factors should be addressed in the evaluation work to be done by BD.

46. **Elderly Dental Assistance Programme:**

Implementing Agency	
Hong Kong Dental Association (with Food and Health Bureau overseeing implementation of the programme)	
Background of the Assistance Programme	
46.1. The objective of this AP was to provide subsidy for needy elders with low income for dentures and other related necessary dental services.	
Evaluation Plan	
Objective	<ul style="list-style-type: none"> ● Evaluate the effectiveness of the AP ● Evaluate the level of satisfaction of the beneficiaries ● Review the needs for continuity or regularisation of the AP
Scope	<ul style="list-style-type: none"> ● Number of beneficiaries ● Average amount of subsidy per beneficiary ● Processing time from application to the first visit to dental clinic ● Level of satisfaction of beneficiaries
Data Collection	<ul style="list-style-type: none"> ● Views from beneficiaries on the usefulness of the denture(s) and level of satisfaction on the AP ● Views from stakeholders, if any
Work plan	<p>The collected data would be analysed with respect to the following attributes:</p> <ul style="list-style-type: none"> ● The profile of applicants, i.e. gender, district, type of home based services (Enhanced Home and Community Care Services or Integrated Home Care Services) and the level of payment (level 1 or 2) ● Coverage of the subsidy, i.e. number of beneficiaries and average subsidy per beneficiary ● Impact to the beneficiaries, i.e. satisfaction feedback from beneficiaries, types of dental service provided and processing time from application to first consultation ● Views of the public, i.e. views from beneficiaries and types of public enquiries
Mapping of Focus Areas	
Sustainability	The analysis of the mode of operation and resources deployment; Performance indicator applicable in this aspect is the average lead time for receiving the dental services; Identify the existing channels and systems that the AP can leverage in delivering its services to the beneficiaries
Impact	The fulfilment of needs of the beneficiaries in terms of the usefulness of the denture(s) provided under the AP and the level of satisfaction of the beneficiaries on the AP as a whole
Coverage	The response rate
Additional follow-up	Further analysis with reference to the demand for such services as implied from the statistics from the NGOs operating the home-based services
Mapping of Indicators	
Outcome	The mode of operation and lessons learnt from the AP, the scope of services, eligibility criteria and satisfaction of beneficiaries
Output	The number of beneficiaries, the average subsidy per beneficiary, the response rate and the resource commitment of the AP
Uniqueness	Addressed through the comments from beneficiaries as well as extracts from the public enquiries. The publicity efforts for this AP by different parties were also included to exhibit the efforts in reaching out the beneficiaries

Highlighted Areas for the Planned Evaluation Work

- 46.2. The views and concerns of the participating NGOs and dentists towards the mode of operation adopted were documented for better understanding of the feedback towards the current arrangement. Moreover, the feedback from beneficiaries surveyed by the participating NGOs was included.
- 46.3. It was suggested that the analysis to look for any possible existing platforms or resources that the AP could leverage on should be included in the evaluation work.
- 46.4. The IA considered that the collection of views from the beneficiaries could be best achieved through the participating NGOs, rather than conducting a primary survey targeting at them. It was justified that the participating NGOs should be the appropriate medium to gather and summarise these views in an effective manner as they were the frontline personnel interacting with the beneficiaries. Moreover, the feedback gathered from the beneficiaries was surveyed in a relatively straight-forward manner to better gauge responses from elders. Adverse responses should be followed up to ensure that views would be gathered in an all-rounded manner.
- 46.5. It was suggested the IA should consider including the reasons why NGOs or dentists did not wish to enrol in the AP.
- 46.6. It was noted that various factors, including the budget allocation and level of subsidy for the AP, had been taken into account for estimating the number of beneficiaries.
- 46.7. It was agreed by the IA that for any referred person who eventually dropped out of the AP, he or she was required to fill in a form and would be invited to indicate the reasons for not continuing the participation in the AP.

Highlighted Areas for Data Collection, Processing and Analysis

- 46.8. The enquiry hotline and email served as the channels for collecting any comments from the participating NGOs and dentists.
- 46.9. It was suggested that the categorisation of enquiry log into different types of enquiries would further facilitate the consolidation of views and collation of statistical results.
- 46.10. It was recommended that basic statistical indicators were used to process the data as the use of statistical models might complicate the evaluation work to be done.
- 46.11. Text-based responses could be classified into different themes (e.g. by identifying common action verbs). Similarities identified should be explained.
- 46.12. Evaluation results should be explained, having regard to the original needs and objectives of the evaluation.

Suggested Areas of Concern under Regularisation

46.13. "What are the lessons learnt from the implementation of the AP?"

- It was recommended that the evaluation work to be done by the IA should document the lessons learnt when implementing the AP, allowing a better understanding of the situations of the related stakeholders.
- An assessment on how well the beneficiaries of the programme had been served could be an indicator to be considered in setting the objectives of the regularised AP.

46.14. "What is the sustainability of the AP?"

- It was identified that the AP leveraged on the participating NGOs and dentists to provide the services to the beneficiaries. The degree of involvement for the related stakeholders had to be considered if the AP is regularised.
- Resources deployment, in terms of human and financial resources, should also be considered to gauge and understand the commitment of resources for the AP if it is regularised.
- The interoperability and extent of overlapping between the AP and any existing subsidised dental services should be discussed in the evaluation work to allow a better understanding of the reasons why a certain group of elders, or other classification (i.e. service provided) where appropriate, should be targeted.

46.15. "What are the public views on the AP?"

- The enquirers' comments and views could, to a certain extent, reflect the public's opinions and feedback.
- A more elaborate public consultation exercise would be preferable to gather views from the public in a more systematic manner. However, such approach would require significant financial and manpower resources which would not be cost-effective.

46.16. "What are the prospects of the AP?"

- The current situation, in terms of the popularity of the AP, could be reflected by the different output indicators, where all of them would be addressed in the evaluation work to be done by the IA.

Observations for Consideration when Designing Evaluation Mechanisms of Assistance Programmes in Future

47. Following the assessment on the evaluation mechanisms adopted by the IAs for the APs, we had the following observations for consideration by the CCF when designing APs in future.

The understanding on evaluation work by different IAs differs due to their respective experience

48. The planning and execution of evaluation work for APs are handled in a decentralised manner, given that different IAs are responsible for the evaluation of their own respective APs. The extent of preparation and planning for evaluation work undertaken by IAs differs as they have different experience in designing and conducting evaluation for initiatives and projects.
49. To better understand the management of evaluation work, we segregate an evaluation into two components: the planning stage and the execution stage. We observed that the CCF currently adopts a light-touch approach, which only requires IAs to conduct evaluation having regard to the stated objectives and submit the evaluation results in due course. IAs are responsible for conducting both the detailed planning and execution of evaluation work.
50. It is justifiable that the CCF Secretariat should not perform the execution of evaluation work. Evaluation data are usually collected throughout the life-cycle of an AP by frontline staff of the IAs; some data collection methods (i.e. surveys) require close interaction with the beneficiaries and this execution step may even be delegated to partners of IAs (e.g. beneficiaries-referring NGOs). It is more cost-effective and efficient for the IAs to handle the execution. Further, this can also prevent the handover of data from the IAs to the CCF secretariat, which may involve data privacy issues.
51. Planning for evaluation work will be affected by the IAs' understanding of the nature of respective APs, as well as IAs' previous experiences in terms of conducting evaluation exercises. As IAs have different understanding on the evaluation work to be conducted on the APs, this could result in a varying standard of evaluation.
52. The difference in evaluation work conducted may weaken the comparability of evaluation results. Making reference to a standardised framework for designing the evaluation mechanism in the early stage (e.g. when APs are being planned) is therefore recommended.

The evaluation plan should be ready at the commencement of implementing the APs if possible

53. Getting the evaluation plan ready will enable the collection of appropriate data and statistics early which will be conducive to the evaluation work of the APs. We have observed that drawing up of evaluation plans early will be conducive to the setting up of the scope and the work to be conducted by the IAs. Evaluations conducted by IAs with plans drawn up early are better structured, with a better understanding of the data required as well as the indicators used in the evaluation. Currently there is no requirement for the IAs to have a formal evaluation plan in place before the commencement of the APs.
54. It is recommended that in future, the IAs should have the evaluation plan prepared before the commencement of the APs if possible. The evaluation plan should include the objective/scope of the evaluation, the use of indicators, data collection channels and preliminary work plans for the evaluation by making reference to the assessment framework for evaluation.
55. For those IAs with difficulty in coming up with an evaluation plan, they could consider making reference to the evaluations of other APs.

The scope of evaluation should include direct views from beneficiaries

56. Given that the primary objective of evaluation is to ascertain the benefits of APs, the scope of evaluation should cover surveying the views of the beneficiaries. Beneficiaries are in the best position to provide feedback regarding the sufficiency, level of satisfaction and delivery arrangement as they are being targeted to benefit.
57. We are aware that most IAs from the APs would include views from the beneficiaries in evaluations by conducting surveys or by collecting comments through existing feedback channels (e.g. forums and e-platforms). However, we also observe that some IAs attempted not to survey the beneficiaries or do so in an indirect way (i.e. surveying the service providers regarding the level of satisfaction of the beneficiaries).
58. We would like to stress that the views of the beneficiaries are crucial in determining whether the stated objective of an AP is fulfilled. Unless there are impediments to the collection of direct feedback from the beneficiaries (e.g. the administration of the AP is significantly remote from the IA such that the IA is not able to directly reach out to the beneficiaries, or doing so will incur significant administrative burden, etc.), the scope of evaluation should cover surveying the views of beneficiaries.

The scope of evaluation should include views of third parties involved in the operations of APs

59. It is identified that third parties are involved in the identification of beneficiaries, as well as the provision of services in the APs. These third parties include but not limited to schools, NGOs and professional bodies/associations.
60. We consider that the views of relevant third parties on the current mode of “care” delivery should be considered in assessing the effectiveness of the APs as the effort and time put in by the third parties should be counted as social costs of implementing the APs. The mode of delivery of the APs should be reviewed to consider whether such cooperation model is sustainable.

The evaluation work should be aligned with the areas of concern when considering the regularisation of APs

61. It is generally understood that effective APs with significant, sustainable, and positive impact to the society should be considered for incorporation into the Government's regular assistance programme.
62. The effectiveness and impact of the APs should be assessed by the IAs by making reference to the assessment framework for evaluation. The results of the evaluation should be useful for considering whether the AP should be regularised. Factors for deciding whether and how a programme should be regularised should be drawn up early by the IAs if possible. This will be conducive to devising appropriate and meaningful evaluation mechanism accordingly.

The use of computer system for centralised storage of AP-related data is not useful

63. We are aware that IAs collect certain information from the beneficiaries for administration purpose throughout the implementation of APs. These may include sensitive information e.g. personal identification and household income. While it is justifiable for IAs to collect the information for selection and vetting purposes, it may not be entirely feasible to store the information in a centralised repository due to data privacy issues.
64. On technical aspects, we are aware that the data collected by each IA are different according to their different purposes of collection, and metrics used in their evaluation. It will be difficult to rationalise all data and store them in relevant groupings in a centralised computer system. Inconsistencies will be noted among the data collected by different IAs. Significant effort would be required in case the data of different APs were to be made comparable. Such database would also incur significant maintenance costs in the mid-to-long runs.
65. The data collected by each IA represent only the circumstances of specific groups of beneficiaries, which may not reflect the overall social demand for the APs under the CCF.
66. We consider that unless an overall database to be built under the CCF could be linked to the database of each and every government department/bureau, so as to have a better understanding of the assistance given to each and every beneficiary, setting up a computer system to store all the AP-related data under the CCF may not be useful and cost-effective.

Views on Impact Assessment

67. Further to the assessment on the evaluation work done by the IAs, we note that some APs should warrant a more in-depth study to ascertain the impact they have on the beneficiaries and the society, as well as their contribution towards the overall objective of the CCF.
68. While an evaluation focuses on the beneficiaries, we note that changes may be brought about by the APs, resulting in additional impacts experienced by other related parties including the government, non-government participants (e.g. NGOs, professional associations) or even the general public as observers. The impact on these parties should be documented and considered.
69. An impact assessment may therefore be carried out. Further, when considering the on-going operation of the AP, the experience learnt from implementing the AP should also be documented which could be made reference to when setting up future APs under the CCF.

Objectives and Scope of the Impact Assessment

70. The primary objective of the impact assessment is to examine the impact resulted from the APs in a broader scope.
71. Further, the impact assessment is designed to capture the experience learnt from implementing the APs, which may be made reference to for further improvement to the mode of operation of the current APs and future APs of the CCF.
72. The scope of the impact assessment includes both the intended as well as unintended impact.
73. Intended impact refers to any activities or consequences that occur as a result of the original objective of an AP. Unintended impact refers to any other activities or consequences that occur in the course of actions of implementing the AP.
74. The timeframe of impact assessment spans from the early planning stage to the completed stage (including evaluation) of the AP.

Principles to adopt for conducting the Impact Assessment

75. The following principles are:
 - It should be easy to understand and feasible to implement
 - It should differentiate itself from a conventional evaluation of AP
 - It should provide inputs to the AP to be regularised (if so)

Eligibility for the Impact Assessment

76. The impact assessment is used to further study how an AP will affect the society in a much broader scope. Therefore the **readiness** of an AP to carry out such a comprehensive study should be assessed. We considered that the following criteria for selecting APs for the aforementioned Impact Assessment would be relevant:
 - The **extensiveness** of evaluation work
 - The **receptiveness** of the public
 - The reasonableness and existence of **future demand**
 - The **overall comprehensiveness** of an AP

77. Having examined all the APs with the four criteria above, we suggested that if the CCF would conduct impact assessment on selected programmes in future, the following three APs should be considered as suitable:

Assistance Programme	Afterschool Care Pilot Scheme	Elderly Dental Assistance Programme	Pre-school Rehabilitation Programme
Extensiveness of the Evaluation Work	<i>Extensive information of the selected APs can be provided in the assessment framework for their evaluation work</i>		
Receptiveness of the Public	<ul style="list-style-type: none"> There has been positive feedback from the public and extension of scope of service is provided through this AP 	<ul style="list-style-type: none"> There has been positive feedback from the public and progressive expansion of the eligibility criteria of this AP is being considered 	<ul style="list-style-type: none"> There has been positive feedback from the public and expansion of scope of service is provided through this AP
Reasonableness and Existence of Future Demand	<ul style="list-style-type: none"> The future demand for such AP can be estimated by referring to the demand for similar services currently provided by EDB as a proxy 	<ul style="list-style-type: none"> The effectiveness and the future demand for the AP will be evaluated 	<ul style="list-style-type: none"> The current AP is actually shortening the waiting time for existing services provided by SWD. Therefore the future demand can be reasonably estimated by referring to the average waiting time for the existing services
Overall Comprehensiveness of the AP	<ul style="list-style-type: none"> The AP serves students who are attending schools and attending after school care services Their parents may also benefit from this AP as they can be more focused on work and can pick their children up at a later time, achieving better balance between work and family NGOs may also benefit from this AP as their scale of business can be further expanded 	<ul style="list-style-type: none"> The AP serves needy elders with low income who would like to receive dentures and other related dental services 	<ul style="list-style-type: none"> The AP serves pre-school children who require rehabilitation services Their parents can also benefit from such AP as the waiting time for such service is shortened The NGOs participating in this AP can also benefit from the increase in services provided to the public

78. To better illustrate the use of the Impact Assessment framework, we have selected 2 APs as illustration on the actual implementation of such framework (please see Appendix for details). **Note that all data and information are hypothetical and the assessment work described may not reflect the actual assessment to be performed by the IA.**

Impact Assessment for the CCF Programmes

79. Impact Assessment can be divided into three segments¹:

- Return on Beneficiaries: focuses the benefits enjoyed by the targeted persons of the initiative
- Return on Capital: focuses on the financial returns generated by the initiative as a return on investment
- Return on Society: focuses on the overall impact created and brought along

80. We conclude that assessment for the return on beneficiaries is more alike to an ordinary evaluation conducted for every separate AP. While the impact experienced by the beneficiaries should be included in the framework, it should not be the only focus, we therefore should not over-emphasise this aspect.

¹ Research from Monitor Institute, Monitor Deloitte

81. We also conclude that return on capital is not the most relevant in this context as the overall impact of APs will likely consist of “qualitative” impact that are not suitable for further quantification. We do not suggest quantifying every impact identified as this may lead to false precision.
82. Return on society is able to cover both intended and unintended impact caused by the implementation of the APs. This is considered more relevant.

Tools for Conducting Impact Assessment

83. Different tools have been developed to identify and measure impact, as well as presenting them in a logical way. We have further researched into different impact assessment tools having regard to the following dimensions²:

Dimensions	Definition	Justification on Selections Made
Time Frame	<ul style="list-style-type: none"> The period at which the assessment is targeted 	<ul style="list-style-type: none"> As most APs are yet to complete, the time frame for the impact assessment would be reviewed having regard to the progress of implementation.
Length of Time Frame	<ul style="list-style-type: none"> The period during which the impact is measured 	<ul style="list-style-type: none"> We consider that short term impact brought about by the APs should be measured. We believe that long term impact can be accounted for as a recurring impact. Therefore there is no need to identify short term and long term impact separately.
Perspective	<ul style="list-style-type: none"> The scope of impact to be measured 	<ul style="list-style-type: none"> As mentioned above, we set the scope of the impact assessment to measure impact brought about by the AP to the society.
Approach	<ul style="list-style-type: none"> How impact should be identified and measured 	<ul style="list-style-type: none"> Impact approach is chosen as it will best reflect the causation-and-effect relationship of impact.
Deloitte's Analytics³	<ul style="list-style-type: none"> How the impact assessment can be conducted with cost effectiveness and appropriate scale 	<ul style="list-style-type: none"> The scale of AP should be considered under the impact assessment framework. We should not be over-ambitious.

² The dimensions and analysis on the Impact Assessment frameworks are referenced to the research paper "Social Impact Measurement: classification of methods" published by the Department of Business Economics and Erasmus Centre for Strategic Philanthropy, University Rotterdam

³ Analysis performed by Deloitte includes judgment on assessment scale, cost to perform such assessment and its alignment with CCF's intentions

84. The table below sets out our findings for the various tools with respect to the dimensions above:

Characteristics	Types	PSIA	Public Value Scorecard	Robin Hood Foundation Benefit-Cost Ratio	SCA	SCBA	SCEA	Social e-evaluator	Social Footprint	Social Return Assessment	SROI	SEAT	SVA	Toolbox for Analysing Sustainable Ventures	Wellventure Monitor
Time Frame	On-going and Retrospective	-	-	X	-	X	-	X	X	X	X	X	-	-	-
Length of Time Frame	Short Term	X	X	X	X	X	X	X	X	X	X	X	-	X	-
Perspective	Macro (society)	X	X	X	X	X	X	X	X	X	X	X	-	X	X
Approach	Impact methods	X	-	X	-	X	-	X	-	-	X	-	-	-	-
Deloitte's Analytics	Ease of use and Cost Effectiveness	?	?	?	?	-	?	-	?	?	X	?	?	?	?

85. Among a number of different impact assessment tools, the Social Return on Investment ("SROI") framework appears to be the most appropriate and comprehensive framework for assessing such impact having regard to the uniqueness of the APs. SROI is a popular framework for measuring and accounting the social, environmental and economic factors of a programme and the impact in monetary values. It is a framework widely used by practitioners / organisations worldwide. The SROI framework guides the users to measure the changes brought by a programme which are relevant to the people or organisations in relation and to gauge the stakeholders' views upon "impact" with a view to arriving at an overall impact assessment of the programme. We suggested a few guiding principles in developing the SROI-based Impact Assessment framework for CCF APs in future:

- Involve as many stakeholders as possible (i.e. those who has a stake in or an interest associated with the APs)
- Understand as exactly as possible what impact of APs means for each group of stakeholders
- Value what matters (also known as monetisation) as far as possible

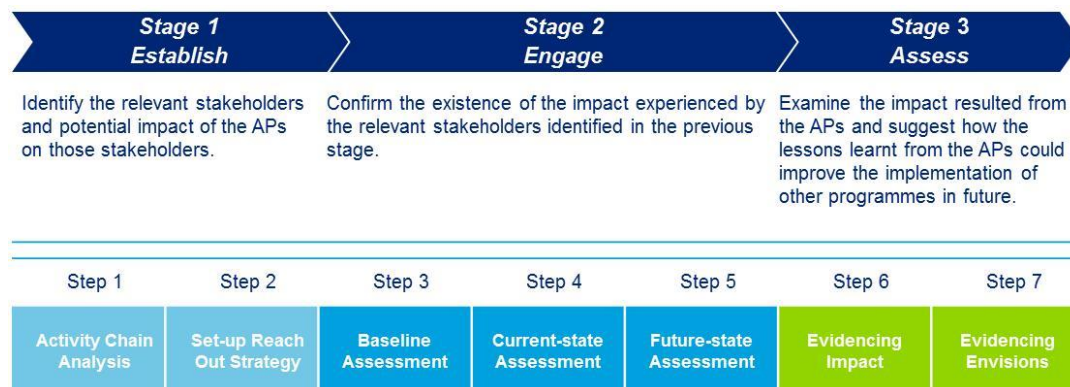
Customisations made to the SROI framework for the CCF

86. In order to better tailor the SROI framework for CCF APs, we have made the following alignments:

- Qualitative (non-monetary) aspects should also be the focus of the Impact Assessment for CCF APs: although monetisation is a prominent tool in the SROI framework, we believe that the documentation of qualitative aspects are also important when measuring the impact created by the APs to the society; and
- Future state envisioning: the Impact Assessment for CCF APs should also reflect the lessons learnt from the implementation of the APs by the IAs, so that the experience can be leveraged by the IAs and the CCF when designing future APs.

Steps of Impact Assessment for CCF APs

87. The diagram below shows the 3 main stages of the impact assessment work:



Identification of stakeholders

88. Stakeholders involved in the APs of the CCF can be divided into 4 groups:

- **Implementing Agencies:** The government bureaux/departments and other organisations entrusted to implement the APs
- **Service Providers:** Other organisations partnering with the IAs to set up and operate the APs
- **Beneficiaries:** The primary target group who receives the service or subsidy through the APs
- **Observers:** Parties who do not take part in the APs but are affected by the positive/negative externalities of the APs

Stage 1 Establish

89. The objective of this stage is to identify the relevant stakeholders and potential impact of the AP on those stakeholders.

Activity Chain Analysis

90. The activity map which illustrates various activities taken by parties involved in an AP will be identified specifically for the AP. The activities can cause both positive and negative impact.

Set-up Reach-out Strategy

91. It is important to identify the best methods to reach the goal. In identifying the methods, various aspects, such as cost, time, and capability, should be taken into consideration. The following table illustrates the possible ways to collect the data.

Data collection methods		
Methods	Definition	Criteria
Interviews	<ul style="list-style-type: none"> One to one interview Gain the qualitative views of how well the AP works individual perspectives 	<ul style="list-style-type: none"> Appropriate for the one who can be the representative of a party
Focus Group	<ul style="list-style-type: none"> Interview conducted for each group of related parties Gain qualitative views of how well the AP works at a lower cost when compared to surveys Allow diverse views initially and aim at reaching a consensus 	<ul style="list-style-type: none"> Appropriate for those who take part in the projects and get benefit
Participants surveys	<ul style="list-style-type: none"> Wide range of respondents for each AP Large sample size to achieve statistical significance Understand views across multiple constituents 	<ul style="list-style-type: none"> Appropriate for all parties
Direct observations	<ul style="list-style-type: none"> Qualitatively observe potential impact as a non-related person with objectivity Data collection of indirect impact Gain a close and intimate familiarity with a given group of individuals for each AP over an extended period of time 	<ul style="list-style-type: none"> Appropriate for ascertaining the existence of an indirect impact (the extent of such indirect impact should be further studied with other data collection methods once its existence is confirmed)
Administrative data collection	<ul style="list-style-type: none"> The set of activities involved in the collection, processing, storage and dissemination of statistical data from one or more administrative sources The equivalent of a survey but the source of data comes from administrative records rather than direct contact with respondents 	<ul style="list-style-type: none"> Appropriate for the circumstances whereby the data have already been gathered

Stage 2 Engage

92. The objective of this stage is to confirm the existence of the impact experienced by the relevant stakeholders identified in the previous stage. The process should consist of the following components:

Baseline Assessment

93. The baseline describes a situation without the APs. The objective of the baseline assessment is to identify the environment experienced by any relevant stakeholders in a situation without the APs.
94. A baseline assessment will serve as the evaluation basis to identify the basic scenario without the APs.
95. Relevant information could be collected through interviews or information exchange, etc. with the IAs and the CCF Secretariat.

Current State Assessment

96. Status quo means the situation with the APs. Status quo will be evaluated on the basis of baseline assessment and implementation plan of the APs. The difference between the impact of baseline and the current state indicates the value delivered by the APs. It is important to define the changes between the two states, which can be assessed through surveys or other methods. The APs would have no or negative impact on the society if the situation under “status quo” is not better than that under “baseline”, in which case we would recommend altering /cancelling the APs.

Future State Assessment

97. Future state is the final stage which refers to the consideration of how the situation under “status quo” could be improved. It sheds light on the reasons why an AP should be relaunched or sustained. It will also address the concerns as to how the AP could provide more benefits to the society.

Stage 3 Assess

98. The objective of this stage is to examine the impact resulted from the APs and to suggest how the lessons learnt from the APs can improve the implementation of other programmes in future.

Evidencing impacts

99. This part shows the lessons learnt by the government agencies and organisational entities, which provide assistance to the beneficiaries through APs. Deloitte Consulting will suggest gathering the information through interviews with related parties. In this part the improvement possibilities of the APs will be identified.

Evidencing envisions

100. This part indicates how the APs could be improved in future to meet the need and provide more benefits to the society. Deloitte Consulting will suggest gathering the suggestions through interviews with related parties.

Roles and Responsibilities of parties involved in the Impact Assessment

101. The impact assessment will be conducted by a non-government third party (i.e. the executor) in collaboration with the IAs and the CCF Secretariat. The following table summarises the responsibilities of the various parties who undertake the impact assessment:

Responsibilities of the involved parties			
	Executor	Implementing Agency	CCF Secretariat
Stage 1	<ul style="list-style-type: none"> Organise kick-off meeting with the IAs to align on the objective, scope and basic understanding of Impact Assessment Review documentations provided by the IAs Analyse the activity chain of the project and identify the involved parties in collaboration with the IAs Determine the best data collection methods to reach the goal 	<ul style="list-style-type: none"> Provide documentations to the Executor for Activity Chain Analysis Provide contacts (where applicable) with consent sought to the Executor for sending out to the involved parties 	<ul style="list-style-type: none"> Share this impact assessment framework with the executor

Responsibilities of the involved parties			
	Executor	Implementing Agency	CCF Secretariat
Stage 2	<ul style="list-style-type: none"> Establish the baseline situation with the documents provided by the IAs Data collection to reach the status quo Data collection to reach the future state 	<ul style="list-style-type: none"> Assist the executor to collect the data 	(n/a)
Stage 3	<ul style="list-style-type: none"> Data assessment to identify the difference between baseline and status quo as impact of the project Identify the possible ways to reach the future state, by conducting more interviews with the IAs to document their lessons learnt and experiences gained in implementing the AP 	<ul style="list-style-type: none"> Identify the experience gained from implementing the APs Comment on the improvement possibilities as gathered from other parties 	(n/a)

102. The SROI-based Impact Assessment framework was proposed as a foundation for discussion. Further adjustments would be required by the IAs and the CCF Secretariat before application.

Appendix

Case Study#1 : Impact Assessment for the Elderly Dental Assistance Programme

103. With respect to the objective of the AP, the following *stakeholder table* is created:

Stakeholder	Role	In/Out of Scope
Elders aged 60 or above who are users of Integrated Home Care Services (“IHCS”) or Enhanced Home and Community Care Services (“EHCCS”) as at 31 December 2012 and are paying Level 1 or Level 2 fee charge of the above services and not receiving Comprehensive Social Security Assistance (“CSSA”)	Beneficiaries	<ul style="list-style-type: none"> Yes – they are the direct beneficiaries who receive the services through this AP; their level of satisfaction and feedback should be gauged to evaluate the performance of this AP
NGOs operating the IHCS and EHCCS who have participated in the AP	Service Providers who screen and refer beneficiaries to receive dental services as part of their daily operations	<ul style="list-style-type: none"> Yes – they are part of the value chain for delivering the service to the beneficiaries; their value contributed should be taken into account
Hong Kong Dental Association (“HKDA”)	Implementing Agency	<ul style="list-style-type: none"> Yes – ditto
Dentists who have participated in the AP	Service Providers	<ul style="list-style-type: none"> Yes – ditto
The Food and Health Bureau (“FHB”)	Implementing Bureau overseeing the implementation of the AP	<ul style="list-style-type: none"> Yes – the resources committed by the Government in administering the AP should be taken into account
The families of the elders	Observers whose family members are the beneficiaries	<ul style="list-style-type: none"> Yes – they may be made better off due to the services received by the elders
Ineligible beneficiaries	Observers who are not eligible for the AP	<ul style="list-style-type: none"> No – they are not the target beneficiaries of the AP

104. As illustrated above, stakeholders should always fall under the four categories (i.e. the IAs, Service Providers, Beneficiaries and Observers). A full impact assessment should involve classifying at least one stakeholder group into one of the four categories.

105. With the in-scope stakeholder groups defined, we then proceed to chart the *activity map* through analysing the timeline of a typical AP case step by step (only the first 6 steps are documented for illustrative purpose):

Activities Conducted by Stakeholders grouped by illustrative timeline							
Stakeholder	0	1	2	3	4	5	...
Elders aged 60 or above who are users of Integrated Home Care Services ("IHCS") or Enhanced Home and Community Care Services ("EHCCS") as at 31 December 2012 and are paying Level 1 or Level 2 fee charge of the above services and not receiving Comprehensive Social Security Assistance ("CSSA")			Being screened by the IHCS or EHCCS teams		Attend dental appointments and receive dental treatment	Express views on the AP	
NGOs operating the IHCS and EHCCS who have participated in the AP		Attend the briefing(s) and consider to enrol in the AP	Screen the elders using services of IHCS or EHCCS and identify those who are eligible to apply for the AP	Refer the eligible elders to dentists/ dental clinics participating in the AP and submit the forms to HKDA	Provide accompanying service to elders in need and follow up on consultations	Conduct survey with elders whose dental treatments are completed and submit claim forms for completed cases	
Hong Kong Dental Association ("HKDA")	Plan and prepare for implementation of the AP e.g. drawing up the operational procedures and guidelines	Recruit NGOs operating IHCS and EHCCS and dentists, and conduct briefings for dentists and register them under the AP as service providers		Check the forms and assist to random check on CSSA status of the elders (applicants)		Verify the claim forms and arrange disbursements to NGOs and dentists	
Dentists who have participated in the AP		Attend the briefing(s) and consider to enrol in the AP		Provide first consultation dates to the referred elders (applicants)	Provide dental services to the elders	Submit claim forms for completed cases	
The Food and Health Bureau ("FHB")	Advise on the policy of Government and assist in the planning of the AP	Provide advice and views and attend the briefings					
The families of the elders					Accompany the elders to attend dental appointments		

106. With respect to the activities carried out by different stakeholders, the following *reach-out strategy table* is set up:

Stakeholder Group	Reach-out strategy	Justification
Elders aged 60 or above who are users of Integrated Home Care Services (IHCS) or Enhanced Home and Community Care Services (EHCCS) as at 31 December 2012 and are paying Level 1 or Level 2 fee charge of the above services and not receiving Comprehensive	<ul style="list-style-type: none"> Data analysis based on existing documentation which are in compliance with personal data privacy provisions Survey (conducted by NGOs) to gauge the level of satisfaction and feedback 	<ul style="list-style-type: none"> Personal data are required to be submitted during application for vetting to confirm eligibility, which also facilitate data analysis

Stakeholder Group	Reach-out strategy	Justification
Social Security Assistance (“CSSA”)		
NGOs operating the IHCS and EHCCS who have participated in the AP	<ul style="list-style-type: none"> Survey to gauge the feedback of NGOs regarding the administrative arrangement of the AP 	<ul style="list-style-type: none"> This method chosen, assuming NGOs can submit reasonable feedback, therefore reducing cost of conducting assessment through an ‘all-interview’ approach
Hong Kong Dental Association (“HKDA”)	<ul style="list-style-type: none"> Direct interview with HKDA 	<ul style="list-style-type: none"> This can more accurately gauge the efforts contributed by HKDA Interview is preferred as this can allow the impact assessment to capture the overall effects of this AP to HKDA
Dentists who have participated in the AP	<ul style="list-style-type: none"> Survey to gauge the feedback of dentists regarding the administrative arrangement of the AP 	<ul style="list-style-type: none"> Similar to NGOs above
The Food and Health Bureau (“FHB”)	<ul style="list-style-type: none"> Direct interview with FHB officials 	<ul style="list-style-type: none"> Similar to HKDA above
The families of elders	<ul style="list-style-type: none"> Focus group by inviting family members of randomly selected beneficiaries 	<ul style="list-style-type: none"> To explore any indirect impact to the household (i.e. better relationships with family)

107. After all the data regarding the stakeholders are gathered, the following *Impact Scorecard* can be drawn (only selected stakeholder groups are presented):

Stakeholder Group: Elders aged 60 or above who are users of Integrated Home Care Services (“IHCS”) or Enhanced Home and Community Care Services (“EHCCS”) as at 31 December 2012 and are paying Level 1 or Level 2 fee charge of the above services and not receiving Comprehensive Social Security Assistance (“CSSA”)				
Baseline	Current State	Future State	Impact Identified	Future Envisioning
Free dental treatments are required by certain elder groups	<ul style="list-style-type: none"> The AP provides free designated dental services for elders who meet the eligibility criteria 	<ul style="list-style-type: none"> The CCF is monitoring the progress of the implementation of the programme, and will consider expanding the existing eligibility criteria of the programme progressively, taking into account the progress of the implementation and the number of participating dentists under the programme 	<ul style="list-style-type: none"> Provision of free dentures and related dental services to needy elders with low income 	<ul style="list-style-type: none"> The CCF is monitoring the progress of the implementation of the programme, and will consider expanding the existing eligibility criteria of the programme progressively, taking into account the progress of the implementation and the number of participating dentists under the programme

Stakeholder Group: NGOs operating the IHCS and EHCCS who have participated in the AP				
Baseline	Current State	Future State	Impact Identified	Future Envisioning
NGOs may not be in a ready position to provide assistance to elders requiring dental services	<ul style="list-style-type: none"> NGOs can refer needy elders to apply for the AP to receive necessary dental services within the scope of the AP 	<ul style="list-style-type: none"> NGOs to encourage more eligible elders to join the AP 	<ul style="list-style-type: none"> Better interaction with elders More assistance provided to elders 	<ul style="list-style-type: none"> Proactively screening and referring more eligible elders to apply for the AP
NGOs spend extra time and resources for the work under the AP	<ul style="list-style-type: none"> Payment for NGOs for referrals 	<ul style="list-style-type: none"> The workflow is to be refined taking into account NGOs’ views 	<ul style="list-style-type: none"> More time spent by NGO staff in handling AP applications 	<ul style="list-style-type: none"> Setting up dedicated administrative team to handle applications

Stakeholder Group: HKDA				
Baseline	Current State	Future State	Impact Identified	Future Envisioning
HKDA has not been involved in the operation of a programme requiring extensive contacts with NGOs and the public	<ul style="list-style-type: none"> An office has been set up for the operation of the AP 	<ul style="list-style-type: none"> Gaining more experience in working with the NGOs and communicating with the public 	<ul style="list-style-type: none"> Time and effort spent for the AP (in terms of staff costs and shared resources) 	<ul style="list-style-type: none"> An experienced team to implement an AP with a wider scope

Case Study#2: Impact Assessment for the AP concerning the After-School Care Pilot Scheme

108. With respect to the objective of the AP, the following *stakeholder table* is created:

Stakeholder	Role	In/Out of Scope
Schoolchild who is financially needy for after-school learning and supplemental activities	Beneficiaries	<ul style="list-style-type: none"> Yes – they are the direct beneficiaries who receive the services through this AP; their level of satisfaction and feedback should be gauged by the participating institutions to evaluate the performance of this AP
NGOs and schools who are currently running, or setting up after-school activities for the AP	Service Providers	<ul style="list-style-type: none"> Yes – they are part of the value chain for delivering the service to the beneficiaries; their value contributed should be taken into account
Education Bureau	Implementing Agency	<ul style="list-style-type: none"> Yes – the resources committed by the Government in administering the AP should be taken into account
Parents of the schoolchild	Observers whose family members are the beneficiaries	<ul style="list-style-type: none"> Yes – they may be made better off due to the service received by the beneficiaries
Schoolchild who is not eligible for the AP	Observers who do not fit the entry requirements for this AP	<ul style="list-style-type: none"> Yes – they are indirectly affected by the AP and their costs should be reflected in the impact assessment

109. As illustrated above, stakeholders should always fall under the four categories (i.e. the IAs, Service Providers, Beneficiaries and Observers). A full impact assessment should involve classifying at least one stakeholder group into one of the four categories.

110. With the in-scope stakeholder groups defined, we then proceed to chart the *activity map* through analysing the timeline of a typical AP case step by step (only the first 6 steps are documented for illustrative purpose):

Stakeholder	Activities Conducted by Stakeholders grouped by illustrative timeline						
	0	1	2	3	4	5	...
Schoolchild who is financially needy for after-school learning and supplemental activities						Attends the classes	

Activities Conducted by Stakeholders grouped by illustrative timeline							
Stakeholder	0	1	2	3	4	5	...
NGOs and schools who are currently running, or setting up after-school activities for the AP	Joins the AP	Notify the parents of the children of the AP		Vets the application	Schedule the activity classes for the eligible beneficiaries		
Education Bureau	Design the AP and invite interested service providers to join the AP, vet the applications and issue guidelines						
Parents of the schoolchild			Enrol into the AP on behalf of the beneficiaries			More time to attend to work	
Schoolchild who is not eligible for the AP						Prolonged waiting time	

111. With respect to the activities carried out by different stakeholders, the following *reach-out strategy table* is set up:

Stakeholder Group	Reach-out Strategy	Justification
Schoolchild who is financially needy for after-school learning and supplementary activities	<ul style="list-style-type: none"> Administrative data collection for segmenting the beneficiaries into different groups Interviews with their parents to gauge the level of satisfaction and feedback Direct observation to gauge the learning progress 	<ul style="list-style-type: none"> Administrative data collected by EDB can assist in further analysing the beneficiaries by income / household group Direct observation to assess objectively if the AP is providing useful courses to the beneficiaries
NGOs and schools who are currently running, or setting up after-school activities for the AP	<ul style="list-style-type: none"> Survey to gauge the feedback of service providers regarding the administrative arrangement of the AP 	<ul style="list-style-type: none"> This method chosen, assuming service providers can submit reasonable feedback, therefore reducing cost of conducting assessment through an "all-interview" approach
Education Bureau	<ul style="list-style-type: none"> Direct interview with EDB officials 	<ul style="list-style-type: none"> This can more accurately gauge the efforts contributed by EDB Interview is preferred as this can allow the impact assessment to capture the overall effects of this AP to EDB
Parents of the schoolchild	<ul style="list-style-type: none"> Focus group by inviting family members of randomly selected beneficiaries 	<ul style="list-style-type: none"> To discover any indirect impact to the household (i.e. more concentrated at workplace)
Schoolchild who is not eligible for the AP	<ul style="list-style-type: none"> Direct observation by schools 	<ul style="list-style-type: none"> Only schools may have direct contact with students who are in need but not eligible for the AP

112. After all the data regarding the stakeholders are gathered, the following *Impact Scorecard* can be drawn (only selected stakeholder groups are presented):

Stakeholder Group: Schoolchild who is financially needy for after-school learning and supplemental activities				
Baseline	Current State	Future State	Impact Identified	Future Envisioning
After school activities are often very limited and not consolidated for application	<ul style="list-style-type: none"> Activities and course information are made available for selection Beneficiaries can attend courses operated by selected vendors who enrolled in the AP 	<ul style="list-style-type: none"> All activities enrolled by beneficiaries will be reimbursable 	<ul style="list-style-type: none"> Better coverage in respect of after school learning activities Better academic progress 	<ul style="list-style-type: none"> More comprehensive learning content made available to beneficiaries
Activities and learning classes are often expensive and might not be affordable	<ul style="list-style-type: none"> The AP covers courses currently run by certain service providers 	<ul style="list-style-type: none"> All activities enrolled by beneficiaries will be reimbursable 	<ul style="list-style-type: none"> Better academic progress 	<ul style="list-style-type: none"> More funding made available to beneficiaries in joining the services

Stakeholder Group: Parents of the schoolchild				
Baseline	Current State	Future State	Impact Identified	Future Envisioning
Time has to be spared to attend to child's work and office work quality is affected	<ul style="list-style-type: none"> Parents of beneficiaries can now be more focused on work during office hours Parents can spend less time on academic coaching and enjoy family time with their children 	<ul style="list-style-type: none"> Parents can allow children to choose after- school learning courses independently, only provide minimal academic coaching and enjoying family time with their children 	<ul style="list-style-type: none"> More productive parents More harmony among children and parents in family 	<ul style="list-style-type: none"> Better implementation structure so that parents are more confident of allowing their children to choose learning content by themselves

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報告摘要

優化檢討關愛基金援助項目的顧問研究

2014年3月



背景

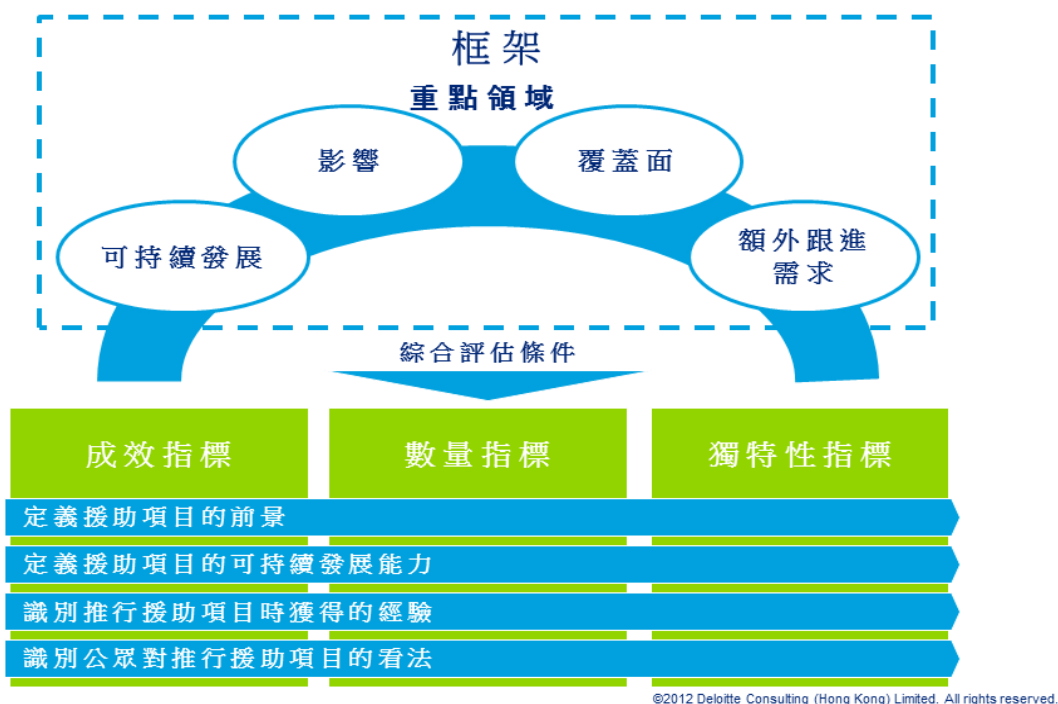
1. 關愛基金(以下簡稱「基金」)於二零一一年年初成立。其成立的主要目的是為經濟上有困難的市民提供援助，特別是那些未被納入社會安全網，或身處安全網卻又有一些特殊需要未能受到照顧的人。此外，基金亦可發揮先導作用，協助政府研究有哪些措施可考慮納入政府常規的資助。
2. 基金已就各個範疇，包括教育、民政、房屋、醫療和福利，先後推出了多個援助項目，惠及不同的目標群組。
3. 每一個援助項目均由受委託的政府部門或其他機構負責推行（以下簡稱「執行單位」）。所有執行單位皆需定期向扶貧委員會轄下的關愛基金專責小組提交進度和財務報告以審視項目。
4. 此外，執行單位也需要對其負責推行的援助項目進行成效檢討。有關檢討一方面有助基金專責小組考慮如何優化或調整援助項目以更好實現項目的目標，而另一方面，亦能協助政府考慮應否及如何將有關項目在未來納入常規資助。

顧問研究的目的

5. 民政事務局轄下的關愛基金秘書處委任德勤企業管理諮詢（香港）有限公司（以下簡稱「德勤諮詢」或「我們」）作為顧問，審視執行單位現有或計劃中的檢討工作，並就檢討提出優化建議。本顧問研究項目（以下簡稱「顧問研究」）的目的包括：
 - 審視執行單位現有的檢討機制及方法並提出意見，以及對如何優化有關檢討工作提出建議；
 - 就將合適援助項目納入常規資助所應考慮的條件和因素提供意見；以及
 - 制定「影響評估」的框架和工作方法，並建議不多於三個援助項目將來可進行有關「影響評估」。

評估執行單位採用的檢討機制的框架

6. 在審視援助項目的運作和檢討機制/計劃後，我們注意到援助項目的多元性，並在考慮了不同援助項目的獨特性以及其他非牟利機構或項目所採用的檢討因素後，制定了一個評估框架。下圖說明了用以評估執行單位的檢討工作的框架：



7. 本評估框架涉及兩大層面(即**重點領域**和**指標**)，作為推行檢討的基礎和指引。

重點領域 / 指標的定義

8. 評估的標準包括以下**重點領域**：
- **可持續發展** – 在對援助項目的運作、人手及財務方面不帶來過度承擔之下，其推行模式是否有利於向受惠人士提供津貼；
 - **影響** – 可否實現援助項目的目標，並對受惠人士及整體社會安全網帶來顯著改變；
 - **覆蓋面** – 援助項目的實際受惠人數是否佔潛在受惠總人數一個顯著的比重（純定量性質）；
 - **額外跟進需求** – 為了更好的推行援助項目，是否需要任何補充行動或政策作配合（純定性性質）。
9. 以下**指標**可反映各重點領域的情況：
- **成效指標** – 顯示推行援助項目對受惠人士帶來的改變，以及有關的觀察和經驗；
 - **數量指標** – 顯示實際及潛在受惠人數，以及其他定量因素。指標必須是具體、可衡量和可實現的；
 - **獨特性指標** – 顯示援助項目的服務範圍是否不是現有社會安全網所覆蓋或其他社會福利機構所提供的。

評估框架

10. 下表列出一個由 4 個**重點領域**和 3 個**指標**組成的評估框架：

重點領域 \ 指標	成效指標	數量指標	獨特性指標
可持續發展 可供使用的人力和財務資源(如項目常規化後,可否持續提供服務)	有否檢討資源是否恰當調配?有否列出及留意任何改善空間?	援助項目的行政成本是否符合預先設定的上限?	援助項目能否善用現有福利制度的架構以分發津貼或提供服務?
影響 能否實現援助項目的目標,並對受惠人士及整體社會安全網帶來顯著改變	制定援助項目目標的理據(為甚麼要服務有關群組)?	哪一個收入群組獲得最多的援助?	援助項目能否成功地向目標受惠人士提供服務(以項目的最終結果作證明)?
覆蓋面 實際受惠人數與潛在受惠總人數的比例		實際受惠人數佔潛在受惠總人數的百分比。	證明目標受惠群組為適當 - 為何選定該目標受惠群組,如何識別及估算其人數的方法。
額外跟進需求 為了達到預定的目標,在推行援助項目時,是否需要任何補充行動或政策?有關項目是否一次性?	未來有否其他可識別的受惠人士?		在推行援助項目時,哪些是未獲受理的邊緣個案?為何這些個案最初被排除在項目之外?

- 我們利用以上評估框架以評估每個援助項目的檢討工作。
- 在審視相關執行單位所採用的檢討機制後,我們根據對個別援助項目的觀察和分析,填寫上表 (**重點領域**和**指標**的交叉點)。我們亦建議如何優化個別援助項目的檢討工作。
- 我們進一步對實際檢討運作(包括數據收集方法、數據整理和分析等)提出建議,供個別執行單位考慮。

對常規化援助項目提出建議

- 上一節提及的評估框架闡述了執行單位應在檢討工作中如何收集有助檢討的細節。評估框架亦有助辨識應否將援助項日常規化而需要考慮的因素。以下是幾個關鍵問題：
 - 「在推行援助項目時獲得甚麼經驗?」
 - 「援助項目的可持續發展能力為何?」
 - 「公眾對援助項目有甚麼意見?」
 - 「援助項目的前景如何?」

評估援助項目的檢討工作

15. 我們的顧問研究範圍包括下列 15 個援助項目：

參考號	執行單位	援助項目
1	教育局	校本基金 (境外學習活動) 以資助低收入家庭的中小學生參加境外學習活動
2		課餘託管試驗計劃
3		為低收入家庭的全日制小學生提供在校午膳津貼
4	民政事務總署	資助非在學少數族裔和內地新來港定居人士報考語文考試
5		為非在學少數族裔及內地新來港定居人士提供語文課程津貼
6	醫院管理局 (食物及衛生局負責 監督援助項目)	資助醫院管理局病人使用尚未納入撒瑪利亞基金安全網但迅速累積醫學實證及相對效益略高的特定自費癌症藥物類別
7		資助未能受惠於撒瑪利亞基金但有經濟困難的醫院管理局病人使用撒瑪利亞基金涵蓋的藥物
8	社會福利署	為嚴重殘疾人士提供特別護理津貼
9		為輪候綜合家居照顧服務 (普通個案) 的長者提供家居清潔及陪診服務津貼
10		為租住私人樓宇的綜合社會保障援助住戶提供津貼
11		為輪候資助學前康復服務的兒童提供學習訓練津貼
12		為領取綜合社會保障援助的租者置其屋住戶提供津貼
13	民政事務局	為租住私人樓宇的低收入長者提供津貼
14	屋宇署 / 發展局	為因屋宇署執法行動而須遷出工業大廈劏房的合資格住戶提供搬遷津貼
15	香港牙醫學會 (食物及衛生局負責 監督援助項目)	長者牙科服務資助項目

16. 我們根據前述的評估方法就個別援助項目撰寫報告。

17. 下表列出我們對援助項目評估機制的主要意見：

重點領域	指標	成效指標	數量指標	獨特性指標
<p>可持續發展</p> <p>可供使用的人力和財務資源(如項目常規化後,可否持續提供服務)</p>	<p>有否檢討資源是否恰當調配?有否列出及留意任何改善空間?</p> <ul style="list-style-type: none"> • 援助項目的運作如涉及外方單位(例如非政府組織或其他機構),我們建議執行單位重點說明這些外方單位的參與程度,以及收集他們對援助項目安排的意見。 • 有部分執行單位沒有在原有的檢討機制涵蓋這些外方單位的意見。他們其後用補充問卷收集有關單位的意見。 • 我們亦建議執行單位總結推行援助項目時所獲得的運作經驗。有關經驗有助設計新援助項目的運作模式。 	<p>援助項目的行政成本是否符合預先設定的上限?</p> <ul style="list-style-type: none"> • 應反映規劃及執行援助項目時所使用的資源(就財務和人手安排方面)。 • 應說明是否符合援助項目的行政費用應少於估計津助金額百分之五的要求。 	<p>援助項目能否善用現有福利制度的架構以分發津貼或提供服務?</p> <ul style="list-style-type: none"> • 有些執行單位指其負責推行的援助項目是非常獨特。我們建議有關執行單位說明於目前福利制度下其援助項目的獨特性。 • 部分援助項目實際是延伸目前正在推行的服務或津貼。我們建議相關執行單位提供現行服務或津貼的資料,以及說明這些援助項目有其獨特的目標及範圍可補足現行的服務或津貼。 	
<p>影響</p> <p>能否實現援助項目的目標,並對受惠人士及整體社會安全網帶來顯著改變</p>	<p>制定援助項目目標的理據(為甚麼要服務有關群組)?</p> <ul style="list-style-type: none"> • 大多數執行單位均有計劃直接向受惠人士進行問卷調查,內容包括對有關援助的滿意程度、援助是否足夠、對項目安排細節的評價以及其他意見。 • 我們對問卷的格式及形式提出意見。我們認為執行單位在問卷內應多選用開放式問題來收集更全面的意見。 • 對於未有計劃在檢討中接觸受惠人士的執行單位,我們建議他們考慮有關做法,或是如項目經由第三者發放援助,應間接收集受惠人士的意見。 	<p>哪一個收入群組獲得最多的援助?</p> <ul style="list-style-type: none"> • 大部分執行單位均會收集受惠人士平均獲得的津貼、受惠人士總數以及其他統計數據(如申請總數、待審批的申請數目等)。 	<p>援助項目能否成功地向目標受惠人士提供服務(以項目的最終結果作證明)?</p> <ul style="list-style-type: none"> • 我們認為對於個別援助項目來說,傳統收集意見的方式(即意見調查或公眾諮詢)可能成本過高,甚至可能導致成本高於效益的結果。 • 執行單位通常會記錄公眾/潛在受惠人士通過電話熱線所作的查詢。我們建議執行單位摘錄有關的查詢作為公眾意見的其中一個來源。 	

重點領域	指標	成效指標	數量指標	獨特性指標
覆蓋面 實際受惠人數與潛在受惠總人數的比例			實際受惠人數佔潛在受惠總人數的百分比。	證明目標受惠群組為適當 - 為何選定該目標受惠群組，如何識別及估算其人數的方法。
額外跟進需求 為了達到預定的目標，在推行援助項目時，是否需要任何補充行動或政策？有關項目是否一次性？	未來有否其他可識別的受惠人士？	<ul style="list-style-type: none"> • 部分執行單位認為其援助項目為試驗計劃，所以預測趨勢和估算未來需求並非重要。我們建議這些執行單位可參考實際受惠人數以估算趨勢及未來需求。 • 部分援助項目的設計是根據已有的框架作藍本，執行單位因而可收集較可靠的統計數據以預測趨勢及未來需求。我們建議有關執行單位應善用這些資料。 • 部分援助項目是一次性項目。我們認為本指標並不適用於這些援助項目，所以建議有關的執行單位毋須採用這個指標。 	<ul style="list-style-type: none"> • 我們建議執行單位記錄接觸潛在受惠人士比率及回應率作為主要指標，以反映有關援助項目的受歡迎程度。 • 部分執行單位指難以定義潛在受惠人士。其他一些執行單位則解釋由於其援助項目是由第三方服務提供者推廣，所以他們認為較難確定合資格受惠人士的人數。如執行單位未能提供有關指標，我們建議他們列出理由。 	在推行援助項目時，哪些是未獲受理的邊緣個案？為何這些個案最初被排除在項目之外？

將來設計援助項目檢討機制時可考慮的事宜

18. 在評估執行單位就其援助項目採用的檢討機制後，我們提出以下幾點意見，讓基金將來設計援助項目時作參考：
 - 由於執行單位有各自的經驗背景，他們對檢討援助項目的工作存有不同的理解，而這種差異有可能會削弱檢討結果的可比性。因此，我們建議執行單位可在推展項目的早期時段(例如籌劃援助項目時)及早參考標準框架以設計檢討機制；
 - 檢討計劃應盡可能在援助項目開展時已準備就緒 - 盡早準備檢討計劃可確保在推展項目時及早收集合適的資料及統計數據，有助援助項目日後的檢討工作。目前沒有規定執行單位必須在開展援助項目時備有一個正式的檢討計劃。我們建議執行單位將來在開展援助項目前應盡可能先準備好檢討計劃。對於那些在制定檢討計劃時遇到困難的執行單位，他們可以考慮參考其他援助項目的檢討方案；
 - 向受惠人士收集意見對於確定援助項目是否達致預期的目標至為重要。除因向受惠人士直接收集意見會有困難的情況外，檢討工作的範圍應包括收集受惠人士的意見；
 - 第三方服務提供者投放在援助項目的努力和時間應被視作推行項目的一種社會成本，所以在評估項目的成效時，應該一併考慮他們對服務提供模式的意見。審核項目的服務模式時，亦應考慮這種跟第三方服務提供者合作的方式是否可持續；以及
 - 公眾普遍認同那些成效顯著和為社會帶來持續而正面影響的援助項目應考慮納入政府常規的援助。執行單位應盡早制定決定是否和如何「常規化」援助項目的考慮因素，這有助訂定合適和有意義的檢討機制。

關於「影響評估」的意見

19. 我們注意到部分援助項目值得更深入的研究，以確定它們對受惠人士和社會的影響，以及它們如何協助基金達致其整體目標。考慮到援助項目的獨特性，我們相信「社會投資回報」的框架是多種不同的影響評估方法中最為合適和全面的工具以評估項目的影響。
20. 「社會投資回報」是一個著明的工具框架，用以衡量與核算項目的社會、環境和經濟因素，並以「價值」量度成果。目前全球已經有很多相關人員或機構正在廣泛使用此評估框架。「社會投資回報」框架指導用戶衡量項目帶來的改變，而這些改變須與該項目的相關人士或機構有所關連。這框架亦評估持份者對「影響」的意見，最終達致對項目的整體影響評估。
21. 就將來制定基金項目的「社會投資回報」影響評估框架，我們建議幾項原則，包括：
 - 盡量邀請更多持份者（即每個對相關援助項目有利益關係或興趣的人士）參與其中；
 - 盡量準確理解項目對於每個持份者組別的「影響」為何；以及
 - 盡可能就關鍵的成果設定價值（也被稱為「價值量化原則」）。
22. 我們提出的「社會投資回報」影響評估框架只是討論的基礎。我們預計框架需經執行單位和基金秘書處作出調整，才可予以應用。

調整「社會投資回報」框架以更適用於基金情況

23. 我們提出以下的調整，以制定更合適基金項目應用的「社會投資回報」框架：

- 定性(非價值量化)方面的考慮亦應為基金援助項目影響評估的重點 - 雖然「價值量化」為「社會投資回報」框架的重要工具，但我們認為在評估援助項目對社會帶來的影響時，定性方面的考慮亦為重要；以及
- 展望未來 - 基金援助項目的影響評估應反映執行單位推行援助項目的經驗和教訓，讓執行單位和基金在將來設計援助項目時有更多的參考。

基金援助項目影響評估的推行步驟

24. 影響評估工作應涉及三個主要階段，包括：

- **第一階段（建立）** - 識別援助項目的相關持份者以及項目對他們的潛在影響；
- **第二階段（落實）** - 確認在前一階段所識別對持份者的影響是否確切；以及
- **第三階段（評估）** - 評核援助項目帶來的影響，並建議援助項目的經驗可如何改善將來其他項目的推行。

影響評估的資格

25. 影響評估有助進一步理解援助項目如何對社會帶來更廣泛的影響。因此，我們應考慮個別援助項目是否適合進行這樣全面的評估。我們認為，在選擇援助項目進行影響評估時應考慮以下因素：

- 檢討工作的**廣泛性**；
- 公眾的**接受程度**；
- 有否**未來需求**及是否合理；以及
- 援助項目的**整體全面性**

因應以上因素評估所有援助項目後，我們建議如基金將來選定項目以進行影響評估時，以下三個項目應為合適：

1. 課餘託管試驗計劃
2. 長者牙科服務資助項目
3. 為輪候資助學前康復服務的兒童提供學習訓練津貼

關於德勤

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