

EXCEL3 SELF-INITIATED PROJECT FORUM
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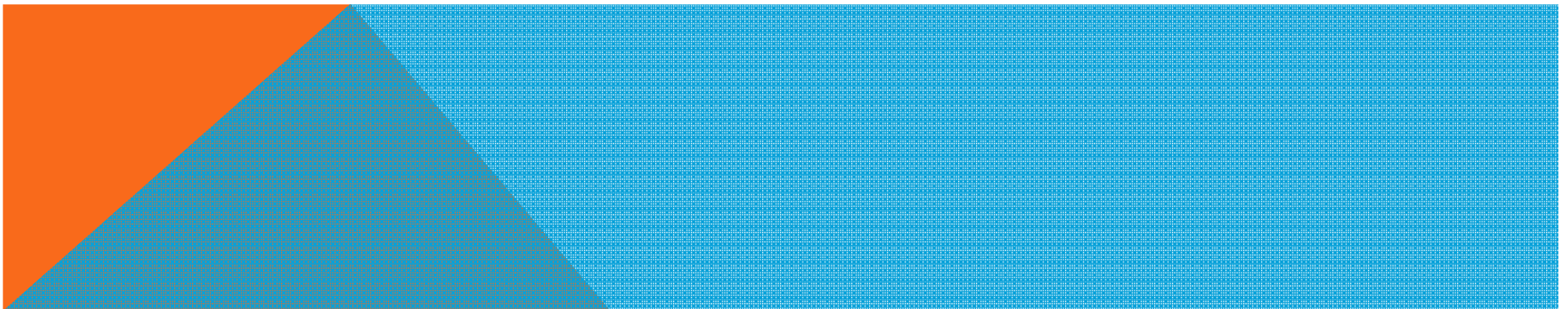
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ENHANCING NGO'S CAPABILITY WITH STRATEGIC MANAGEMENT, ACCOUNTING, AND GOVERNANCE COMPETENCY

CAPACITY BUILDING

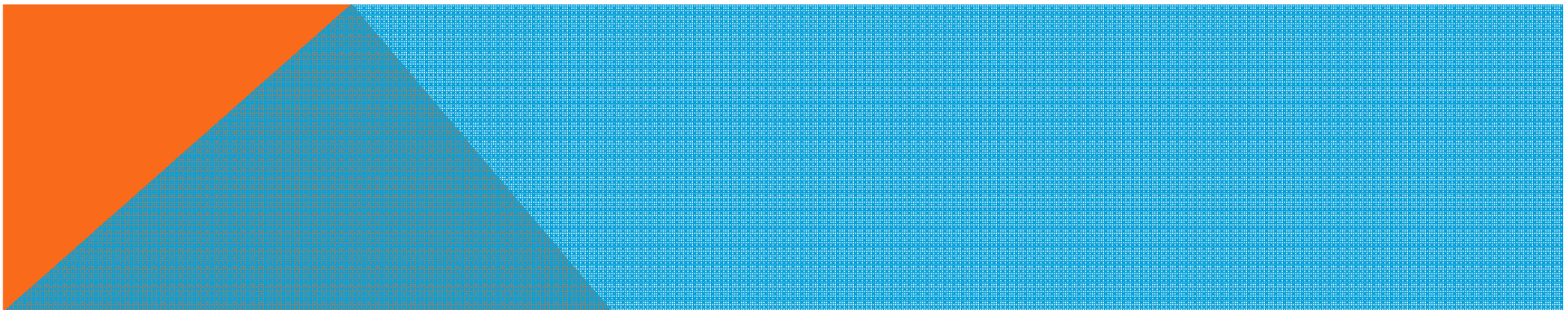
Strategic
Management

Accounting
and
Governance



STRATEGIC MANAGEMENT

- NGO's challenges:
 - The importance of efficiency for NGOs is often overlooked because of its non-profit objective.
 - The increase in number of NGOs competing for scarce resources (e.g., funds, human resources etc.), changes in the external environment, and resource constraints.
 - NGOs often lack a long-term strategic orientation and focus on projects.
- Workshop Objectives:
 - To provide participants with
 - a sound understanding of the importance of identifying clear performance objectives and appropriate strategy formulation and implementation
 - the tools to identify strategies and create a long-term cohesive strategy that will help their organizations improve efficiency and create maximum value



STRATEGIC MANAGEMENT

- Emphases :

(1) Stakeholder identification and the development of vision, mission and performance objectives with a long-term focus

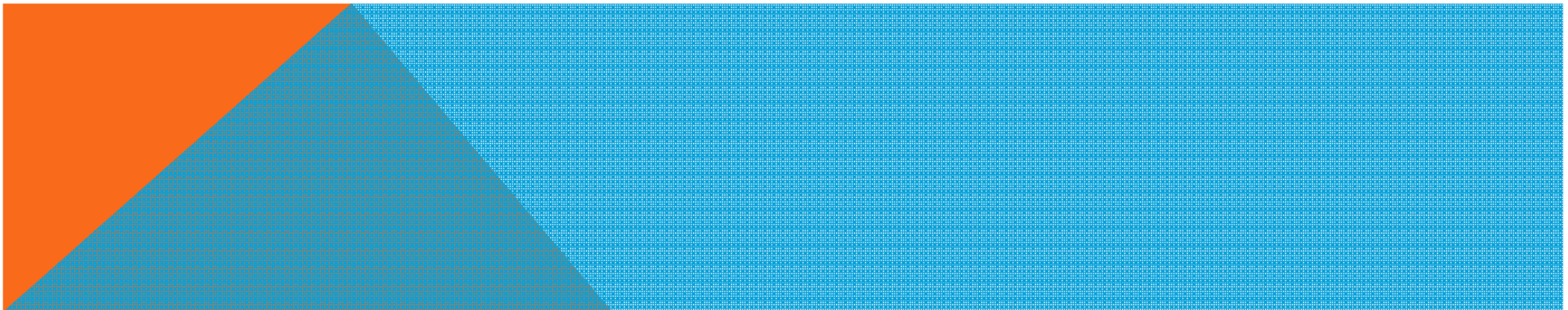
(2) The external environment: opportunities and threats and competing for resources

(3) The internal organization: key resources ⇒ strengths and weakness

(4) Strategy formulation: positioning and use of resources

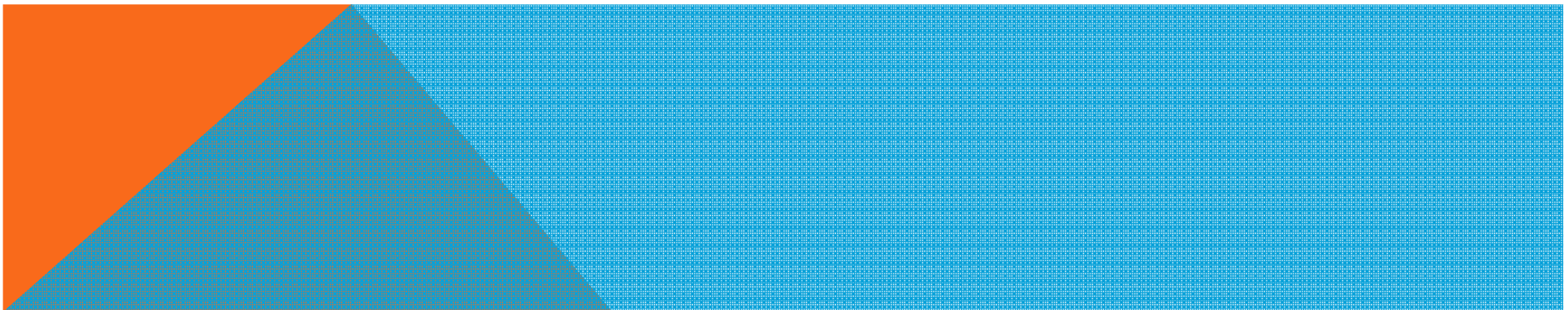
(5) Building capacity and resources through strategic partnerships: collaborating with other NGOs or for-profits

(6) Corporate governance: the role of boards of directors



ACCOUNTING AND GOVERNANCE

- NGO's challenges:
 - The boards and management of NGOs, despite their voluntary nature, are publicly accountable bodies, responsible to their stakeholders for the effective management of public funds, donations and services entrusted to them and of staff in their engagement.
 - Management decisions in NGOs must be oriented toward the balance between the social elements in its missions and the financial sustainability of the organization.
 - Management of NGOs have the responsibility to monitor, analyze and evaluate the financial performance of the organization, and to communicate important financial information to their external stakeholders such as donors.



ACCOUNTING AND GOVERNANCE

- Workshop Objectives:

To provide NGOs management with

- (1) an overview of the characteristics and challenges of governance, professional knowledge and practice of accountability and internal control.
- (2) the relevant management accounting knowledge and techniques to generate financial information that can help them to make effective decisions and to measure the financial and non-financial results to improve future performance of the organization.
- (3) an overview of the financial reporting framework for NGOs in Hong Kong, professional knowledge of the key issues in measuring and monitoring financial performance of the organizations.

