

# NGO Development: Opportunities and Challenges

Christine Fang  
Chief Executive

The Hong Kong Council of Social Service  
2 September 2011

# Content

1. NGOs in Development—  
we have been growing fast in the last 10 years
2. Opportunities and Challenges —  
that we are currently facing
3. Recommendations for NGO Capacity Building

# NGOs in Development

1. No. of welfare NGOs has increased
  - from 337 in 2002 to 415 in 2009

(As listed members of HKCSS and the Community Chest, subvented agencies of SWD and organizations receiving grant from Jockey Club Charities Trust)

# NGOs in Development

2. Diversity of welfare NGOs has increased
  - Among the Agency Members of HKCSS, proportion of NGOs with service delivery as major objective has decreased from 70.4% in 2001 to 64.5% in 2000
  - We have seen increase in the following types of NGOs
    - foundations
    - self help groups
    - green groups
    - advocacy and public education groups
    - groups with major work in Mainland

# NGOs in Development

## 3. Small NGOs are still majority

- in 2009-10 67.6% of Agency Members have annual recurrent expenditure below \$10m as compared to 67.7% in 2004/05
- But within this group, Agency Members with annual expenditure between \$0.5m - \$1m has decreased from 19.6% to 9.9% while those between \$1m - \$5m has increased from 22.9% to 30.6%

# NGOs in Development

4. Capacity to mobilize community resources has increased
  - Not including SWD subventions and other government funding, which were around \$9.4 billion in total in 2008-09, funds raised by NGOs through donations, community grants, programme income and other sources have increased from \$3.1 billion in 2002 to \$8.9 billion in 2009.

# NGOs in Development

5. No. of service recipients has increased
  - Total number of service recipients (man-time) served by NGOs has increased from 43,000,000 in 2002 to 90,100,000 in 2009
  
6. NGO staff team is growing
  - no. of staff members employed by NGOs has increased from 36,700 in 2002 to 48,600 in 2009, among them around 9,000 are social workers and 2,100 are nurses

# Opportunities for NGOs

1. Higher public recognition of social problems and empathy towards the disadvantaged
2. Strong network of influence with business sector, foundations and other professional bodies
3. Growing acceptance of CSR among corporates



# Opportunities for NGOs

4. Government welfare spending and other grants will keep increasing
5. Increasing public support as demonstrated in increase in donations and volunteer hours
6. Growing concern and investment in professional service development and philanthropy from the government and civil society in Mainland

# Challenges to NGOs

1. NGOs under high public scrutiny on corporate governance, use of resources and service performance
2. Growing concern over service quality assurance and outcome. Public demand for more evidence-based intervention and accountability of service impact
3. Government lacks commitment and long-term planning on welfare and social development

# Challenges to NGOs

4. Some NGOs with limited organizational capacity to enhance strategic planning, to build networks, and to strengthen accountability and transparency
5. Project grants becoming more common, only on short-term basis and not willing to invest in organizational capacity of NGOs

# Recommendations for NGO Capacity Building

To support NGOs to seize the opportunities and face the challenges:

## 1.Strategic Planning

- To help NGOs develop strategic plans which would enable them to have ownership and fulfillment over their vision, mission, values and activities

## 2.Corporate Governance

- to help NGOs build strong governance and accountability mechanisms, and high credibility

# Recommendations for NGO Capacity Building (to be con'd)

3. Resources Mobilization and Networking
4. Social Impact Assessment
5. Evidence-based practices in management and service delivery

# Recommendations for NGO Capacity Building (to be con'd)

6. Knowledge sharing for innovations
7. Strengthening collaboration platform
8. Support to Small/ Non-subsvented NGOs

**Thank You**