

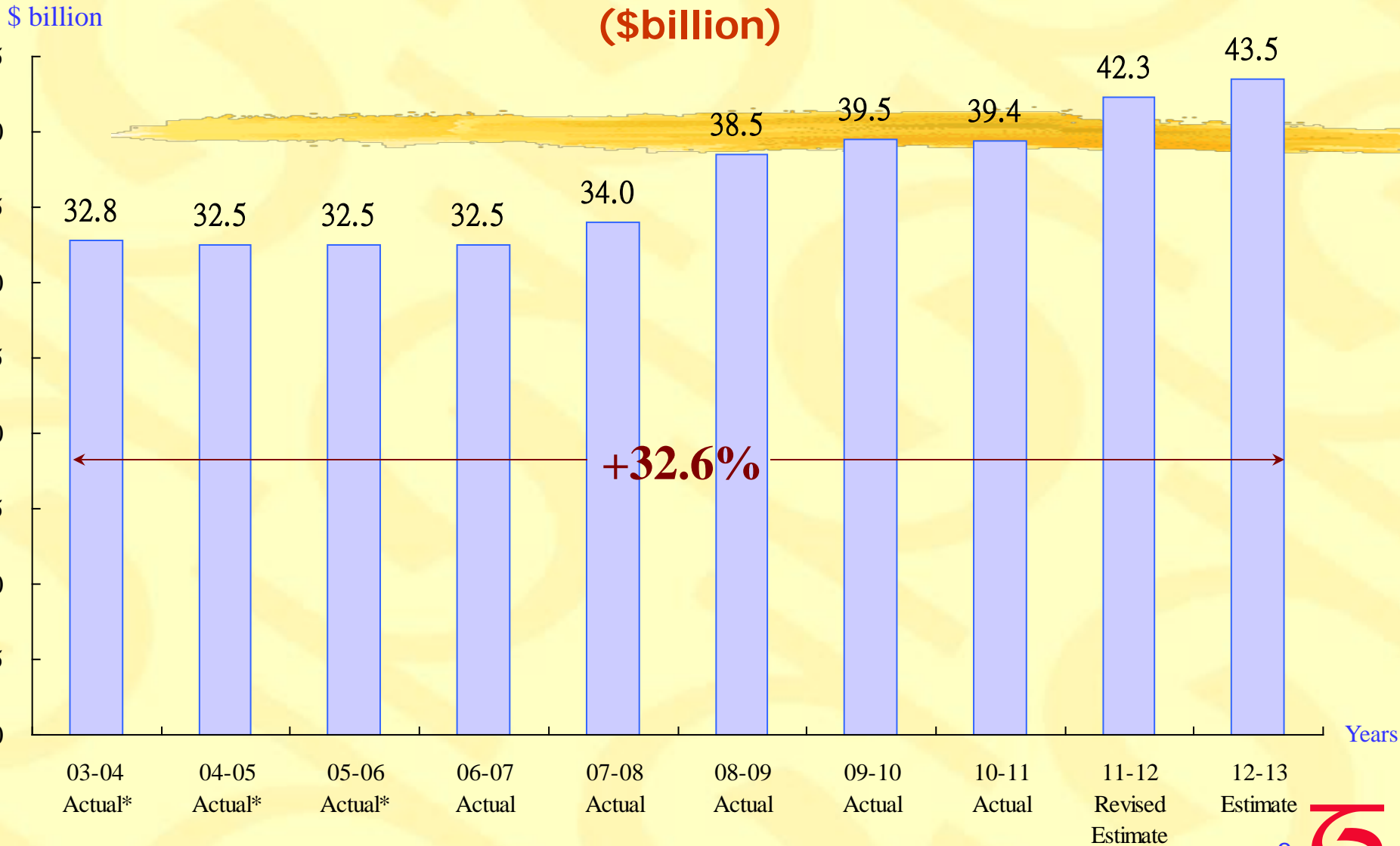
Leadership and Sustainability for NGOs- Government Perspective



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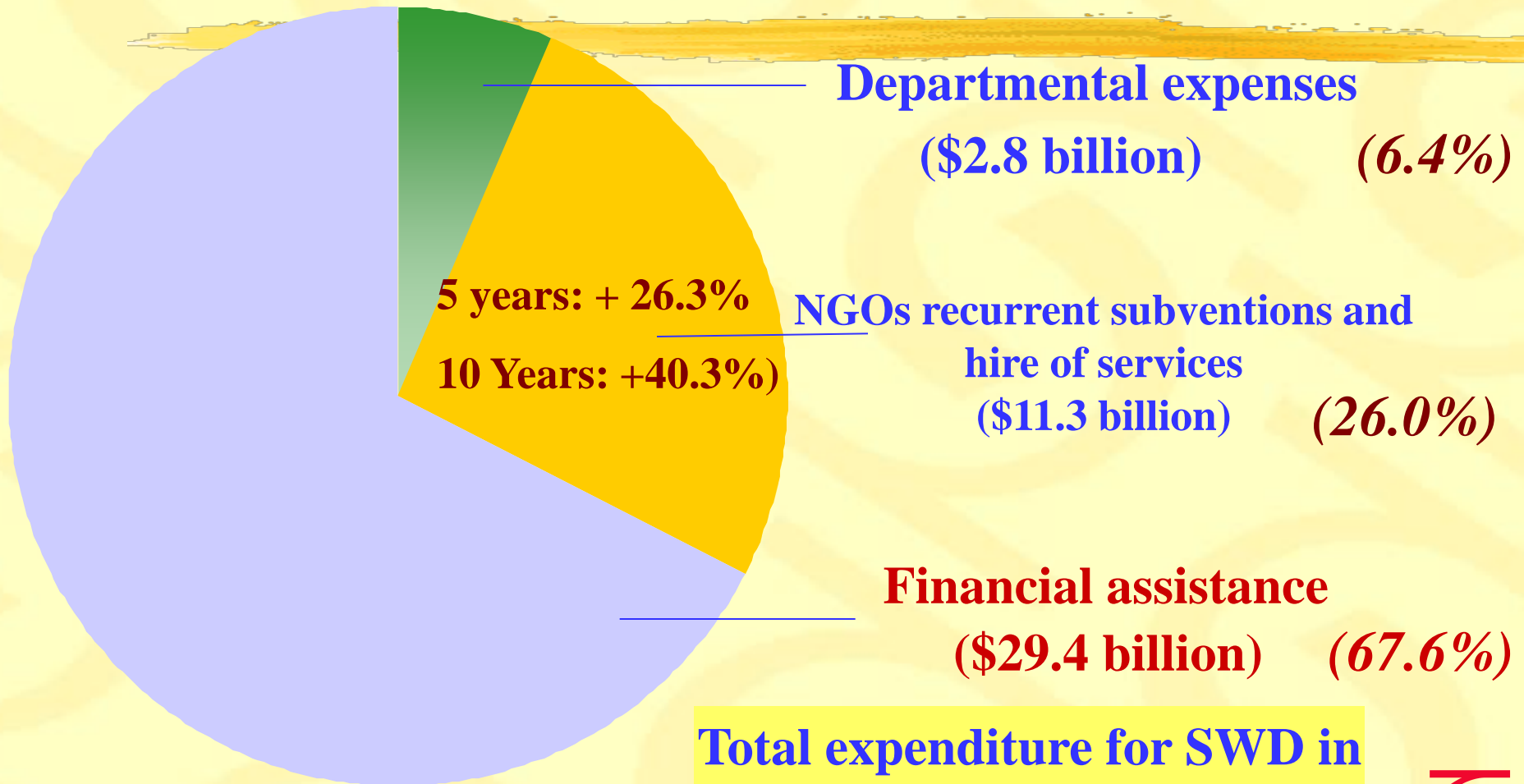
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SWD Expenditure over a Decade from 2003-04 to 2012-13 (\$billion)



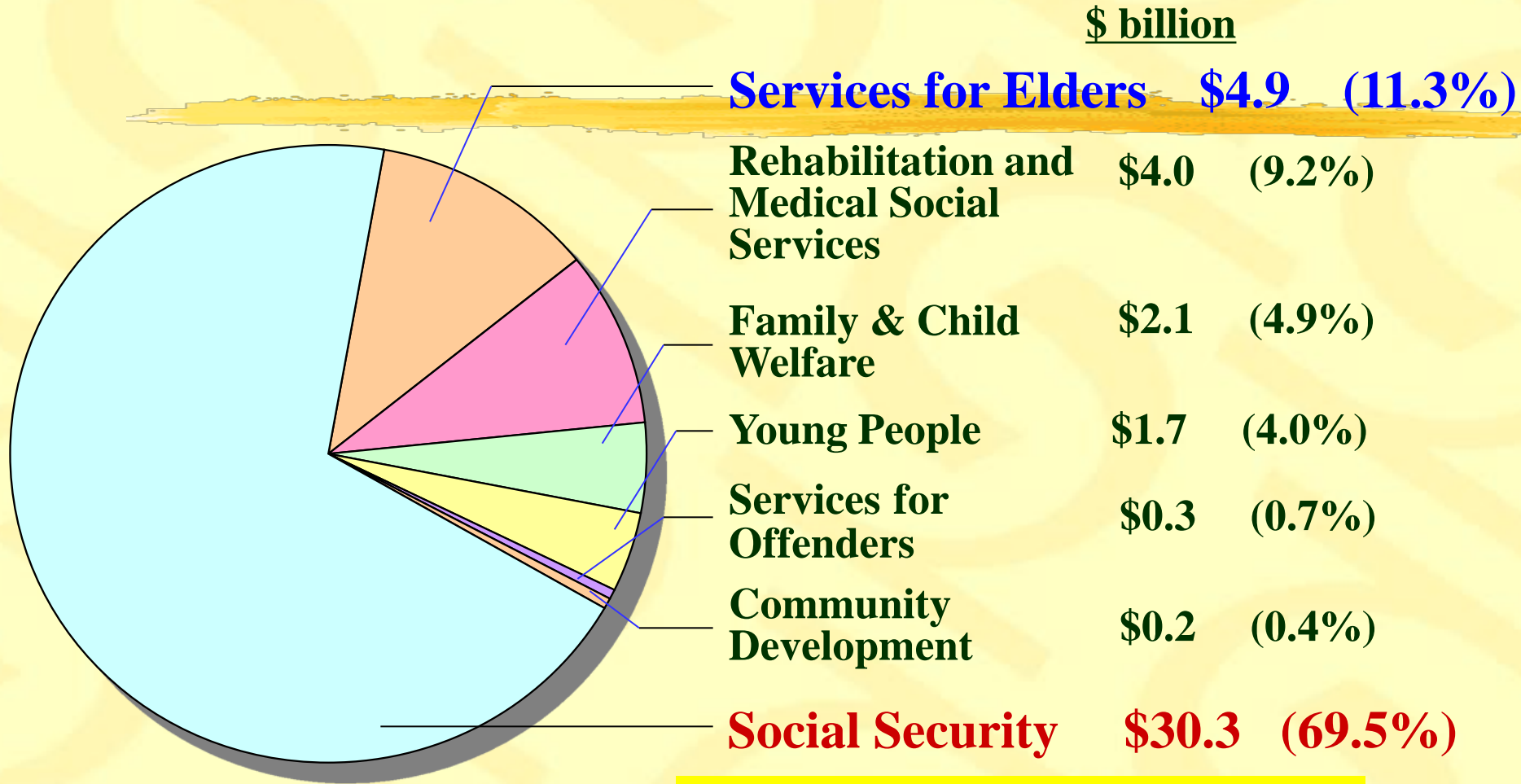
**Note: The figures include expenditure relating to harmonisation of pre-primary services.*

SWD Expenditure : 2012-13 Estimate



Total expenditure for SWD in
2012-13: \$43.5 billion

Allocation of provision to programmes 2012-13 Estimate



**Total expenditure for SWD in
2012-13 : \$43.5 billion**

Conventional Social Welfare Subvention System

- Tight control on budget; not allowed to freely deploy resources;
- Inflexible, limited autonomy and innovation;
- Elaborate rules and procedures; and
- Not allow to keep savings.

Lump Sum Grant Subvention System

- Subvention on lump sum basis;
- Service performance and outcome-focused (not input control);
- Greater autonomy and flexibility on redeploying resources; and
- Strengthened accountability and corporate governance.

Leadership under Lump Sum Grant Subvention System

- Possess broad perspective;
- Conduct timely planning;
- Have excellent management competence;
- Uphold spirit of accountability;
- Cultivate team spirit;
- Respond quickly; and
- Explore development opportunities.

Sustainability for NGOs-Corporate Governance

- Define corporate Vision, Mission and Values statement;
- Develop effective systems on management and accountability;
- Divide responsibilities clearly; and
- Strengthen mutual trust, sense of belonging and communication platform.

Sustainability for NGOs-Human Resource Management

- Establish appropriate human resource policy;
- Develop staff training and development policy and plan;
- Establish objective and open performance appraisal, salary, promotion and reward systems; and
- Promote staff-management relationship.

Sustainability for NGOs-Financial Management

- Develop suitable financial management system;
- Consider participating in actuarial study to assess ability in meeting commitments to staff;
- Consider setting up audit system to manage assets and resources effectively.

Sustainability for NGOs- Transparency and Accountability

- Have responsibilities to use public money properly and provide quality services; and
- Disclose information to strengthen understanding and confidence on work, performance and financial status, etc.

Succession Plan

- Is an important issue in welfare sector;
- Is a long term investment;
- Select suitable staff to lead continuous development;
- Develop a comprehensive and long term training and staff development plan; and
- Acquire recognition and support from staff.

“There is no success
without a successor”

Peter F. Drucker

Thank you

