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EXCEL3

Excellence in Capacity-building on Entrepreneurship and Leadership for the Third-sector

A HKU project supported by The Hong Kong Jockey Club

香港大學社會科學學院

FACULTY OF SOCIAL SCIENCES · THE UNIVERSITY OF HONG KONG

A light gray silhouette of a city skyline is positioned at the bottom of the page. It features various building shapes, including a prominent tower with a rounded top and a tall, thin structure. The skyline is set against a white background.

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INTRODUCTION BY PROJECT LEADER

ExCEL3 (Excellence in Capacity-building on Entrepreneurship and Leadership for the Third-sector) Project under the Faculty of Social Sciences of The University of Hong Kong, supported by The Hong Kong Jockey Club was officially launched on May 7, 2012.

This cross-sectoral inter-disciplinary project aims to build the capacity of non-government organisations and empower civil society in Hong Kong, as well as build research and teaching capacity in the study of civil society within the University. Through training, sharing, and research, the Project seeks to nurture innovation and entrepreneurship, to strengthen the leadership, management, governance and organisational capacity of the third sector; and to build a platform that brings together philanthropists, foundations, and institutional investors with non-government organisations, as well as the academic community.

The Project has established collaborative networks in Hong Kong and overseas with a large number of organisations including environmental groups, women's organisations, artists groups, faith-based organisations, human services organisations, advocacy groups, patients' groups, self-help organisations, philanthropic trusts, and social entrepreneurs. The Project has already extended the reach of the Faculty into the third sector. Although our scope of activities is initially Hong Kong focused, we seek to engage the third sector in Great China and overseas, and to recruit the best talent available to the Project.

A handwritten signature in black ink, appearing to read 'John P Burns', is written over a stylized grey silhouette of a city skyline.

Professor John P Burns
Dean, Faculty of Social Sciences

Project Team



Professor John P Burns

Project Leader

Chair Professor of Politics and Public Administration and Dean of Faculty of Social Sciences: He obtained undergraduate degrees from St Olaf College and Oxford University, and a PhD in political science from Columbia University. He teaches courses and conducts research on comparative politics and public administration, specialising in China including Hong Kong. His research interests focus on public sector human resource management, civil service reform, party-state relations, and public sector reform. He is the author or editor of eight books, and his articles have appeared in the *China Quarterly*, *Journal of Contemporary China*, *Pacific Affairs*, and *Public Administration and Development*. He is a member of the Editorial Committee of the *China Quarterly* and served on the HKSAR Government's Civil Service Training and Development Advisory Committee from 1997 to 2003.



Professor Cecilia L W Chan

Project Director

Head of Department of Social Work and Social Administration, Si Yuan Professor in Health and Social Work, Professor of Social Work and Social Administration, and Director of the HKU-HKJC ExCEL3 Project: Professor Chan is recognised for her social entrepreneurship and innovations in developing new services, advocacy for policy changes, and pioneer of the Eastern Body-Mind-Spirit Approach by integrating Chinese philosophies and concepts into social work and organisation management. Professor Chan is editor and author of over thirty books as well as author of over two hundred articles and book chapters in evidence-based practice, service innovations and community rehabilitation, integrative empowerment intervention and outcome research.



Professor Wai-Fung (Danny) Lam

Deputy Project Director

Associate Dean (Innovation) of Social Sciences, Professor of Politics and Public Administration, Deputy Director of the Center for Civil Society and Governance, and Deputy Director of the HKU-HKJC ExCEL3 Project: Professor Lam's research has evolved around institutional analysis, common-pool resources, self-governance and civil society, and public sector management and reform. He is the author and editor of three books, and his articles have appeared in major journals including *Governance*, *Policy Sciences*, and *World Development*. He is currently serving on the Editorial Committees of *Public Administration Review (PAR)*, *International Review of Administrative Sciences (IRSA)*, and *Journal of Comparative Policy Analysis (JCPA)*; and is Associate Editor of *Asia-Pacific Journal of Public Administration*. He has been named Icon of Honor by the Farmer Managed Irrigation Systems Promotion Trust, Nepal, in recognition of his outstanding contribution to the study of self-governance in water resource management.

Dr Wang Xiao Lu

Post-doctoral Fellow and Senior Project Manager

Dr Wang obtained a PhD degree in Organizational Behavior in 2008. Her research interests are nonprofit management issues, particularly governance logics, strategic leadership and social innovation. Dr Wang has first-authored and co-authored 25 peer-reviewed academic publications in the fields of management, public health and psychology, including journal articles and book chapters. Dr Wang has led and has been involved in various management consulting and service development programmes for Hong Kong NGOs and public agencies.

Research Interests: Work Motivation and Well-being, Leadership and Social Innovation in the governance of nonprofit organisations



Mr Larry F K Kwan

Project Manager

Mr Kwan has accumulated a range of practical experience in both the business and non-profit sectors, including roles as business administrator, project manager, fundraiser, consultant and researcher. He has been an active contributor in developing sustainable operation processes and management methods in different business initiatives and community projects. His interest in Corporate Social Responsibility (CSR), social entrepreneurship and impact investment stems from his professional experience and volunteering work in the community. He is an advocate of applying social innovations in the areas of arts, education and community engagement. He aims to build a sustainable platform for knowledge sharing in order to foster collaboration, to help community organisations build capacity, and most importantly create sustainable solutions to manage social issues. Mr Kwan holds an MBA from Swinburne University of Technology, and a Bachelor of Commerce degree in Accounting and Finance from Monash University in Australia..

Research Interests: Corporate Social Responsibility, Social Entrepreneurship/ Innovation, Impact Investing



Project Team



Ms Michele W Raphael

Project Manager

Ms Wong received her BA (Hons, First Class) in Theology and Religious Studies from Cambridge University. Thereafter, she joined Teach First, a social enterprise aimed at addressing educational disadvantage, and was accredited with Qualified Teacher Status (QTS) after serving as a Religious Studies teacher in East London. After that, Michele was awarded a Graduate Merit scholarship to study a Double MSc (Distinction) in International Affairs from Peking University and the London School of Economics, where she wrote two dissertations, focusing on Sino-Vatican relations, and the Hong Kong 1967 Leftist Riots. Upon returning to Hong Kong, she worked for a NGO as Program Manager for two years. Ms Wong also has experience in developing curriculum and teaching for the new “334” academic reform in Hong Kong: as Research/Teaching Assistant in the Department of Sociology, The University of Hong Kong; as well as consultant for the Department of Cultural and Religious Studies, the Chinese University of Hong Kong, where she developed a teaching kit on Islam for the new Liberal Studies curriculum.

Research Interests: Religion and Spirituality; China and Middle Eastern Studies; Social Innovation/ Entrepreneurship



Mr Alan S L Tang

Project Coordinator

Mr Tang is an Executive Assistant of the ExCEL3 Project. Before joining The University of Hong Kong, he worked at HKU SPACE to provide administrative support for Architectural Studies Programme. He participated in the programme publication work and annual HKU SPACE Architecture Exhibition. He received his Bachelor’s Degree in Logistics Engineering and Management from The Hong Kong Polytechnic University.

Honorary Research Associate

Miss Elsie M H Chien

Miss Chien is an experienced social worker and executive manager in the field of social services, with experience in different areas, including youth work, women services, community development, elderly and rehabilitation service for adults with mental handicap. She has been working in the position of senior management for over 14 years, and has also accumulated years of experience in teaching and consultancy work. Before joining the HKU-HKJC ExCEL3 Team, Elsie was the Deputy Director of a social service agency in Hong Kong. Miss Chien graduated from the Chinese University of Hong Kong with her Bachelor's Degree in Social Science. She then received her Master of Social Work degree from the University of British Columbia, and her Master of Business Administration from University of Birmingham. Currently, Miss Chien is a research associate of HKU-HKJC ExCEL3 and also teaching at the Department of Social Work and Social Administration of The University of Hong Kong.

Research Interests : Philanthropy and the Nonprofit Sector, Capacity Building for NGOs



Mrs Sihla Y Koop

Mrs Koop was Senior Project Manager of the ExCEL3 from 2011 to 2013. Prior to joining the ExCEL3, she spent four years at the Stanford University, most recently serving as the Associate Director for the Ford Dorsey Programme in International Policy Studies. Before that, she worked for the Department of Political Science in the position of Graduate Programme Administrator. Sihla also has experience working in the nonprofit sector and technology and financial services industries. Sihla holds an MPA from the New York University's Robert F Wagner Graduate School of Public Service where her research focus was on capacity building and assessment tools for small, start-up phase NGOs. She received her BA in Economics and Certificate in International Relations from University of Massachusetts, Amherst.

Research Interests : Social Impact Assessment for the NGO Sector, Change Management and Learning Organisations



Collaborative Project Leaders

Professor John Bacon-Shone

Social Sciences Research Centre

Dr Celia Chan

Department of Social Work and Social Administration

Dr Michael Chau

School of Business

Professor Cecilia Cheng

Department of Psychology

Dr Petula Ho

Department of Social Work and Social Administration

Professor Amy Lau

School of Business

Dr Ben Law

Department of Social Work and Social Administration

Dr Law Chi Kwong

Department of Social Work and Social Administration

Professor Lui Tai Lok

Department of Sociology

Dr Ng Cho Nam

Department of Geography

Dr David Palmer

Department of Sociology

Dr Robert Peckham

Centre for the Humanities and Medicine

Dr Elsie Yan

Department of Social Work and Social Administration

Professor Paul Yip

Department of Social Work and Social Administration

Advocacy

Advocacy is the process by which one speaks in support of a specific interest although its usage has evolved to mean the political process by which one aims to change or influence existing or proposed policies or practices on behalf of or with a specific individual or group. It involves focused efforts to influence public policy and resource allocation decisions, usually on behalf of or with minority or disadvantaged groups in society, in a way that represents their best interests. Lobbying is a type of advocacy that attempts to influence decisions made by the government. The more noble aims of advocacy are to: ensure underprivileged populations enjoy equal access to information, support and opportunities; promote social inclusion and reduce discrimination; empower disadvantaged groups; protect human rights; and ensure a better quality of life for all.

Citizenship

The basic definition of citizenship is tied to the status of a person's relationship with the state or association of states where said person has the rights and duties of a citizen. The idea and practice of "active citizenship" goes beyond the more narrow definition that equates citizenship with the presence of political participation, which is only one component of it, to include the concepts of social capital. The components of active citizenship include psychological, as in one's sense of belonging; civil; political; social; and caring, which defines one's sense of both rights and responsibilities. This model of active citizenship takes into account both the individualistic and collective nature of citizenship.

Civic Engagement

Civic engagement is those individual and collective actions that address issues of public concern and at its most basic is about the rights of citizens to participate in deciding on the public good and how those public resources are allocated. The fundamental principle of civic engagement is tied to the notion of democratic governance in that the right to rule resides in each of the citizens. Civic engagement ranges from those informal and individual actions, such as volunteering and community service, to engagement at the organisational level through to the more formalized and collective action of citizens, such as participative democracy.

Evidence-based Practice

The basic principles of evidence-based practice are that all practice decisions (e.g., formulating objectives and strategies) made should be based on not only clinical experience, client values and preferences but also research evidence. Evidence-based practice is advocated in a background that there are many practices being "innovated" every day and many of them, however, seem to be re-inventing the wheel. It is important to collect scientific evidence about "what really works". The credibility of research evidence is reviewed and interpreted before being taken into account in practice decisions. Outcomes of practices are evaluated with proper scientific methods and reported for collective wisdom of best practices.

Leadership and Governance

Board governance aims to ensure the strategic guidance of the NGO, the effective monitoring of the organisation's management, and the board's accountability to its key stakeholders, from service users and donors to the community and public in general. Strategic leaders are not passive recipients of changes in the environment and organisations, but rather can be dominant forces in affecting change. Strategic leadership involves interpreting the environment, crafting strategies, and building an organisation that thrives in dynamic environments. Building an organisation involves all means (e.g., structures, institutions, culture) to exploit and maintain an organisation's competitive advantages and to assure balanced organisational controls in the service of the organisation's vision and mission. Moreover, to leverage resources in, strategic leaders need to go beyond organisational and service boundaries and seek partnerships with other civil society actors of which collective efforts and voices will bring synergy, build community and social capital and benefit public governance.

Philanthropy

The etymology of "philanthropy" is the combination of two ancient Greek words: "philos" meaning "loving" in the sense of benefitting, caring for or nourishing; and "anthropos", meaning "human being" in the sense of "humanity". Philanthropy, therefore, can be translated as meaning "love of humanity". In the modern world, philanthropy is generally understood as voluntary action or private giving of time or valuables for the public good, or more specifically, for improving the quality of life of all human beings. There are different factors that can lead to philanthropic giving, for example, religious belief, personal values, family or cultural tradition, as well as different vehicles for doing philanthropy. Philanthropy plays an important role in the development of civil society and how philanthropy happens will continue to evolve as we seek to maximize the way our contributions impact society for the better.

Social Entrepreneurship and Innovation

Social innovation looks to new ways, from strategies and concepts to processes and organisations, of attempting to address the needs of society. Social entrepreneurship has emerged in the last few decades as one response to addressing social issues, whereby individuals, groups, organisations or networks seek sustainable, large-scale social impact through innovative ideas that challenge the prevailing wisdom. Social entrepreneurship takes a blended values approach, that of delivering social change using concepts and principles from the business public or third sectors. Any profit earned through social entrepreneurship is reinvested back into society. Social entrepreneurship takes into account the "double" or sometimes even "triple" bottom line, not just individual gain but also social and ecological good.

Colleagues from HKU in collaboration with nonprofit organisations have developed fifteen collaborative projects, categorised in accordance with the ExCEL3 Project themes, into different focuses.

Building Capacity for Grassroots Women Organisations

Objectives

- To develop a network to promote women's rights through training workshops/ community forums
- To empower this network to enhance their competence in running their organisations, media relations, financial management and fund raising

Principal Investigator

Dr Celia Chan, Department of Social Work and Social Administration

Collaborator

Hong Kong Federation of Women's Centres

Major Outputs

- Organised three training workshops, one network meeting and one symposium on The Third Wave Feminist Movement in Hong Kong
- Developing a joint event with The Good Lab; further strategic collaborations with other partners
- Facebook page has weekly outreach of nearly 100,000 online surfers, and more than 1,000 surfers for each post
- Coalition members have employed digital story-telling as an organising method after the workshop on Digital Story-telling

Building NGO Evidence-based Practice Capacity

Objectives

- To enhance evidence-based practice capacity of NGOs
- To build a visible brand of evidence-based platform/community for future development of social service research

Principal Investigator

Professor Cecilia Chan, Department of Social Work and Social Administration

Collaborator

The Hong Kong Council of Social Service

Major Output

- Organised two training workshops, one conference and developed a website/facebook page on evidence-based practice



COLLABORATIVE PROJECTS

Capacity Building for Artist Groups in Hong Kong: Strategies for Outreach and Engagement

Objectives

- To develop a network to empower artist groups in enhancing public profiles, media relations and collaboration skills
- To promote discussion and connection in the art circle and wider community via multimedia means

Principal Investigator

Dr Petula Ho, Department of Social Work and Social Administration

Major Outputs

- Raised awareness of sexuality and gender education by using the social media to reach out to NGOs and the general public
- Theatre performances and training workshops were created to further engage with those who are interested in the topics. It has proved to be an effective vehicle to deliver a serious topic to the general public by using arts as a medium of exchange

Capacity Building for Leaders of Self-help Groups in Hong Kong

Objectives

- To research good practice conducive to the sustainable development of self-help groups in Hong Kong
- To evaluate the impacts of self-help groups for service users

Principal Investigator

Dr Ben Law, Department of Social Work and Social Administration

Major Output

- Finished the draft of training manual





Capacity Building for Elderly Rights Advocacy Groups, Elderly Service Workers and Community Organisers

Objectives

- To empower elderly rights advocacy groups to advocate for elderly-friendly policies and services, so that elderly can speak for themselves
- To build up organising and advocacy capacity through networking and training

Principal Investigator

Dr Elsie Yan, Department of Social Work and Social Administration

Collaborator

The Association for the Rights of the Elderly

Major Outputs

- Organised workshops on the topics of “Engaging the elderly to participate in community works” and “Elderly rights advocacy” with more than 100 professionals, academics and practitioners in attendance
- The workshops were aimed at developing the advocacy capacity of the elderly-care organisations to analyse government policies and voice their concerns in the area



Capacity Building Framework for NGO Leaders

Objective

To develop a capacity building framework for NGO leaders to help navigate the career paths of NGO practitioners and map the knowledge, skills and core competencies needed at senior level

Co-Investigators

Professor Cecilia Chan, Department of Social Work and Social Administration

Professor Lui Tai Lok, Department of Sociology

Collaborator

The Hong Kong Council of Social Service

Major Outputs

- Developed a preliminary competency framework for NGO strategic leadership through a joint qualitative study on 16 CEOs and 65 key management events and opinions from key stakeholders including users, donors, internal stakeholders and academia
- Organised three focus groups and one training workshop on talent management



COLLABORATIVE PROJECTS

Demystifying Environmental Impact Assessment (EIA) and Cross-Boundary Planning Processes for Civil Society Groups

Objective

To offer training for environmental NGOs and community concerned groups on EIA and cross-boundary planning which will strengthen their bargaining power in the decision-making process

Principal Investigator

Dr Ng Cho Nam, Department of Geography

Major Outputs

- Organised four training workshops, three network meetings, two public forums on Environmental Impact Assessment
- Preparing a public submission jointly lodged by major environmental NGOs in Hong Kong to the government regarding the review of Hong Kong's current EIA system
- Project website was developed
- Training manual to be distributed to workshop participants electronically

E-engagement Capacity Enhancement for NGOs

Objectives

- To provide training on utilising the internet to engage target end users via web 2.0 websites and social media
- To empower NGOs to meet online goals in a cost-efficient and effective manner

Co-investigators

Dr Michael Chau, School of Business

Professor Cecilia Cheng, Department of Psychology

Professor Paul Yip, Hong Kong Jockey Club Centre for Suicide Research and Prevention

Major Outputs

- Organised two training workshops on online social interaction and computer skills for website browsing
- Survey on "Understanding Our Cyber Population" was designed and conducted to understand Hong Kong end-users' needs, preferences and actionable recommendations for online strategies



Empowering the Third Sector in Self-renewal Process: Building up Collaborative and Innovative Problem Solving Platform in Hong Kong

Objective

To establish an innovative ecosystem for solving social problems through cross-sector innovation and the nurturing of young social entrepreneurs

Principal Investigator

Professor John Bacon-Shone, Social Sciences Research Centre

Collaborator

YES Network

Major Outputs

- Organised the Hong Kong Sustainability Jam 2012 with one follow-up network workshop; EcoDesign Fair in Shanghai and one training workshop on Social Entrepreneurship for MBA students; nurtured 40 social innovators across different sectors
- Two social innovation projects emerged and continued
- Developed cross sector collaboration through formation of community of participants from different sectors
- Developed a project website
- Designed a toolkit on social innovation and entrepreneurship



Enhancing NGO's Capability with Strategic Management, Accounting, and Governance Competency

Objective

To train NGO leaders to

- Manage key stakeholders
- Establish a mission, vision and performance objectives
- Perform strategic analyses
- Use managerial accounting tools
- Develop governance mechanisms and apply financial accounting knowledge

Principal Investigator

Professor Amy Lau, School of Business

Major Outputs

- Survey on "Enhancing NGO's Capability with Financial and Management Accounting" was designed and conducted to create appropriate training materials for the NGO leaders
- Engagements with these leaders also provided important insight into the operations of the non-profit organisation to develop business case studies which can be used for academic teaching and professional training

COLLABORATIVE PROJECTS

Executive Leadership Series

Objective

To harvest the practical wisdoms of senior NGO leaders to benefit a younger generation of leaders for better succession, through the systematic consolidation of cases, presentation material and videos on specific management issues

Co-investigators

Professor Cecilia Chan, Department of Social Work and Social Administration
Professor Lui Tai Lok, Department of Sociology

Collaborator

The Hong Kong Council of Social Service

Overseas NGO Master Series

Objective

To engage overseas experts in order to learn from their international experience and best practices, so that they can be transferred to Hong Kong

Co-Investigators

Professor Cecilia Chan, Department of Social Work and Social Administration
Professor Lui Tai Lok, Department of Sociology

Collaborator

The Hong Kong Council of Social Service

Social Entrepreneurship for Health: Enhancing Networks and Building Capacities

Objective

To develop networks between healthcare professionals and social entrepreneurs in the health sector in order to create synergies and promote the development of SE activities for health in Hong Kong

Principal Investigator

Dr Robert Peckham, Centre for the Humanities and Medicine

Major Outputs

- Delivered training workshops and forums with local and overseas NGO leaders, healthcare practitioners academics, researchers and students on the topics of: aging, elderly care, sexual health and the employment of social business models in healthcare
- Engagements with the practitioners provided valuable and innovative ideas in tackling the issues in the related areas for Hong Kong





Social Impact Assessment (SIA) for Non-governmental Organisations

Objectives

- To promote the idea of Social Impact Assessment (SIA) and verify/test the framework for conducting SIA in Hong Kong
- To develop protocol and guidelines on SIA framework conduction

Principal Investigator

Dr Law Chi Kwong, Department of Social Work and Social Administration

Collaborator

The Hong Kong Council of Social Service

Major Outputs

- Produced a SIA Framework and indicators, a website as SIA platform
- Organised one conference, one training workshop and one network meeting



Spiritual Capital in the Third Sector

Objective

To create a space among practitioners for the generation and exchange of knowledge and best practice on the application of core values and spiritual principles to NGO leadership and management

Principal Investigator

Dr David Palmer, Department of Sociology

Major Outputs

- Organised one public forum, two mini-workshops and one spiritual capital panel in a regional conference
- Devising conceptual framework of spiritual capital and in preparation for international journal article
- International workshops collaborators were identified and collaborative network is formed with spiritual NGOs
- Project website was developed and best practice cases are under construction



Corporate Social Responsibility (CSR) Project

Objectives

- To promote the advancement of Corporate Social Responsibility (CSR) and related CSR best practices in Hong Kong
- To investigate the current level of CSR performance, thereby setting a benchmark for Hong Kong, of a sample of publicly listed companies that are part of the HKCSS Caring Company Scheme

Principal Investigator

Professor Cecilia Chan, Department of Social Work and Social Administration

Collaborator

The Hong Kong Council of Social Service

Major Output

- Established an assessment tool for CSR engagement based on ISO 26000 guidelines



KNOWLEDGE

ExCEL3 Institutes

ExCEL3 provides a large array of knowledge transfer activities ranging from professional education, executive training, and service workshops, targeting on audiences from different backgrounds with different needs—from civil society leaders to NGO executives to the general public. Other than disseminating knowledge, these activities provide a platform in which knowledge exchange and engagement take place, which not only help build capacity of the third sector but also enhance its transparency. Renowned scholars and practitioners are invited to share their insights on major topics and issues in NGO management and new developments of the third sector, including strategic management, performance measurement, social innovation, social impact assessment, and social auditing.



Case Bank

Teaching cases are an effective pedagogical tool that enriches students' learning experience as well as increases learning effectiveness. Through providing a descriptive narrative of problem scenarios, teaching cases present a learning context in which students develop skills in defining problems, suggesting possible solutions, and making reflective management decisions. Through a partnership of the Hubert Project—an international open source case repository for public affairs education conceived and incubated in the Public & Nonprofit Leadership Center at the University of Minnesota, ExCEL3 is taking the lead to build a world-class case bank that not only documents successful experiences in NGO management and public governance, but also builds reusable materials for education programmes and professional training. The leadership that we provide in the Hubert Project will position The University of Hong Kong as a knowledge hub for NGO management education in Greater China and Asia-Pacific.

Currently five e-cases are being developed:

- The Love plus Hope Fashion (a Community Interest Company)
- The management of a food bank in Shamshuipo
- Collaboration in a network of welfare organisations in Kwun Tong
- The Fair Trade movement in Hong Kong
- Programme innovations in youth outreach



Research

ExCEL3 is conducting a number of key research projects that examine issues of major importance to the development of Hong Kong's Third Sector, including:

Citizenship and Giving

- To examine the civic, political, and social rights and duties as envisioned and experienced by the citizens
- To explore the bases of inclusion and exclusion
- To ascertain the relationship between the citizens and the sovereign state as well as the HKSAR government
- To understand the structure of social capital in Hong Kong

NGO Leadership and Governance

- To understand and consolidate service provision and management experiences for better governance of NGOs in Hong Kong
- To identify governance mechanisms of nonprofit organisations to inform board practices and future research as well as theory development of NGO governance
- To build models and cases of nonprofit management for trainings of executives and board directors in Hong Kong

Effective Philanthropy in Private Foundations

- To enhance understanding about private foundations in Hong Kong
- To understand private foundations' perception of "effective philanthropy"
- To identify good practice among the philanthropic family foundations

Academic Programme

We will collaborate with Indiana University, the provider of the top-ranked nonprofit management degree programme in the world, to launch a dual degree taught postgraduate programme in nonprofit management in September 2014. The Master in Nonprofit Management degree is intended for emerging leaders from the third sector in Hong Kong and regionally and is designed to provide them with the skills and knowledge of sound nonprofit management and governance principles. The research and knowledge that is being generated through the ExCEL3 Project will serve as part of the foundational material for this degree programme.

EVENTS HIGHLIGHTS

January 14, 2013

Symposium on Judicial Review and Civil Society



January 24, 2013

Forum on Practicing Impact Investing and Responsible Investing in Hong Kong: Legal and Institutional Developments



February 21, 2013

Workshop on Judicial Review and Good Governance



March 8, 2013

Seminar on Government, NGOs, and the New Public Management



March 11, 2013

Workshop on Building NGO Leadership through Reusable Learning Materials



March 14 - 15, 2013

East and Southeast Asia: Impact Investing Forum 2013



EVENTS HIGHLIGHTS



March 14 - 15, 2013

Workshop on Enhancing Government - Civil Society Relations in Greater China



March 25, 2013

Symposium on Community, Neighbourhood and the Family: (Im)migrants in 21st Century Global Cities and the Mediating Role of the Third Sector



April 22, 2013

Seminar on NGOs, Civil Society, and Environmental Governance in China



May 9, 2013

Symposium on Creative Innovations: Birth of NGOs in Helping Children and Youth



May 14, 2013

Symposium on Five Years after the Wenchuan Earthquake: Community and Organisational Responses and Transformations



June 21, 2013

Seminar on Human Trafficking: Slavery in our Day and Age



Advocacy

Citizenship

Civic Engagement

Evidence-based Practice

Leadership and Governance

Philanthropy

Social Entrepreneurship
and Innovation