

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

ExCEL3 Self-Initiated Project Forum
January 17, 2014
Prof. Amy Lau

Project Objective:

- To facilitate NGO leaders and management team to enhance the competitiveness of their NGOs by applying strategic management, governance, and accounting knowledge in their operation.

**CAPACITY
BUILDING:**

**Strategic
Management**

**Governance
& Accounting**

Online Survey

– A tool to design workshop towards the needs of NGOs

- **Survey Content:**
 - Part 1: Strategic Management & Governance Competency
 - Part 2: Financial & Management Accounting
- **Survey Period:**
 - Round 1: Jan 6 to 31, 2013
 - Round 2: April 8 to May 3, 2013
- **Survey Sent through:**
 - FSS NGO contact List (736 NGOs)
 - Self-complied contact list (945 NGOs)

Survey Findings

- **Survey Responses:** 41 replies to Part 1 + 24 replies to Part 2
- **Difficulties facing by the third sector include:**
 - Lack of space, management personnel and capability, public awareness and support,
- **Third Sector's Training needs:**
 - Third Sector's Training needs:
 - Stakeholders' management
 - Roles & Responsibilities of board and management
 - Assets and Cost management
 - Performance Measurement
 - Compliance and Reporting

Workshop on Strategy and Accountability for the Third Sector

Tuesday - Friday January 7 - 10, 2014 | 9am - 5pm
Conference Room 603-604, 6/F, K K Leung Building, The University of Hong Kong

Through interactive activities and practical experience sharing among guest speakers and participants from the third sector, this workshop aims to facilitate the third sector leaders and management in:

Day 1
- Managing key stakeholders; establishing a mission, vision, and performance objectives; performing strategic analyses; identifying strategic positioning; finding the right partner; and forming strategic alliances.

Day 2
- Developing governance mechanisms; and designing effective financial and non-financial performance measures.

JAN 7 - 8 Tuesday - Wednesday
(Medium of instruction: Cantonese)
(此工作坊將以廣東話進行)

JAN 9 - 10 Thursday - Friday
(Medium of instruction: English)

SPEAKERS
Faculty of Business and Economics
The University of Hong Kong

Dr Christine Chan
Associate Professor

Dr Sammy Fung
Principal Lecturer

Dr Olivia Leung
Principal Lecturer

Dr Winnie Leung
Assistant Professor

GUEST SPEAKERS

Dr Lewis Chan
Member, Admissions, Budgets and Allocations Committee
Community Chest

Dr Hex Lam
Founder, "Entrepreneur" and "11 Hours"
Director, Fulham Social Enterprise Society

Mr Wong Kai Man
Director
Victor and Willem Fung Foundation

SPEAKERS
Faculty of Business and Economics
The University of Hong Kong

Dr Nikhil Celly
Assistant Professor

Dr Youtha Cuypers
Assistant Professor

Dr Sammy Fung
Principal Lecturer

Dr Olivia Leung
Principal Lecturer

Dr Winnie Leung
Assistant Professor

GUEST SPEAKERS

Mr Kee Chi Hing
Director
Fulham Christian Vocational Training Centre

Dr Rex Lam
Founder, "Entrepreneur" and "11 Hours"
Director, Fulham Social Enterprise Society

Miss Karen Owens
Partner Chair of ICF
The Moor Foundation, Dubai

Details and registration:
<http://www.socsc.hku.hk/ExCEL3/satts>

All are Welcome

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THE UNIVERSITY OF HONG KONG
Faculty of Business and Economics

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Workshop on Strategy and Accountability for The Third Sector

- Two 2-day workshops on Jan 7 to 10, 2014

- **Workshop Objectives:**

Facilitate the third sector leaders & management in:

- (1) Managing key stakeholders;
Establishing a mission, vision, and performance objectives;
Performing strategic analyses;
Identifying strategic positioning;
Finding a right partner; and
Forming strategic alliances;
- (2) Developing governance mechanisms;
Designing effective financial and non-financial performance measures.

Workshop on Strategy and Accountability for The Third Sector

- **Opening and Closing Speeches:**
- Prof. John Burns, ExCEL3 Project Leader
- Prof. Cecilia Chan, ExCEL3 Project Director
- Prof. Patrick Chau, Director of School of Business, FBE
- Prof. Amy Lau, Chair Professor of Accounting, FBE



Workshop on Strategy and Accountability for The Third Sector

- **Speakers from School of Business:**

- Dr. Christine Chan
- Dr. Nikhil Celly
- Dr. Youtha Cuypers
- Dr. Sammy Fung
- Dr. Olivia Leung
- Dr. Winnie Leung



Workshop on Strategy and Accountability for The Third Sector

• **Guest Speakers:**

- **Dr. Lewis Chan**
 - Member, Admissions, Budgets and Allocations Committee
- **Mr. Kee Chi Hing**
 - Director, Fullness Christian Vocational Training Centre
- **Dr. Ilex Lam**
 - Founder, "I Enterprise" and "I Florist"
 - Director, Fullness Social Enterprise Society
- **Mr. Wong Kai Man**
 - Director, Victor and William Fung Foundation
- **Miss Karen Owens**
 - Former Chief of Staff, The Mara Foundation, Dubai



Workshop Impacts

- **Audience Size:**
 - Cantonese Session (Jan 7-8, 2014): 20 to 28 participants
 - English Session (Jan 9-10, 2014): 16 to 21 participants
- **Workshop Evaluation Results (across 8 sessions):**
 - “Overall, I am satisfied with the workshop” Average 4.2/5
 - “Content was appropriate and inspiring” Average 4.2/5
 - “My professional expertise was enhanced” Average 4/5
- **Follow-up survey** to workshop participants (in the third week of Jan 2014) to measure the extent to which the workshop has enhanced their capacity in their work domain.

Two Business Cases with NGOs

- **Case Subjects:**
 - Hong Kong Blind Union
 - Fu Hong Society
- **Objectives:**
 - To understand the governance and compliance requirements of local NGOs and their implications for operations, accountability and performance measurement.
 - To compare and contrast the concept and practices of accountability for NGO and for private sector.
 - To explore the challenges faced by NGO sector
- Will be published by Asia Case Research Center (ACRC) of Faculty of Business & Economics

Project Impacts In Conclusion

(1) Through the workshop, third sector management...

- Learn about applying business strategies, theories, and measures into the third sector industry (*Knowledge exchange*)
- Receive training manual (*Products*)
- Have an opportunity to share practical experience with guest speakers (*Learning*)

(2) Two business cases written to enrich the understanding and application of corporate governance concepts into the third sector (*Research*)

(3) Most of all, enhance the knowledge and capability of our business colleagues about the Third Sector

- Applying their business and accounting knowledge in a different setting
- Enriching our curriculum

THANK YOU FSS for Funding
this ExCEL3 Project!!

Q&A?



Wishing You

***A Happy, Productive and Healthy Year of
the Horse!!!!***

Supported by



A 2013 project sponsored by The Hong Kong Jockey Club

祝你马年大吉!!!

