

NGO CAPACITY BUILDING – A FRAMEWORK FOR NGO LEADERS AND LOCAL CASES DEMONSTRATION

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"Better Society"

"Well Done !"

"Who & How to get the job done ?"



KPI

**Job
characteristics**

Capability -

Skills

Knowledge

Attitude

→ Competency

JOB COMPETENCY

- ✘ Competence is the ability of an individual to do a job properly.
- ✘ A **competency** is a set of defined **behaviors** that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees.
- ✘ A combination of practical and theoretical **knowledge, cognitive skills, behavior and values** used to improve performance

PROJECT MANAGER JOB AD – 2012

Key Competencies

- **Programme and project management:** show excellent programme and project management skills to ensure we reach our objectives in an efficient and ordered way

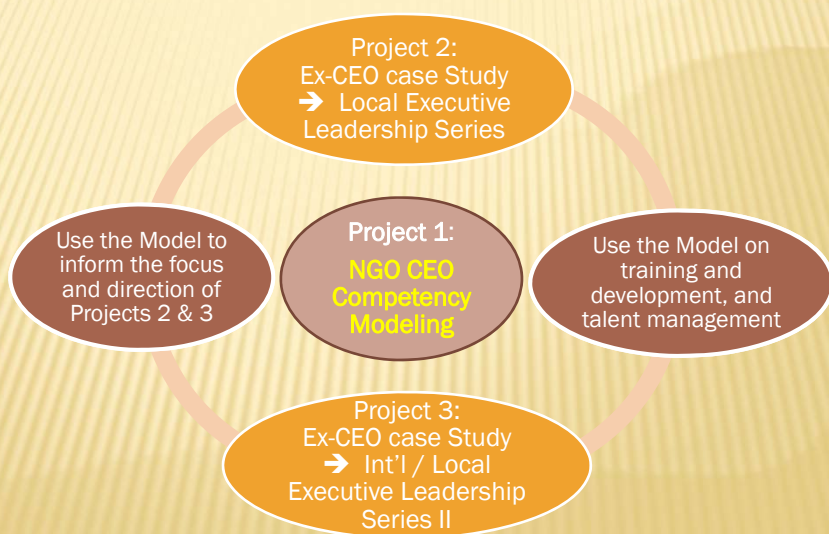
Core project management competencies include: *facilitate the definition of project scope, goals and deliverables; define project tasks and resource requirements; develop full scale project plans; assemble and coordinate project team; manage project budget; plan and schedule project timelines; track project deliverables using appropriate tools; provide direction and support to project team; quality assurance: constantly monitor and report on progress of the project to all stakeholders; present reports defining project progress, problems and solutions; implement and manage project changes and interventions to achieve project outputs; project evaluations and assessment of results*

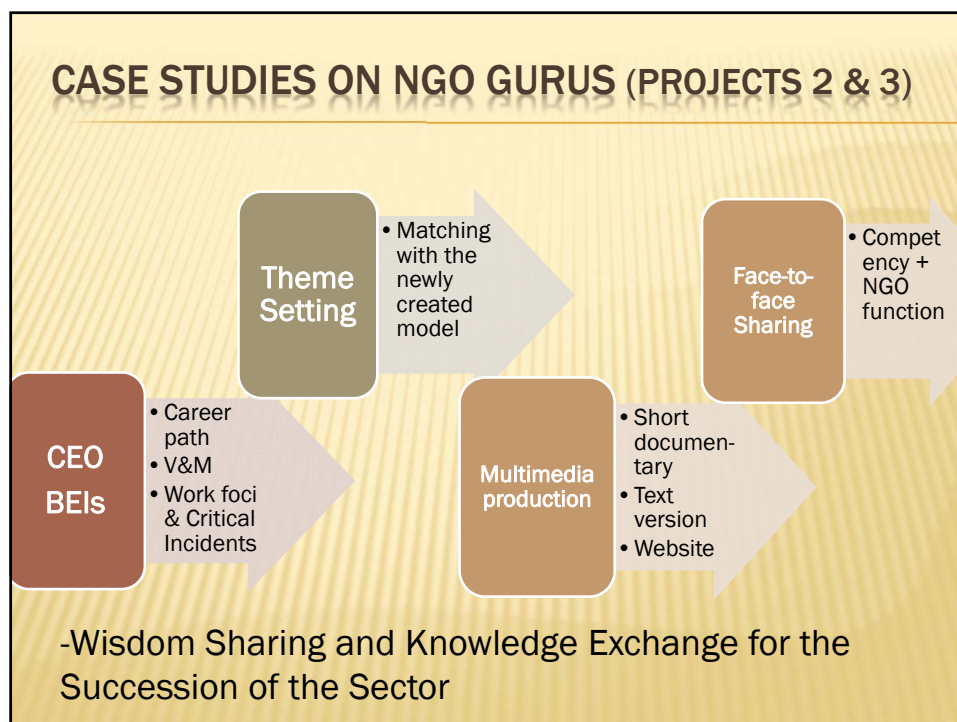
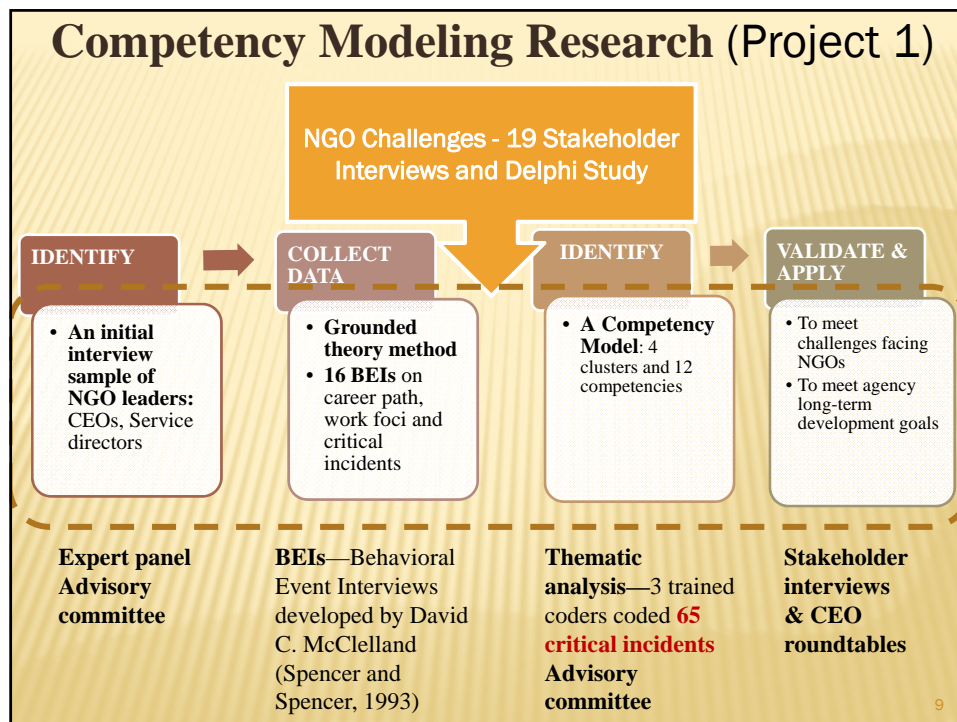
- **Leadership:** influencing and building close relationships with senior stakeholders in market and in London, as well as external service providers.
- **People management:** show good team management skills to help inspire the team around them to work towards challenging targets.
- **Financial management:** show real rigour when managing project budgets so that they can demonstrate ROI, show public funds have been fully accounted for and that value for money has been achieved.
- **Marketing expertise:** the job holder should have some experience in marketing disciplines, including campaign management.
- **Partner/supplier management:** experience and successful; track record of managing external partners and suppliers.
- **Process skills:** experience and expertise in developing, improving and managing processes.
- **Passion:** as the campaign champion an enthusiastic disposition is key.

PROJECT OBJECTIVES

- ✦ To develop a **capacity building framework** for NGO leaders to help them navigate the career paths of NGO practitioners and to map the knowledge, skills and competencies needed at senior level by exploring the competencies of the existing NGO CEOs
- ✦ To **capture practical wisdoms** of NGO leaders on specific management issues and to present the wisdom in a systematic way, based on the newly developed model, in different means for knowledge exchange

CAPACITY BUILDING FOR NGO LEADERS THE THREE PROJECTS





WHAT HAS BEEN ACHIEVED

ACHIEVEMENTS ON KNOWLEDGE BUILDING [RESEARCH]

✦ NGO Challenges via Delphi study

- + Future challenges facing the sector were identified
- + Informed the analysis of competencies
- + Would serve as the foundation for mapping different roles of local NGOs with different competencies for further fine tuning the people development strategy

FINDINGS - THE FUTURE CHALLENGES

PRESSING ISSUES AND NGO CHALLENGES

✕ Pressing Issues

- ✕ The increasing complexity of social issues and social needs
- ✕ The lack of strategic welfare planning of government
- ✕ Volatile economy and the increasingly unpredictability of the economic environment
- ✕ The increasing marketization of social provision
- ✕ Increasing public scrutiny and expectations

✕ NGO Challenges

- ✕ Calls for a more diversified, innovative yet stable workforce
- ✕ Increasing uncertainties and difficulties in business planning
- ✕ Holistic solution is difficult to be formulated among NGOs to address increasingly complex social needs
- ✕ Increasing risk level on the governance system

ACHIEVEMENTS ON KNOWLEDGE BUILDING [RESEARCH]

✕ A Competency Modeling study

- + 12 competencies in 4 clusters are identified
- + Provided a clear framework for knowledge acquisition and competency cultivation



FINDINGS - STRATEGIC LEADERSHIP COMPETENCIES

How to think about the world and self

1. Value affirmation
2. Vision and foresight
3. Systems thinking
4. Social intelligence



How to deal with the systems and the present

5. Operation engineering
6. Sustainable resource management
7. Mission and impact centrality

How to see and treat the people

11. Boundary spanning
12. Strategizing and creating synergy

How to see and deal with future

8. Strategic planning with entrepreneurship
9. Continuous renewal and innovation
10. Human capital nurturing

A CRITICAL INCIDENT - 4D4U GUIDE DOG USERS TRAINING 2011-2013

4人4狗, 展開璀璨人生

多謝大家的支持!

四頭在美國受訓的導盲犬 Deanna, Nana, Rally, Nora 已搬入香港

牠們將與導盲人士服務

「以愛引路」導盲犬項目

「4人4狗」導盲犬先導計劃

成果匯報暨交接儀式

日期: 2013年11月3日(星期日)

時間: 下午1至4時

地點: 荔枝角

內容: 匯報、視障人士表演、儀式等

歡迎公眾人士一齊參與!

合辦機構:

心光盲人院暨學校
Wing Yee School & Home for the Visually Handicapped

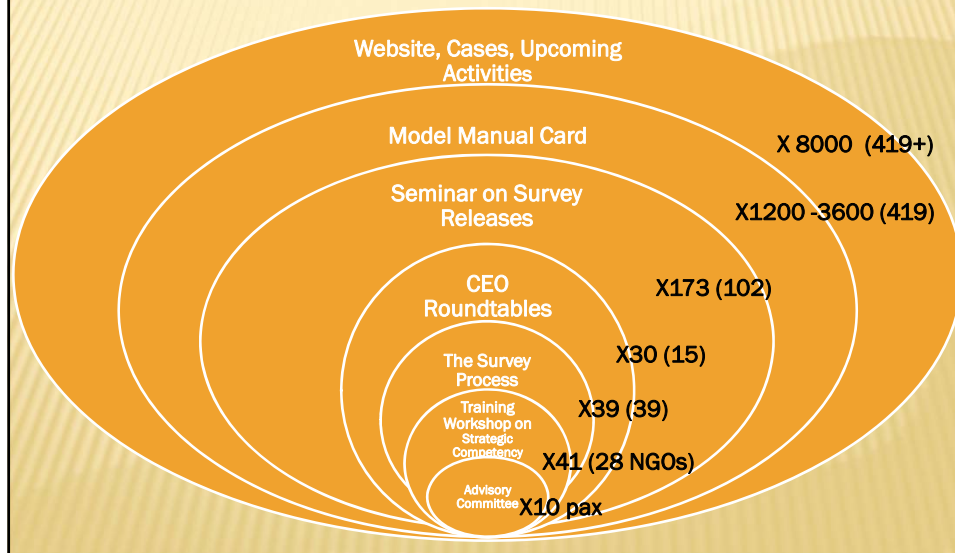
香港盲人協會
HKGBA

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攝影贊助: mosaic

查詢電話: 3186 1736

ACHIEVEMENTS ON SECTOR ENGAGEMENT [COMMUNICATIONS, ENGAGEMENTS AND EVENTS]



TRAINING DELIVERED BY COMPETENCY MODELLING EXPERT – PROF JUAN I. SANCHEZ FLORIDA INTERNATIONAL UNIVERSITY







CHRISTIAN FAMILY SERVICE CENTRE



WHAT **IMPACT** HAS BEEN MADE

IMPACT ON KNOWLEDGE CREATION AND DISTRIBUTION

- **Contributing to the theory development** of nonprofit management and governance via the presentation of a conference paper in the ARNOVA International Conference in November 2013
- **Translating research findings into layman terms** for mass distribution and easy adoption for the capacity building of the sector.

IMPACT ON PEOPLE

✦ Building consensus on sector challenges and the importance and pressing needs on leadership competencies, succession planning and people development

- + Joint-hand acknowledgement from NGOs participated in the survey
- + Over 90% of the evaluation respondents of the seminar on research release are satisfied with the research findings.

Acknowledgement to Contributors 鳴謝資料提供	Special Thanks 特別鳴謝	Project Advisory Committee 顧問委員會
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IMPACT ON PEOPLE

× Perceptions - Increasing awareness and interest on strategic competencies via training and seminar

- 100% of evaluation respondents of the seminar agreed that **the concept of competency was important to the development of the sector** after joining the seminar



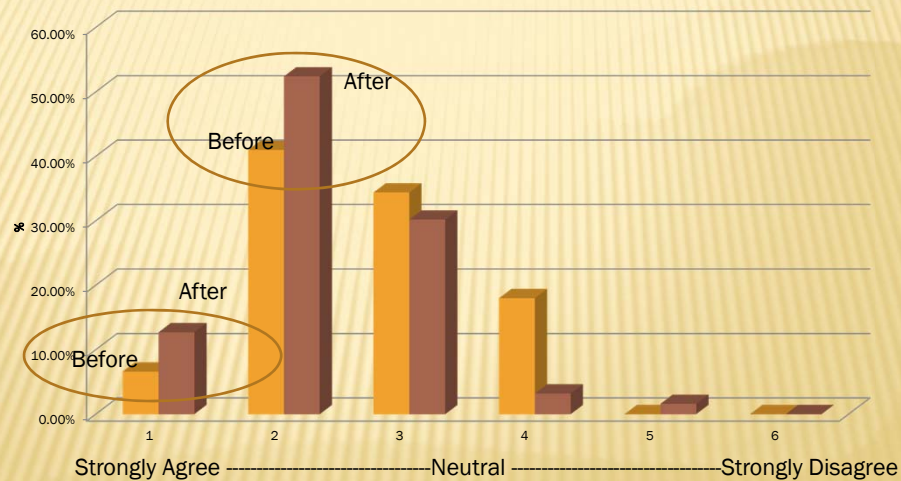
- 97% of seminar respondents **would consider applying** the identified competencies in their organizations.

IMPACT ON PEOPLE

× Learning of concept

- × Training workshop & seminar
 - × 97% of the training and seminar evaluation respondents agreed that their **understanding on the concept of competencies was enhanced**
- × CEO roundtables
 - × Views and experience exchanging
 - × Platform built for further development

UNDERSTANDING OF THE CONCEPT – SEMINAR RESPONDENTS (X65 QUESTIONNAIRES)



COGNITIVE CHANGE.....

- ✗ *"I am interested in the research model"*
- ✗ *"I want to like to have more in-depth discussion with NGO Senior Executives"*
- ✗ *"I want to know the application of the competency model in the sector"*
- ✗ *"I suggest doing more on NGO CEOs' sharing for their management tips"*
- ✗ *"Hope there will have more opportunity to have such training in the future"*

UP AND COMING

✕ Case Sharing (multi-media and F2F) on:

- + **Advocacy and Stakeholder Engagement** - Mrs Priscilla Lui Tsang Sun-kai (Former Director of Against Child Abuse)
- + **Service Delivery and Value Affirmation** - Mr. Ng Shui-lai (Former CE of Hong Kong Christian Service)
- + **Service Delivery and Continuous Renewal and Innovation** - Mr Michael Lai Kam-cheung (Former CEO of St. James Settlement)
- +Mr. Samuel NGAI Kong Yiu (Former CE of Evangelical Lutheran Church Social Service)
- +Ms. Christine Fang (Former CE of HKCSS)
- + And, MAY BE MORE



THANK YOU – PARTNERS

- “Resources”
- “People”
- “Synergy”

---- The Hon Bernard Chan----

