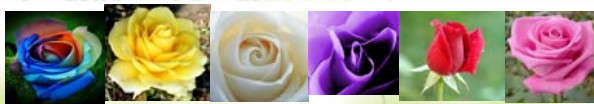




NGO Board Governance: the leaders' reflection and learning

王惠芬 Fermi
創會總幹事(3/2001-12/2013)
執委會委員(12/2015-目前)



玫瑰, 不管換個什麼名字, 還是一樣的芬芳。 人類, 不論是什麼膚色, 應有一樣的尊嚴。
A rose, no matter how its name is changed, is still fragrant.
Humans, no matter what their colors are, have the same dignity.



為
種族
平
等
For
Ethnic
Equality

Basic facts of Hong Kong Unison

1. **Established in 2001, incorporated into charitable and public limited company in 2005**
2. **Non-government subsidized**
3. **Human-rights based pressure group (fight for ethnic equality in Hong Kong)**
4. **Focus on policy advocacy and system changes**
5. **Small (8 staff) and dynamic**
6. **13 board members (diversified background)**



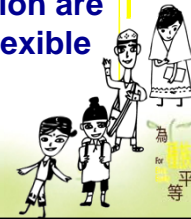
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Leadership and Governance Characteristics in phase I (2001-2013)

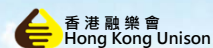


1. Charismatic Executive Director (ED)/founder with strong passion and clear mission & vision: staff were attracted by the ED
2. Multiple roles and duties (both internally and externally)
3. Loose rules & regulations and minimum administrative procedures
4. Administrative procedures and documentation are for the facilitation of work only; extremely flexible and suit the director's need

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Leadership and Governance Characteristics in phase I (2001-2013)



5. Board members are invited by the ED, who are passionate and committed to the issue
 - Invite one by one according to the needs
 - Good relationship, fully trust and confident in the ED, share the mission and vision, willing to bear the risk and legal liability
 - Tensions between the board and the ED (&/or staffs)
 - i. agency direction and working strategies
 - ii. On the role of the ED
 - Dynamics / tensions among board members
(revisit the agency constitution and M&V; founder as the middle-person)

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Former and current board members

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Current members




Leadership and Governance Characteristics in phase I (2001-2013)

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6. Minimum intervention and monitoring from the Board (except account and auditing matters), the ED enjoyed high autonomy
7. Regular board meetings: all staffs were required to attend (Impact-based work report)
8. Atmosphere: caring and informal, good relationship between board members and staffs
9. Annual agency retreat
10. Exit interview




Leadership and Governance
Characteristics in phase II (2014 - present)


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1. **Clearer power relationship: the Executive Director (ED) is hired by the board, need time to build up the rapport**
2. **Authority of the ED: positional power & leadership**
3. **More structured: clearer role and duties between the board and the ED (board decides agency direction)**
4. **Clearer admin procedures and regulations**
5. **Better documentation (filing, records...)**

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Leadership and Governance
Characteristics in phase II (2014 - present)

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6. **Regular board meetings: Staff are not required to attend the board meetings except relevant discussion items (ED work report before the mtg)**
7. **Task forces are set up (board mbs + staffs)**
8. **Communication mechanism is set up: 'Town-hall meeting'**
9. **Atmosphere: still warm and friendly but more formal**
10. **Higher expectation towards ED on the management role**
11. **annul agency retreat**
12. **Exit interview**

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Factors for good governance

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1. Shared mission and vision without personal agenda among the board members
2. Free hand but supportive
3. Good rapport between the board and the management
4. Mechanisms/channels exist for communications
5. Humanistic agency culture

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Thank You !!!

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有夢是美，希望相隨。
Beauty lies where dreams are,
with dreams come hope and we inspire.



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