



Organizers



Jointly organised by Operation Santa Claus, UBS, and the Chinese University of Hong Kong’s Department of Social Work, the NGO Leadership programme has been running for four years. It has had a great personal, organisational, sectoral and cross-sectoral impact. This document gives a summary of the programme, provides an impact assessment, and lays out some ideas for future development. Some key successes of the programme are mentioned below. It has:

### Created visionary leaders and stronger organisations

- Higher organisational capacity
- 5 participants became CEOs
- 4 participants went on to pursue further education
- 2 new organisations were established
- 4 winning projects took home HK\$3.6 million in financial support, benefiting around 420,000 people
- Additional projects were able to source private funding

### Nurtured the culture of evidence-based practice in the social service sector

- 5 collaborative research projects between CUHK and participating NGOs

### Developed shared values among different sectors of society

- 40 trainers, 31 mentors and 103 participants from various fields formed a learning and supporting community



1. Classification based on Charity Navigator: <https://www.charitynavigator.org/>

2. Number of beneficiaries calculated based on frequency of contact reported by agency annual reports.



# Small NGOs, Challenges, Potential, and the Need for Capacity Building

Hong Kong's social problems are becoming increasingly complex, and the city's NGOs are severely challenged because of limited resources, inadequate support, time constraints, unstable political and economic conditions and ever greater demands from different stakeholders. NGO leaders, who "lead from the front, or by example"<sup>3</sup>, have the opportunity to transform the challenges into opportunities. This is particularly the case in small and start-up organisations<sup>4</sup>, where the leaders' vision, skills and knowledge will directly influence the performance of the organisation.

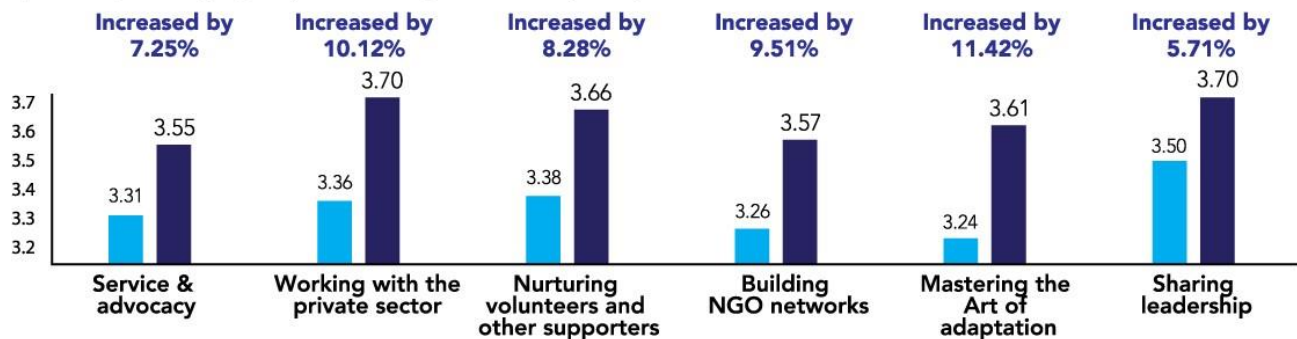
Capacity building programmes targeting leaders of small and start-up organisations are rare. In view of the current training needs, supported by Operation Santa Claus and UBS, the Chinese University of Hong Kong Department of Social Work developed an NGO Leadership Programme (NGOLP) that focuses on six core practices:<sup>5</sup>

- Service & advocacy
- Working with the private sector
- Nurturing volunteers and other supporters
- Building NGO networks
- Mastering the art of adaptation
- Sharing leadership

## The Impact of the Programme

### Creating visionary leaders and stronger organisations

Data (2015-2018) shows that after participating in the NGO Leadership Programme, participants reported significantly higher perceived organisational capability in all six areas measured.



Each year, one champion project was rewarded with seed funding. To date, all four champion projects are thriving. Some of them secured further funding from other institutions.



**Richard Payne (2015)**  
Crossroads Foundation  
**GoodCity.HK 好人好市**  
Donate your quality goods to people in need



**Matthew Lee (2016)**  
Goods Co-Share Foundation Ltd  
**Deanie Chiu (2016)**  
The Women's Foundation  
**Save & Earn @VM**  
A family saving model for poverty alleviation



**Manoj Dhar (2017)**  
Integrated Brilliant Education Trust  
**IBE Center – Sham Shui Po**  
Educating and empowering marginalised children



**Kenneth Choi (2018)**  
Everbright Concern Action  
**Frozen Food Production Line**  
A silver-haired organic frozen food production line

3. Apostu, D. C. (2013). Non-Governmental Organisation Leadership and Development. A Review of The Literature. *Manager Journal*, 17, 145-161.  
4. Kaiser, R. B., Hogan, R., & Craig, S. B. (2008). Leadership and the fate of organisations. *American Psychologist*, 63(2), 96-110. doi: 10.1037/0003-066X.63.2.96  
5 Crutchfield, L., & Grant, H. M. (2008). *Forces for Good: The Six Practices of High-Impact Nonprofits*. Hoboken, NJ: Jossey-Bass. Retrieved from <http://www.ebrary.com>

## Our alumni are becoming leaders in their field

- Taking on executive positions in influential organisations
- Getting funding support for meaningful projects
- Becoming advocates for transformational leadership
- Becoming founders of new organisations



**Joyce Chan (2015)**  
The Hong Kong Award for Young People  
Became CEO



**Jo Hayes (2017)**  
Habitat for Humanity Hong Kong  
Became CEO



**Jonathan Liu (2016)**  
Hope Worldwide  
Obtained funding for two dental clinics



**Lillian Li (2017)**  
Direction for the Handicapped  
Further education at Stanford University

## Becoming a founder



**Ms. Victoria Wisniewski Otero (2016)**  
Founder and CEO, Resolve Foundation

What is unique about this Programme is its peer-to-peer network. It was through interacting with these like-minded people that I became inspired to set up my own organisation.

## Paradigm Shift: Promoting Evidence Based Practice in the Social Service Field

By teaching research and forming collaborative research projects between CUHK and the participating organisations, the programme is quietly changing the social service sector into one that values evidence, efficiency and effectiveness.

## Investing in research to make an impact



**Prof. Kim Minseop (CUHK mentor)**  
Assistant Professor, Dept. of Social Work, CUHK

Since joining the NGO leadership programme in 2016, KELY Support Group and CUHK have collaborated to develop scientific tools for measuring programme outcomes and successfully evaluated the effectiveness of KELY's programmes.



**Ms. Sky Siu (2015)**  
Executive Director, KELY Support Group

We aim to use evidence based practice in our programmes for youth. We also invest in key research and impact measurements to ensure that our organisation's work is achieving the desired objectives. This way, we could contribute to the knowledge base in HK and help other organisations as well.

## Proving and Improving: Three generations of leaders and the Enrich Impact Study

Lenlen Mesina of Enrich initiated an impact study of their work with migrant domestic workers after graduating from the programme. Lucinda and Tynna carried on the work together with CUHK Professors Dai Haijing (Lucinda's mentor) and Mary Zhou (NGOLP Programme Director). The impact study was completed and released in December 2017.



**Ms. Lenlen Mesina (2015)**  
Senior Adviser (former CEO), Enrich HK

Evaluation will really make sure that we are documenting the changes properly, which is especially crucial to small NGOs like us, and this will be the first external impact report done on our work.



**Ms. Lucinda Pike (2017)**  
Executive Director, Enrich HK

At Enrich, we prioritise the evaluation of the impact of our programmes. The partnership with CUHK enabled us for the first time to examine the effectiveness of these programmes externally, reaffirming the importance of scaling up our work.



**Ms. Tynna Mendoza (2018)**  
Senior Programme Manager, Enrich HK

We actively communicate this research to our stakeholders, particularly our funders, and it has raised their awareness of Enrich and the importance of our work ... We intend to take action on the recommendations of the study.





## Cross Sectoral Partnerships: Creating Shared Value through Co-learning

There has been a total of 40 trainers and 31 mentors working with the NGOLP over these four years. They are experts from many different fields of society. They, together with the programme participants, created a learning community where they formed a shared language of social development.

### Learning together, growing together, and working together for a sustainable impact



**Ms. Amy Lo (UBS mentor)**  
Chairman and Head of Wealth Management for Greater China, UBS

This created something special, something sustainable and something that allowed us to give back to the community in a meaningful way which could truly have an impact on the world of NGOs and the Hong Kong community.



**Mr. Tom Pan (UBS mentor)**  
Director, APAC President's Office, UBS

It was refreshing to be exposed to completely different mind-sets and perspectives regarding problem-solving...we learn and we grow, and this is what we take back with us to our families, to our work places and into our community.

### Coming out of the Ivory Tower



**Prof. Mooly Wong (CUHK mentor)**  
Assistant Professor, Dept. of Social Work, CUHK

One of the great things about the NGOLP is the process of mutual learning, particularly with regard to the mentoring sessions. It updated me about the latest front-line situation of NGOs in Hong Kong, which benefits my teaching and research at the University, and leads me to new and ground breaking areas of research.



**Dr. Johnson Cheung (CUHK mentor)**  
Lecturer, Dept. of Social Work, CUHK

I enjoy the exchange with the UBS mentors. They are sensible and efficient, inspiring me to evaluate social service projects from the funders' perspective.

### Discovering new solutions to old problems



**Mr. Hugh Chiverton (OSC organiser)**  
Head of English Programme Service, RTHK

As a sponsor and co-organiser, Operation Santa Claus is really happy to join the network of the local NGO world and help build the professionalism of local organisations. At the same time we have noticed and appreciate the sharper and more focused project proposals that we deal with. The new ideas shine through, and we are happy to help put them into practice.

## Conclusion and Future Development

The NGOLP has achieved a significant personal, organisational, sectoral, and cross-sectoral impact. The key to success is the tripartite partnership and evidence-based programme model. To expand the programme's impact further, we suggest:

- Leveraging the existing NGO, business, government and academic community built through this programme to advocate for social change
- Establishing a platform to facilitate a further sharing of ideas, resources, and opportunities. The platform could include both virtual space online, and a physical location serving as a co-working space and an incubation institute.
- Summarising and publishing the best practices developed through this programme, and distributing this information among the various stakeholders to enhance NGO capacity, develop innovative and effective programmes, promote efficient social investment, and facilitate high impact philanthropy.
- Leveraging the ever-growing network of alumni further to share the best practice, develop thought leadership and conceptual ideas, and add value to future programmes.
- Exploring the possibility of replicating this programme in other regions, such as in mainland China.