

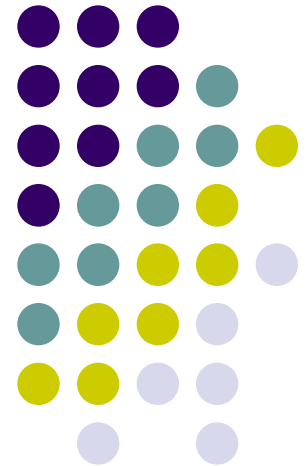
# 'Serving Alone': The Social Service Sector in Hong Kong

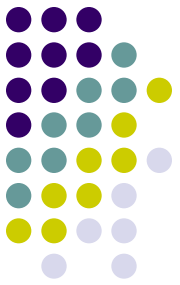
Annual Report on the Civil Society in Hong Kong 2009



Centre for Civil Society and Governance  
Department of Politics & Public Administration  
The University of Hong Kong

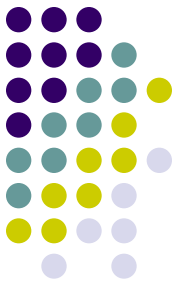
9 October 2010





# Content

- 1. Purpose**
- 2. Definition and Classification**
- 3. Research Methods**
- 4. Policy Backgrounds**
- 5. Major Survey Findings**
- 6. Network Analysis**



# Purpose

An annual research project – *Annual Report on the State of Civil Society in Hong Kong* – to collect data on and analyse the state of civil society organisations (CSOs). Each year, we will survey and analyze one (or two) civil society sector(s), starting with social service sector

- To contribute to our community's understanding of the state of civil society development in Hong Kong
- To build up a database for future research
- To compare findings with other international studies of a similar kind



# Definition and Classification

- The definition and classification scheme of the Johns Hopkins Comparative Non-Profit Sector Project (1997):  
*“Entities that are organized, private, non-profit-distributing and voluntary”*
- In this report, Social Services Organizations (SSOs) are defined as:
  - Non-profit making, non-governmental, self-governing and voluntary; and
  - With a primary purpose relating to social services including services for children, youth, the elderly, family, the disabled, the disadvantaged, support services for community and personal development, or social services/policy advocacy; and
  - Ad hoc alliances for tackling single issues in single instances are excluded



# Research Methods

- Organizations of the social service sector are identified from the *Directory of Social Service Organizations in Hong Kong*
- A total of 381 SSOs matched our definition
- Organizations in the *Directory* whose primary purpose was not related to social services (such as green groups) were excluded from the survey population
- A mailed-in questionnaire survey was conducted from 23 July to 19 October 2009
- The response rate was 64 percent of the 381 SSOs
- Collect data from other sources, such as SSO websites and publications, government websites and statistics, and data from the *Directory*



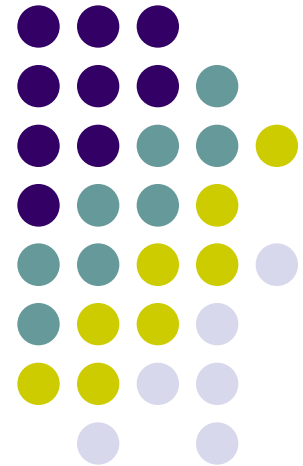
# Policy Background

- A low level of social spending (12% of total public expenditure) but a high level of non-profit participation in social service in Hong Kong
- Social service sector is one of the largest civil society sectors
- Government subventions since the 1970s facilitated growth in the sector
- Since 1990s (especially after handover), a lot of policy changes, e.g.
  - “Marketization”
  - Lump Sum Grant System
  - Suspension of making 5-year plans for social welfare development

# Major survey findings



- A Typical SSO in Hong Kong
- Internal Capacity:  
Finance, Manpower and Organization
- Resources and Autonomy

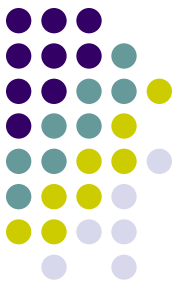




# A typical SSO in Hong Kong

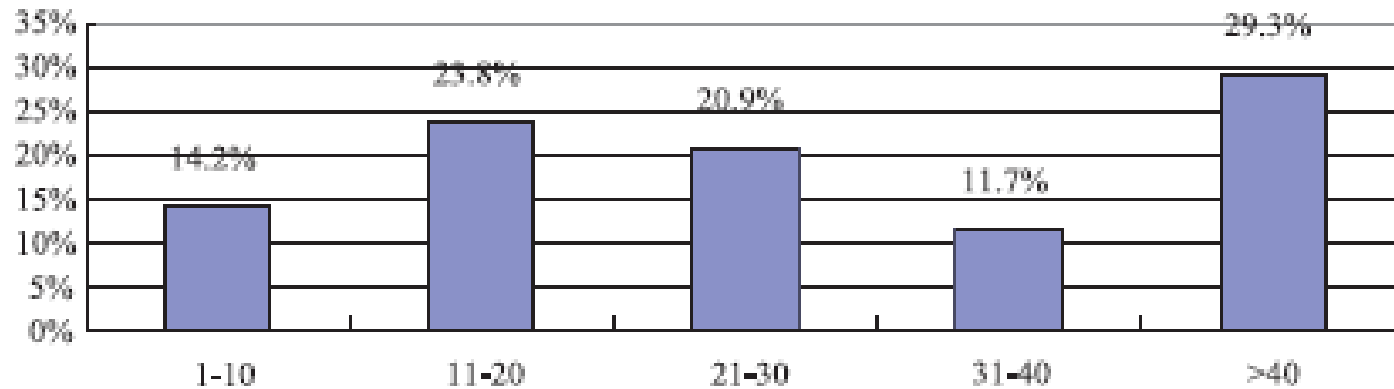
- A home-grown CSO that is roughly 20 years old
- Registered under the Companies Ordinance
- Operates 6 branches in several districts
- Has more than 2,700 members
- Provides social service with little advocacy function
- Maintains a cordial relationship with the government

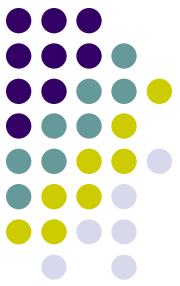




# History

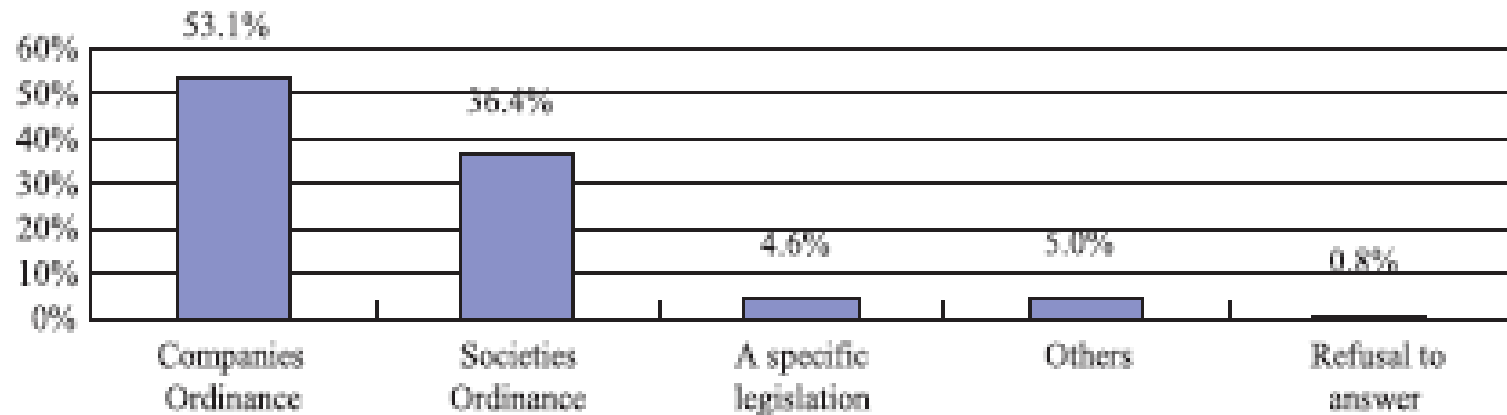
**Chart 6: Frequency Distribution of Years of History**





# Legal Status

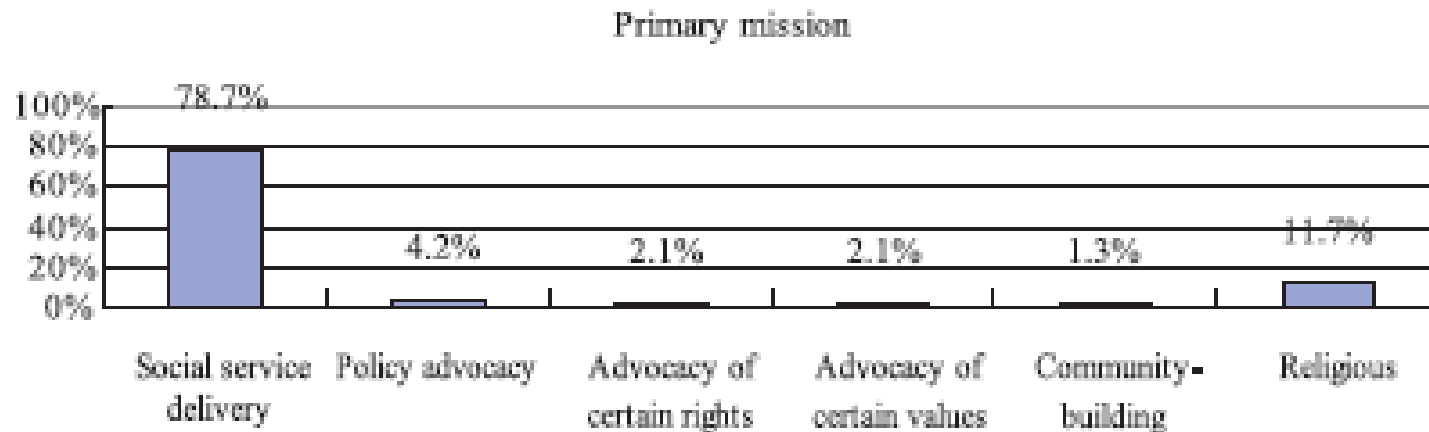
**Chart 7: Frequency Distribution of Legal Instruments for Establishment**





# Primary Mission on Service

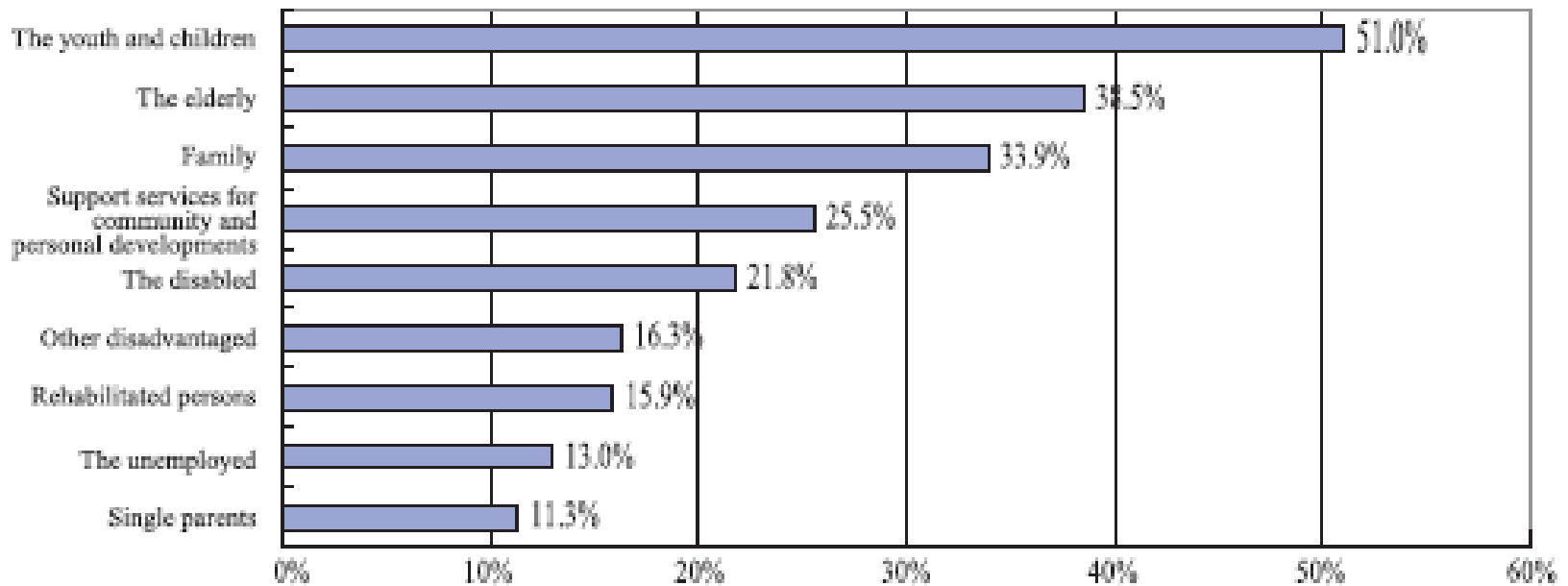
**Chart 3: Frequency Distribution of Primary and Secondary Missions of SSOs**





# Service Targets

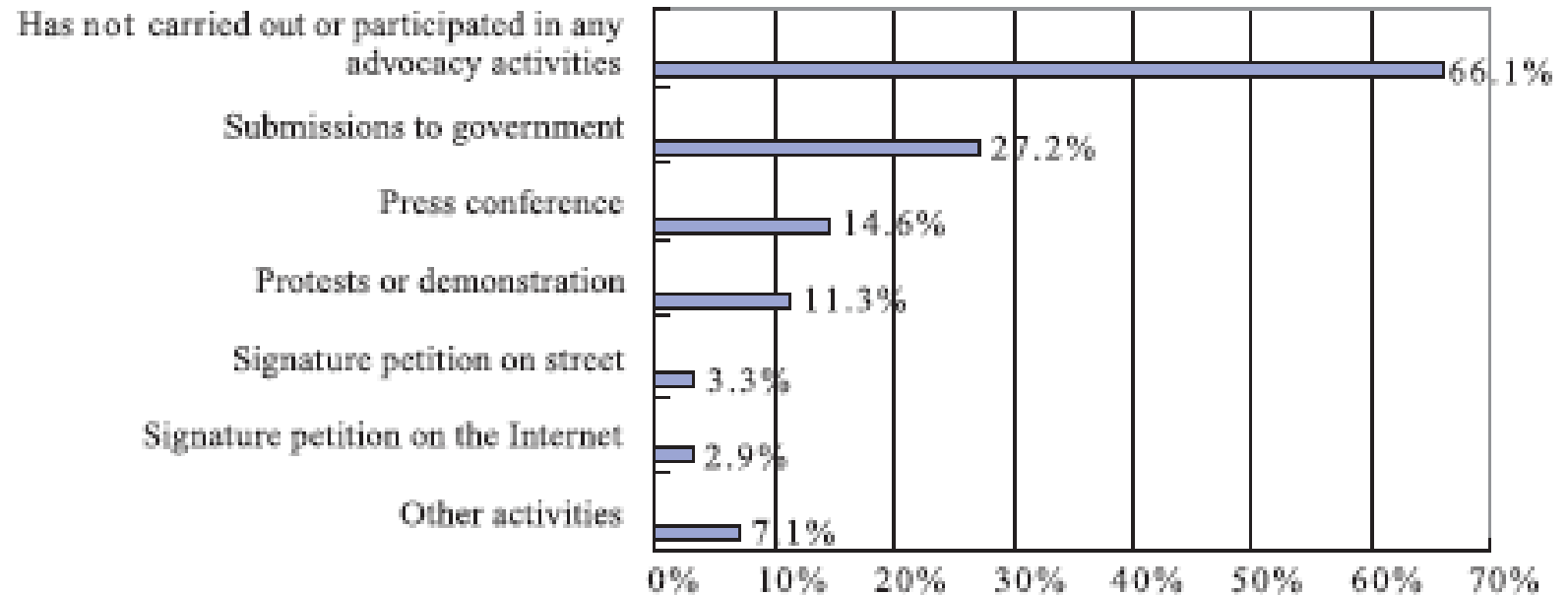
**Chart 4: Frequency Distribution of Service Target Groups**





# Little SSO-based Advocacy

**Chart 5: Frequency Distribution Advocacy Activities by SSOs in Last Twelve Months**





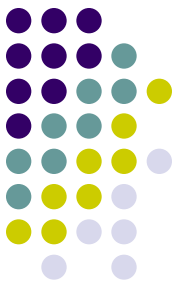
# Internal Capacity: Finance, Manpower and Organization

- Most SSOs are satisfied with manpower quality but manpower for advocacy
- Most SSOs have stable financial resources but vary significantly in their scale
- Generally organized, with formal organizational and governance structures
- Fairly effective in mobilizing voluntary support for service provision
- Less effective in fund raising through donation and non-government financial sources



# Resources and Autonomy

- Satisfied with their operational autonomy, despite heavy reliance on government funding
- Larger and more established SSOs:
  - More financial security and manpower resources
  - Closer links to the government
- Younger SSOs:
  - More autonomy
  - Face bigger challenges in securing resources

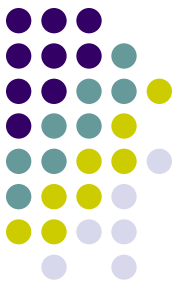


# Disparity of Financial Resources

**Table 3: Frequency Distribution of SSOs' Annual Income Bands<sup>14</sup>**

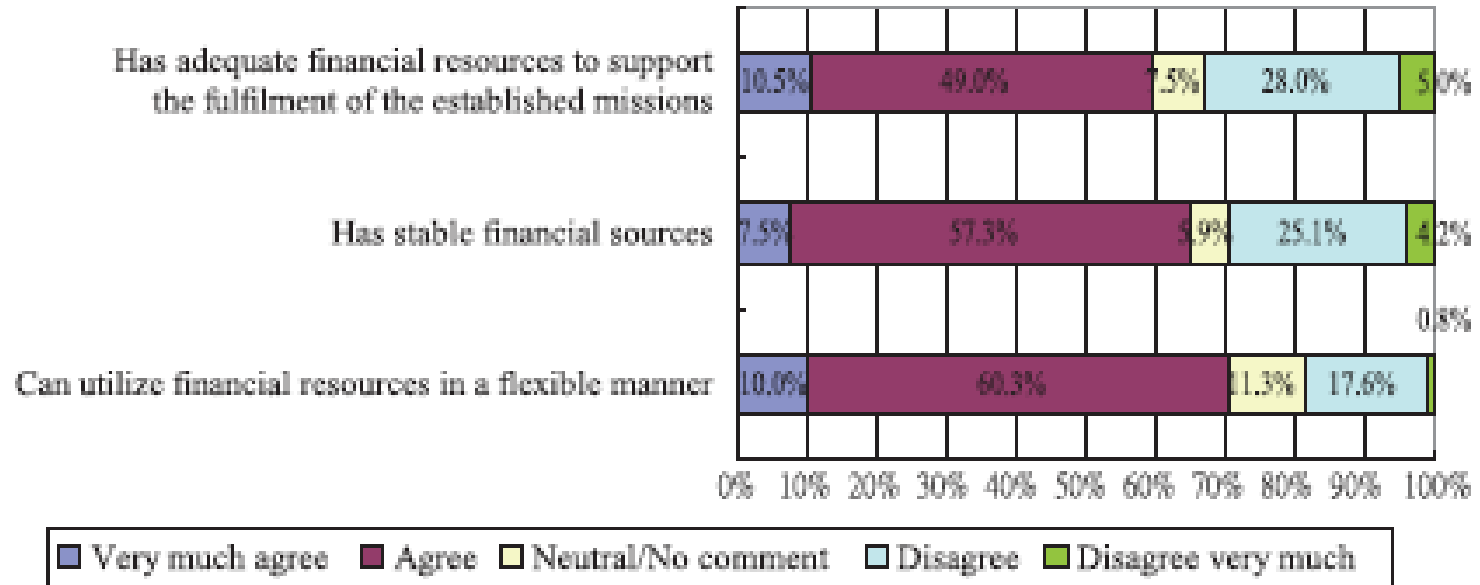
Total Income in the Last Financial Year (HK\$)	No. of SSO (%)
Over 500 million	5 (1.85%)
Between \$300 and 499 million	6 (2.22%)
Between \$100 and 299 million	30 (11.11%)
Between \$50 and 99 million	17 (6.30%)
Between \$10 and 49 million	53 (19.63%)
Between \$5 and 9.9 million	41 (15.19%)
Below \$ 4.9 million	118 (43.7%)
<b>Total</b>	<b>270 (100%)</b>





# Financial Sufficiency

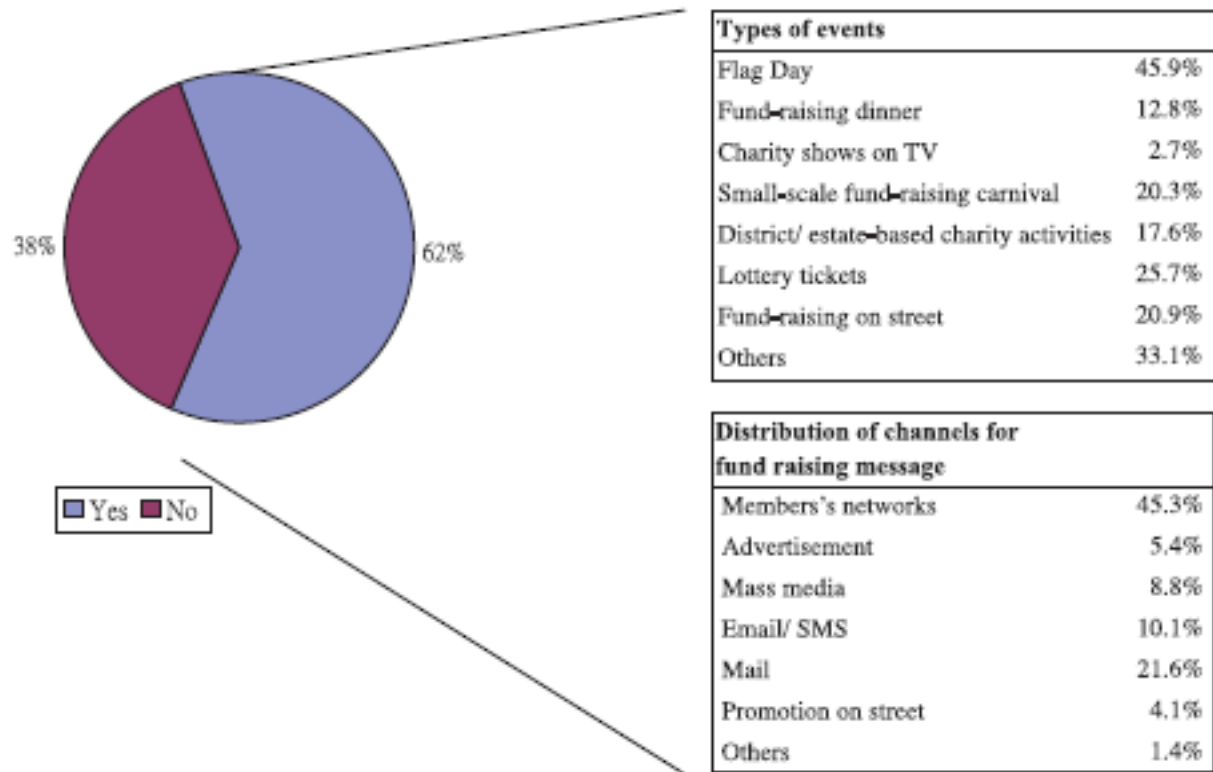
Whether the organization agrees with the following descriptions in the last financial year





# Traditional Funding Raising

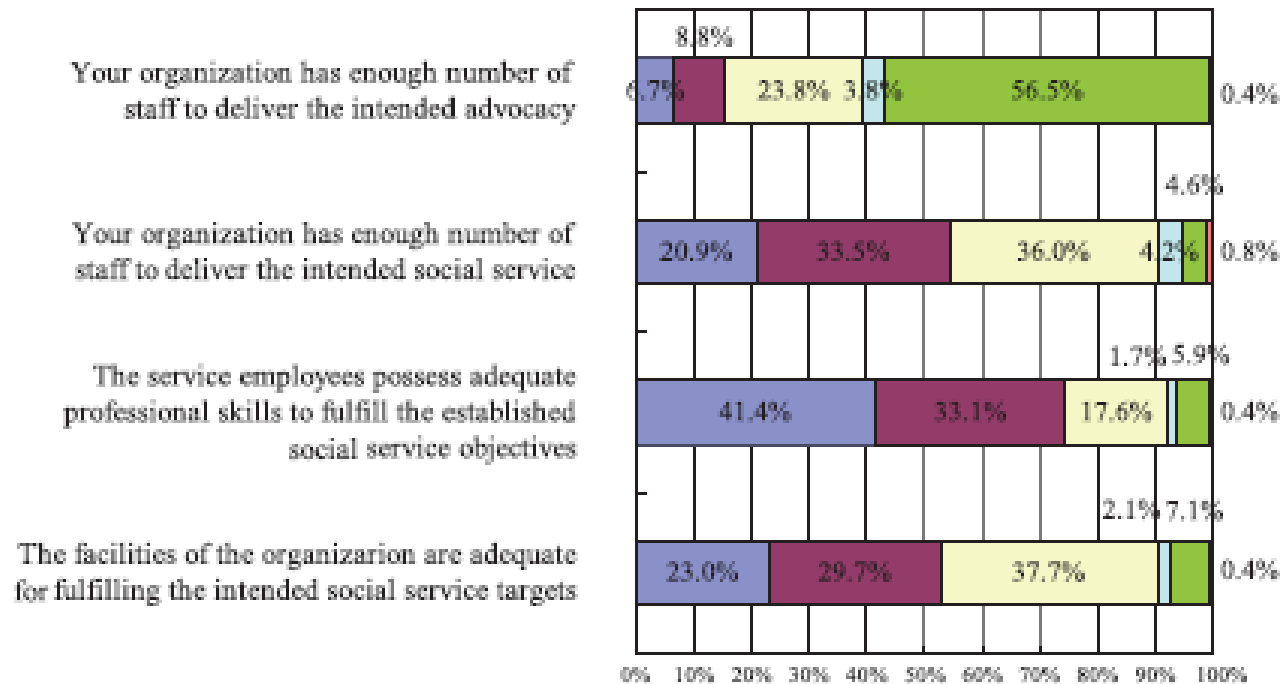
**Chart 15: Frequency Distribution of SSO Fund Raising Events in the Last Twelve Months**





# Manpower

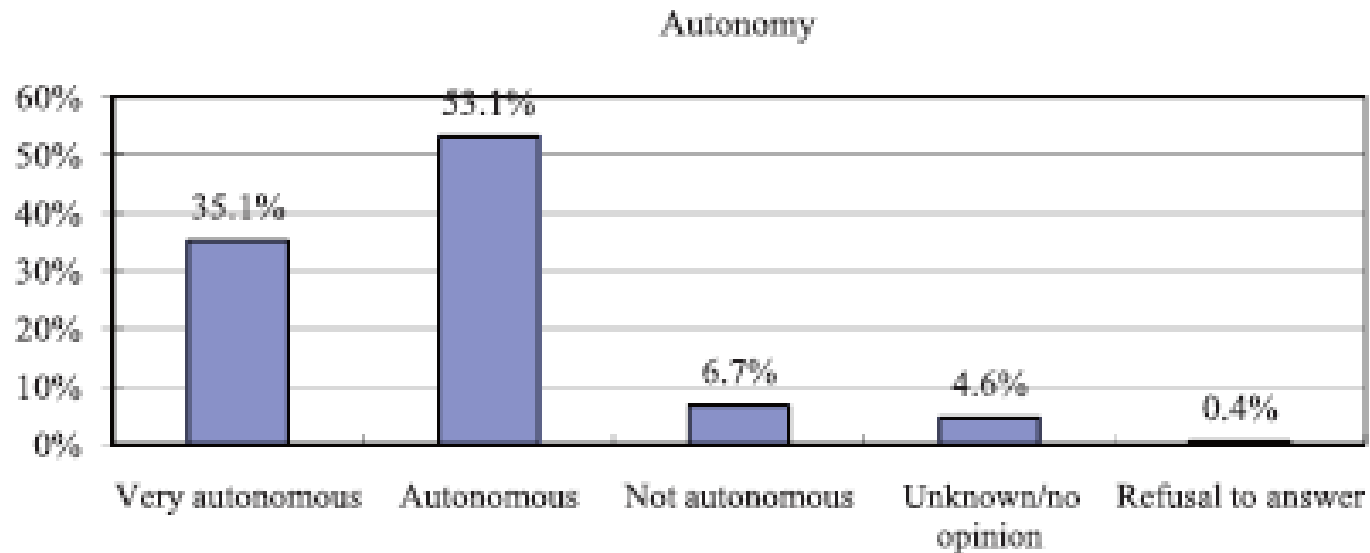
Do you think...

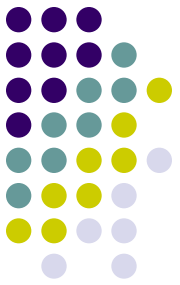


■ Adequate 
 ■ Just adequate 
 ■ Not adequate 
 ■ Seriously inadequate 
 ■ Not applicable 
 ■ Refusal to answer



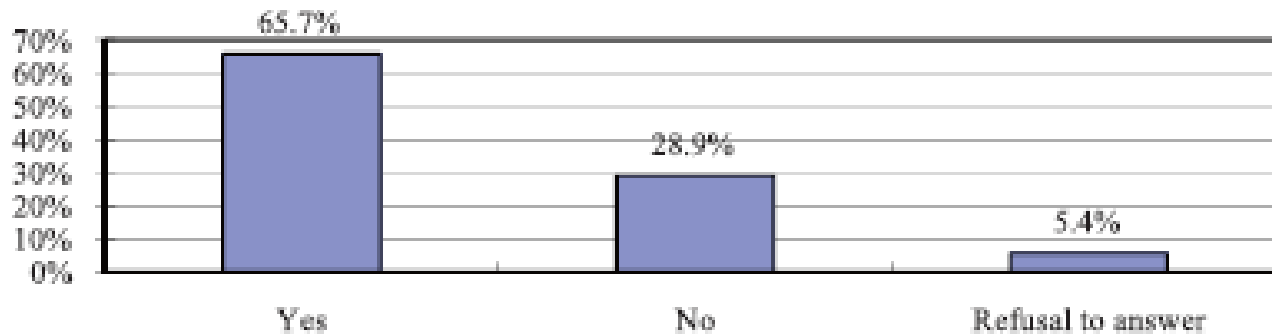
# Satisfied with Autonomy



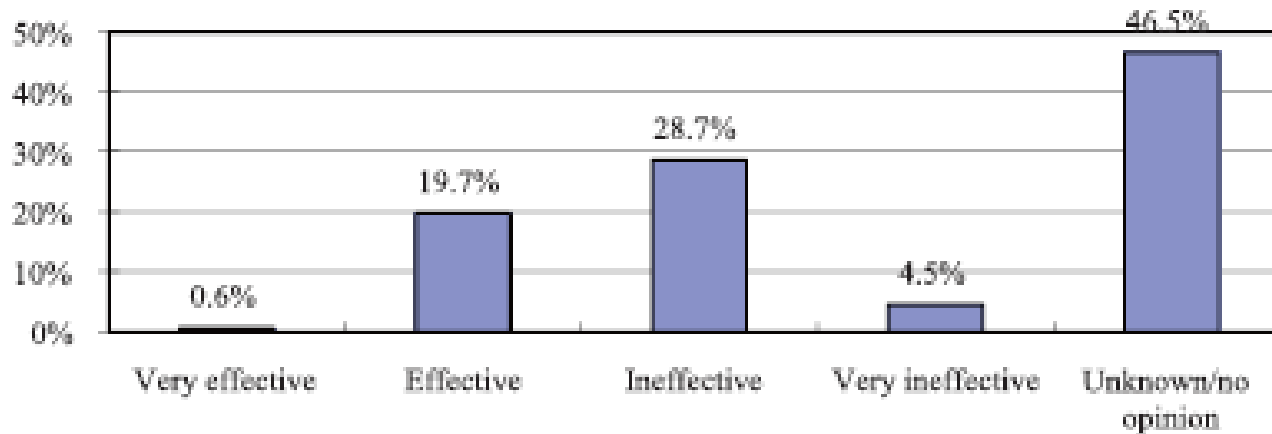


# Monitory Role?

The organization should play a monitory role



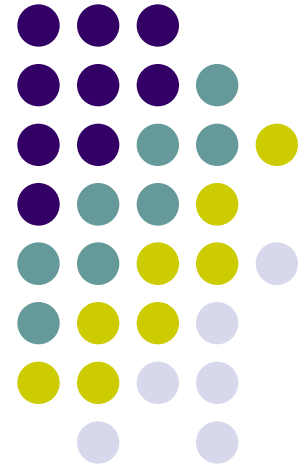
Effectiveness of the organization's monitory role



# Network Analysis



- Funding Network
- Cooperation Network
- Governance Network
- Government Committee Network





# Four External Networks

- **Funding Network:** the patterns of ties between SSOs and funding institutions
- **Cooperation Network:** cooperation relationships between SSOs
- **Governance Network:** the number of shared directors among the 50 largest SSOs
- **Government Committee Network:** the connection between government committees and SSOs through appointment of SSOs personnel as committee members

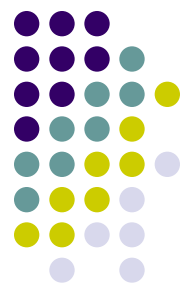


# Funding Network

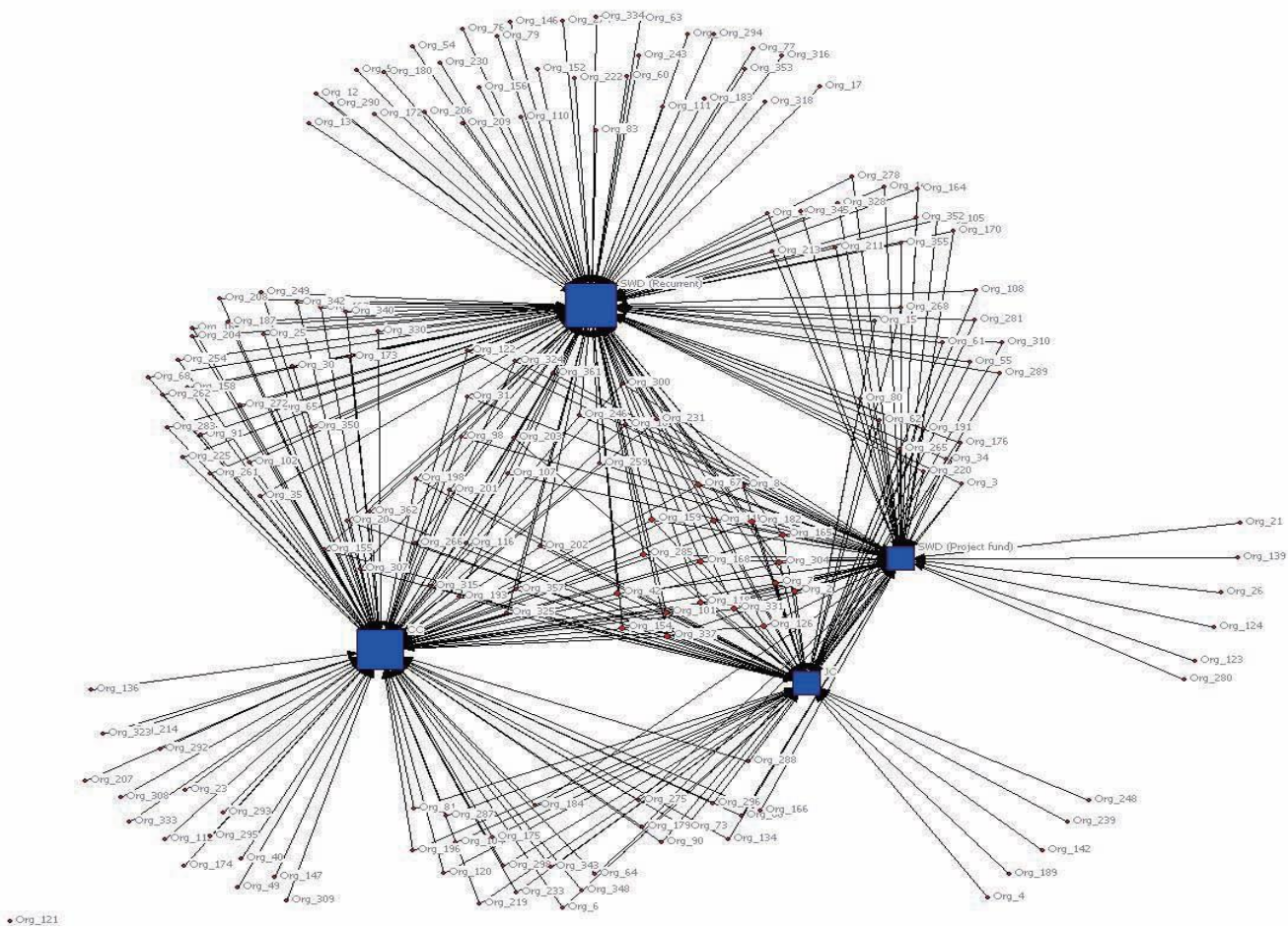
## ● Public funding is crucial to SSOs

- Major funding sources: Social Welfare Department, Community Chest and Jockey Club
- SSOs also obtain funding from donations and internal incomes, such as membership fees and investment
- Difficulties in diversifying their funding base to non-government sources





# Funding Network



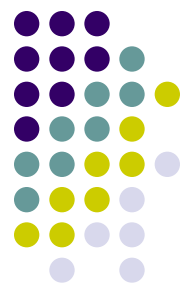
-Key:

- Fund provider
- Fund recipient

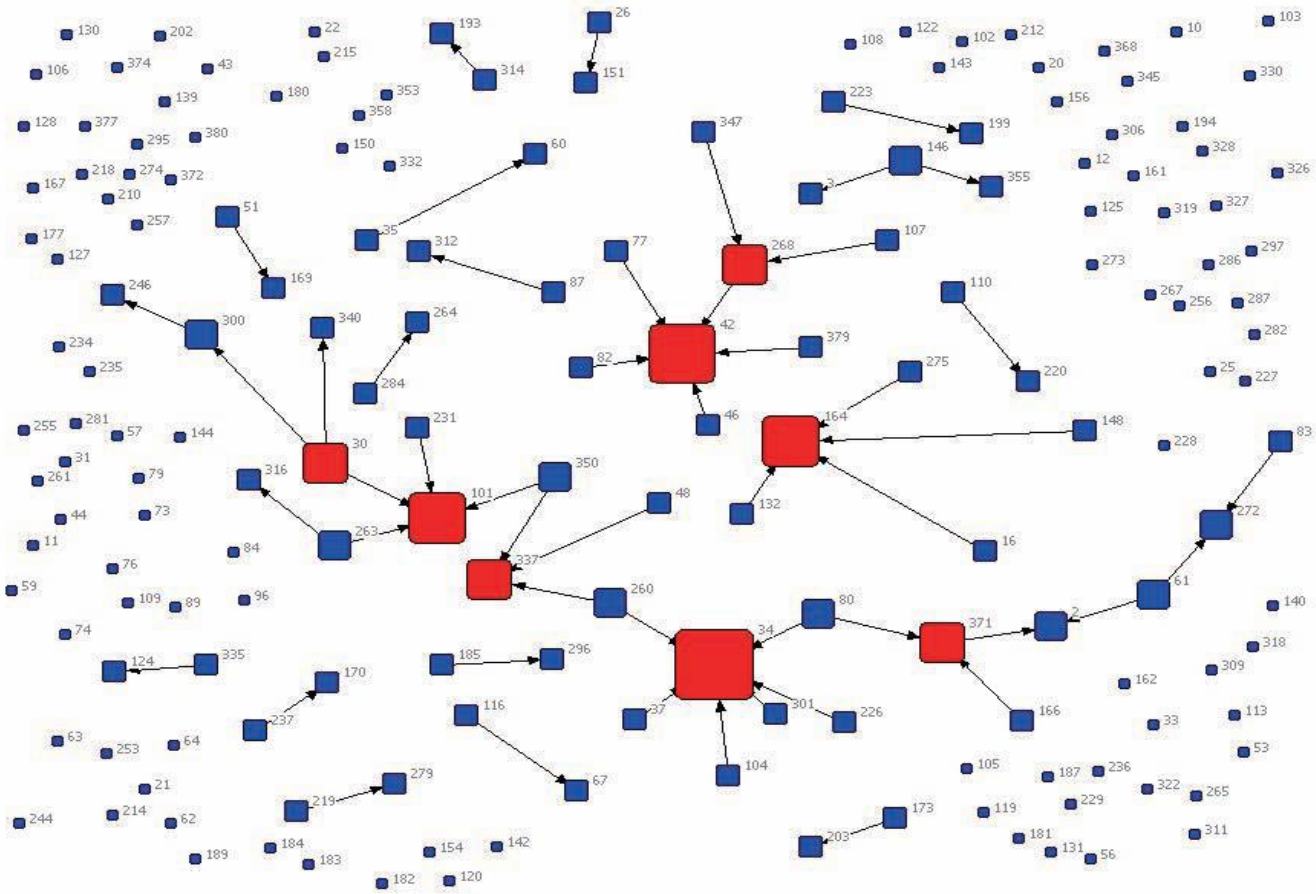




# Cooperation network

- A scattered network
  - A relatively scattered network with a high percentage of isolated members
  - About half of the organizations serve on their own, with little collaboration with the peers, particularly on advocacy activities
  - Larger and older SSOs have collaboration on a more regular basis
  - Core members in the network tend to be older SSOs with larger clientele size



# Cooperation Network



Key:  
Core actors   
Peripheral actors 

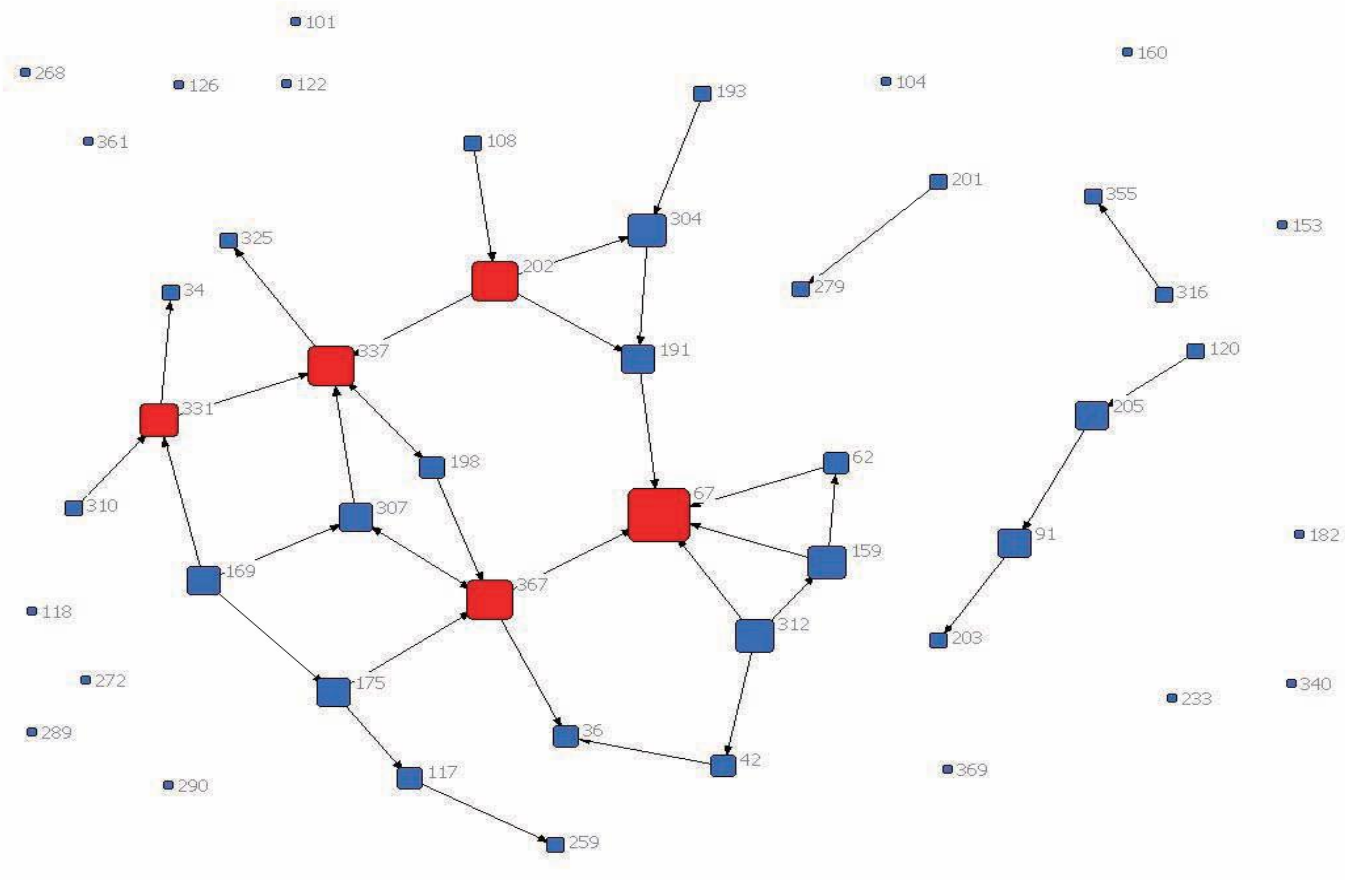


# Governance Network

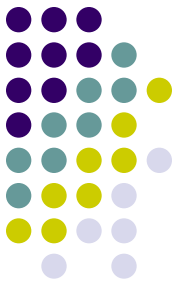
- **Some inter-board connections among the largest**
  - Five core actors in the inter-board network, sharing at least four directors with other SSOs
  - All core actors are older SSOs
  - 34 percent of the top SSOs had not shared directorship with other SSOs
  - About 63 percent of the top SSOs have some degree of knowledge exchange and experience sharing with other SSOs



# Governance Network



Key:  
Core actors ■  
Peripheral actors ■

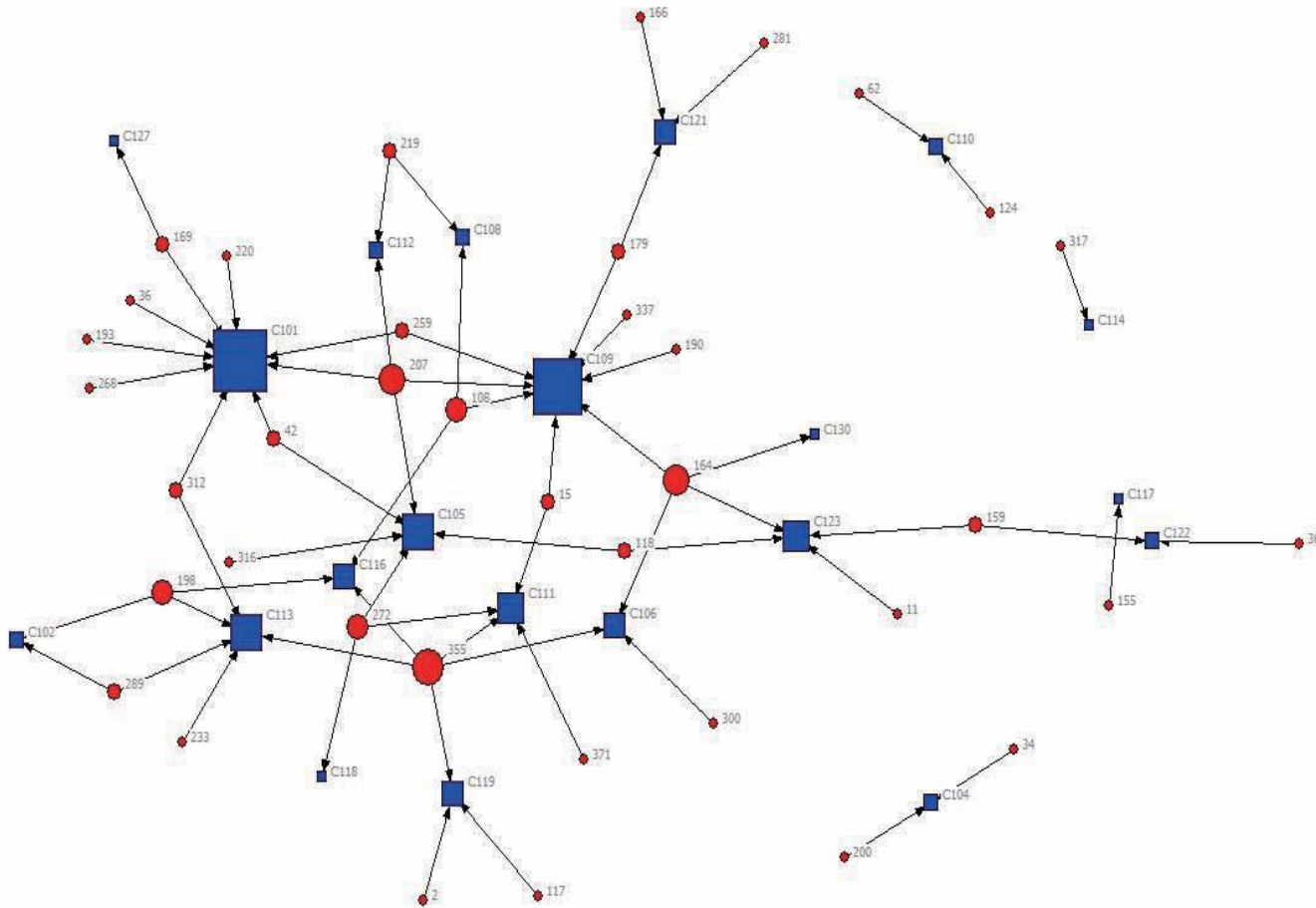




# Government Committee Network

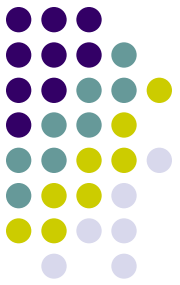
- **Bigger and older SSOs have closer relationships to government**
  - Government committee members associated with 38 SSOs, with 22 of them being the largest SSOs
  - SSOs aged 40 and above rated more favourably their relationship with government officials



# Government Committee Network



Key:  
SSOs   
Govt committees 



# Overall remarks

- SSOs are robust in service provision
- Networking within and outside the sector is scattered
- Many SSOs are essentially 'serving alone'
- Gaining new partners outside the government may improve their capacity in service delivery, value promotion and policy advocacy in face of challenges in development



# End of Presentation



## Thank you

