At the Gateway to Asia:

International & Cross-boundary Non-governmental Organizations in Hong Kong

Report on the Capacity of Civil Society Organizations

2014-15

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

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& Governance

EXECUTIVE SUMMARY

In 2009, the Centre for Civil Society and Governance ("The Centre") and the Department of Politics and Public Administration, The University of Hong Kong started a project to construct, through multiple-year efforts, a knowledge database on civil society organizations in Hong Kong, sector by sector, following an adapted version of the International Classification of Non-profit Organizations.

In this Report, a database of INGOs in Hong Kong was constructed on the basis of locating via online search 215 legally established INGOs. The organizational database of individual INGOs was enriched in two ways. First, a written and comprehensive survey on the INGO population was conducted in 2013-2014, and 55 INGOs (25.6 percent) responded. Second, data was collected from official sources including Companies Registry records and other Internet sources. In particular, specific data regarding (a) legal instruments of establishment, (b) year of establishment, (c) financial resources and (d) board directors were collected from 215, 209, 166 and 174 INGOs respectively.

Hong Kong is strategically located as a gateway to Asia. As Asia's travel and information hub, Hong Kong offers INGOs the advantages of freedom of association, a predictable and well-functioning regulatory environment and ease of fundraising. Hong Kong is a good place for INGOs to raise funds, thanks to the generosity of local residents and a high concentration of multinational corporations and local businesses. The registration of most INGOs under the Companies Ordinance and the Inland Revenue Ordinance means that compliance with the organizational and financial regulatory framework offers some degree of transparency and public accountability, and hence confidence to donors.

According to our data analysis, a typical INGO in Hong Kong would likely be a company established around the year 2000, possessing 6-7 full-time staff and a yearly income below one million Hong Kong dollars. Its main focus would be delivery of service outside Hong Kong, rather than service or advocacy work for the local community. It would have a formal board governance structure, and have in place a set of public accountability mechanisms and mechanisms for obtaining feedback from stakeholders, and a means of evaluating their performance and maintaining their service quality. It would be well connected with the business sector but have little interaction with the government. Information technology would be used to promote the organization and its activities.

A vast majority (87.4 percent) of all the INGOs in Hong Kong were established under the Companies Ordinance. Over 88 percent obtained tax-exemption as charitable organizations. The INGOs have been operating for 15 years on average (data from 209 INGOs) with an obvious growth in number after 1997. Of the 55 INGOs surveyed, the majority focused on operations in Mainland China (68.4 percent). The primary mission of many INGOs (38.1 percent) was to provide economic/social development assistance. Nearly half of the INGOs (49.1 percent) regarded service delivery as their first priority.

Nearly 90 percent of the INGOs surveyed were governed by formal boards, and these boards predominantly consisted of no more than 10 directors (83.7 percent). Most INGOs had regular meetings for members, and issued annual reports and newsletters. The INGOs surveyed had an average of fewer than 7 full-time employees and were mostly satisfied with the quantity and quality of their manpower.

Over 50 percent had an annual income of less than HK$1 million. Disparity in financial capacity was large -- from a zero budget (9 INGOs) to over $500 million (3 INGOs). This phenomenon of a few prominent INGOs obtaining most of the sector's income seems to be consistent with the trend internationally. The INGOs mostly relied on donations and fundraising from the business sector and individuals (56.8 percent). Government funding (23.1 percent) was of secondary importance. Most INGOs (78.2 percent) conducted fundraising activities and nearly half (47.3 percent) kept a record of regular donors.

To facilitate programme planning, the INGOs held either discussions with partnering organizations (74.5 percent)) or direct consultations with the target communities (67.3 percent)) to find out their needs. Programme evaluation was carried out by the majority of the INGOs (69.1 percent) through feedback mechanisms. Almost all the INGOs surveyed conducted marketing activities to communicate with the general public and target communities. Online and digital means were the most often used channel in this regard.

The vast majority of the INGOs surveyed said they operated autonomously from the HKSAR Government, and did not consider themselves having a role to monitor it. From our research, there has been very little connection between the international sector and the Hong Kong SAR government through appointments in the government advisory system. On the whole, the international sector in Hong Kong was not keen on advocacy.

A significant proportion of the INGO respondents reported collaboration in various forms and varied frequency with other non-profit organizations in Hong Kong, Mainland China and to a lesser extent in other parts of the world. A small proportion (14.4 percent) of INGOs had interlocking directorates on the governing boards.

Slightly over half of the INGOs surveyed cooperated with the business sector, especially with regard to fundraising and volunteer recruitment. INGOs in general had a positive perception of their relationship with the business sector and the vast majority (83.6 percent) did not see any role in monitoring businesses.

Key Figures: INGOs in Hong Kong
- 69.8 percent established after year 1997 (N=209)
- 87.4 percent established as companies under the Companies Ordinance (N=215)
- 88.3 percent had tax-exempt status under the Inland Revenue Ordinance (N=215)
- 68.4 percent geographically focused on Mainland China (N=55)
- 38.1 percent had a primary mission of 'economic/social development assistance' (N=55)
- The international sector in 2013 had an annual income of HK$ 4.67 billion (N=166)
- 56.7 percent of income gained from 'private donation and fundraising' in 2013 (N=166)
- 69.1 percent did not participate in advocacy activities (N=55)
- 85.5 percent considered themselves free from government intervention (N=55)
- 50.9 percent connected with the business sector (N=55)

N: Number of INGOs included

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ACKNOWLEDGEMENTS

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THE DEPARTMENT OF POLITICS AND PUBLIC ADMINISTRATION, THE UNIVERSITY OF HONG KONG

The Department of Politics and Public Administration is home to around twenty faculty members and covers the major subfields of political theory, international relations, comparative politics, and public administration. A premier department in teaching, research, and service in the Asia Pacific region, it strives to provide the best possible teaching and learning, to produce research of the highest international standard, and to use its expertise and knowledge to serve the local, national and international community. For details of the Department, please visit http://www.ppaweb.hku.hk.

THE CENTRE FOR CIVIL SOCIETY AND GOVERNANCE, THE UNIVERSITY OF HONG KONG

The first of its kind in Hong Kong, the Centre for Civil Society and Governance (The Centre) was established in December 2002 as a multi-disciplinary research unit by the Department of Politics and Public Administration (the Department) under the Faculty of Social Sciences of the University of Hong Kong. With a mission to advance knowledge in civil society and foster its healthy development, it has successfully established a unique identity as an expert on civil society issues in Hong Kong. The Centre aims to enhance knowledge of the nature, constituents, and roles of civil society and, in particular, the contribution that civil society can make towards good governance. It seeks to foster the development of a vibrant civil society in Hong Kong, China and other parts of the world through research, advocacy and dissemination.

Since 2009/10, the Department and the Centre have published a series of research reports on civil society in Hong Kong to record the latest developments in various civil society sectors for the benefit of the general public and research community. For details of the Centre's past activities and events, please visit our website: www.ccsg.hku.hk.

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OBJECTIVES AND
RESEARCH METHODS

Introduction

The primary objective of the Report on Civil Society Sectors series is to fill the gaps in basic data about civil society organizations (CSOs) (also known as non-governmental organizations or NGOs) in Hong Kong. Civic activism has been an important force in shaping Hong Kong's political development. Yet our understanding of the characteristics of the civil society remains highly inadequate. There is neither a government database nor statistics on the characteristics of CSOs. Relevant baseline research mapping the civil society is very limited.

The series aims to build a knowledge database of CSOs in Hong Kong, and to promote understanding of and facilitate future research on civil society. We collect data on the various civil society sectors through questionnaire surveys targeting at the CSOs of those sectors, focusing on organizational configuration, internal operations and external relations. We describe our observations on the state of the civil society sector concerned on the basis of the data collected, and, where possible, offer explanations for certain phenomena. While our data may serve to illustrate the strengths and weaknesses of a civil society sector, a baseline study, rather than evaluation or impact studies, is our primary aim.[1]

The report series collects data about organizational and operational characteristics as well as the interrelationship with external actors. Since 2009-10, we have published reports on the social service sector and conservation sector respectively. In the current report, which focuses on international and cross-boundary non-governmental organizations (INGOs), the sector's capacity will be additionally studied.

Defining Capacity

In line with the previous reports, we researched into the internal organizational characteristics of INGOs (including mission, finance, manpower, governance structure, mobilization of members, etc.) and their external links with the government, the business sector, and peer groups. In addition, we studied their organizational capacity. We adopted with modifications the framework of the Indiana Nonprofit Sector Project to study seven dimensions of capacity. The indicators of each dimension are outlined as follows:

i) **Operations and governance capacity** – whether a board is set up, number of board members, number of meetings held each year, committee system in the board, strategic planning, establishing an organizational culture;

ii) **Resource capacity** – annual income, diversification of resources, adequacy of income, stability of income, whether a list of donors has been maintained, fundraising methods and funding activities;

iii) **Human resources capacity** – number of staff, number of volunteers, adequacy of manpower, training of staff and volunteers, ability to recruit and retain staff and volunteers;

iv) **Information technology capacity** – website development, use of communications technology;

v) **Programmes and planning capacity** – ability to evaluate programme outcomes

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[1] An example of a report evaluating the strength and weakness of civil society can be found in Hong Kong Council of Social Service, *Civil Society Index Report* (Hong Kong Special Administrative Region, The People's Republic of China, May 2006). In this report, the civil society is evaluated in terms of its structure and impact.

or impact, ability to assess community needs, ability to attract new members or clients, focus on mission and vision;

vi) **Networking and advocacy capacity** – relationship with the government and key policymakers, interaction with other civil society organizations, relationship with other business organizations, engagement in advocacy work; and

vii) **Marketing capacity** – ability to expand the visibility and reputation of the organization, ability to communicate with clients, communication with the wider community.

Defining and Mapping INGOs

The Report series follows the definitions in the Johns Hopkins Comparative Non-Profit Sector Project (CNSP) with some adaptation to suit the local circumstances. In CNSP, CSOs are defined as entities that are *organized, private, non-profit-distributing, self-governing and voluntary.*[2] We also refer to the International Classification of Non-profit Organizations (ICNPO) scheme developed by John Hopkins to identify relevant CSO categories (Appendix A), and make necessary adaptations. Given the distinct history of Hong Kong as a former British colony and now a Special Administrative Region in China, cross-boundary organizations are also included in the study of the international sector in Hong Kong.

Defining INGOs

The scope of this study covers (a) international NGOs with a base in Hong Kong, using mainly Johns Hopkins definitions, and (b) cross-boundary NGOs, whose main missions and activities are related to (if not carried out in) Mainland China. Following the CNSP, an **INGO must fulfil three criteria**:

i) The group is non-profit making, non-governmental, self-governing, and voluntary;

ii) The group is organized formally, though may or may not be legally registered; and

iii) The group has a base in Hong Kong and

carries out as a primary mission international activities under the ICNPO categories as below:

- Exchange/friendship/cultural programmes
- Development assistance associations
- International disaster & relief organizations
- International human rights & peace organizations
- Multipurpose international organizations
- Support and service organizations, auxiliaries, councils, standard setting and governance organizations
- Other: international organizations not elsewhere classified (in this regard, NGOs with a primary mission to pursue the cause of religion and environmental protection are excluded from the international sector because they are included in the religion and conservation sectors respectively). [3]

The definition of a **cross-boundary organization refers to any non-profit organization which is registered in Hong Kong and exclusively focuses its concerns and operations in Mainland China**. If an organization operates in multiple countries including Mainland China, it will nevertheless be defined as an INGO. For simplicity, cross-boundary organizations will be discussed below as INGOs unless otherwise specified. It should be noted that international environmental organizations and international philanthropy / foundations are in other categories in the Johns Hopkins' classification, and therefore are not included in this study.

Operationalizing the definition of INGO by way of their forms and functions is challenging for two reasons. First, from our literature review and in-depth interviews with representatives of INGOs in Hong Kong, INGOs take a wide variety of organizational forms, ranging from a loosely coordinated transnational network in which affiliated groups exchange information and expertise, to a confederation in which affiliated groups enjoy relatively equal rights to agenda setting, to unitary organizations in which the headquarters centrally direct overseas operations.[4] The variety and complexity of organizational forms and the often limited organizational information accessible to the public make it difficult for researchers to ascertain in what way a Hong

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[2] L.M. Salamon and H.K. Anheier, *Defining the Nonprofit Sector: A Cross-national Analysis* (Manchester and New York: Manchester University Press, 1997), 33.

[3] *Ibid. p.73.*

[4] Marc Lindenberg and Coralie Bryant, *Going Global: Transforming Relief and Development NGOs* (Bloomfield, Conn: Kumarian Press, 2001), 139-41; In-depth interview with an INGO representative on 4th March 2013.

Kong-based NGO is linked with overseas counterparts or whether it has international operations.

Second, many NGOs are involved in activities overseas or in Mainland China, from organizing occasional training trips overseas to rescue or anti-poverty operations. It is a challenge for researchers to ascertain whether those international activities constitute the primary or secondary missions of NGOs. In the light of the challenges, we covered two possibilities that define an INGO:

- Non-profit organizations which are locally established in Hong Kong and engage in international activities/operations (including Mainland China), or

- Non-profit organizations which are established overseas (including Mainland China) with chapters/regional offices/affiliates set up in Hong Kong to manage international activities and/or coordinate operations with their headquarters or counterparts overseas (including Mainland China).

Mapping INGOs

We compiled the INGO population from scratch as there is no known comprehensive list, using a number of sources.

a) We first consulted the List of Charitable Institutions and Trusts from the Inland Revenue Department (IRD) as at 30th April 2012[5] ('S88 list'). The S88 list is regularly updated by the IRD. Organizations on the S88 list are tax-exempt due to their charity status, which indicates their non-profit-distributing nature under the Hong Kong Law.[6] The S88 list, containing 12,666 charitable organizations, is our main data source, even though the only pieces of information listed are the names of the organizations. The Research Team classified the S88 list into 8 different categories according to the ICNPO, namely 1) 'international organization', 2) 'arts and culture', 3) 'immediate philanthropy',

4) 'sports and recreation', 5) 'civic and advocacy', 6) 'health', 7) 'welfare', and 8) 'environment'. In searching for the INGO category, we looked for names containing words such as 'international', 'Asia', 'World', or other words indicating their potential international character. Some organizations with international characteristics were also picked up by common sense. We conducted an online data search (e.g. their websites if available) to find organizations whose names did not indicate that they might fit into any of the 8 categories. Some of these were subsequently found to match our INGO definition. We identified and verified 191 INGOs from the S88 list (about 89% of the total population).

b) The second source is the *Yearbook of International Organizations* (online database)[7] published by Union of International Associations, a Brussels-based international research institute which specializes in studying international organizations. The database contains information on both active and dormant international organizations in different countries. Records of international organizations based in Hong Kong that fit our definition of INGOs are extracted. After removing those also found on the S88 list, 8 additional INGOs (about 3.7% of the total population) were identified from the Yearbook.

c) The third source is the *Study on Third Sector Landscape in Hong Kong* by the Central Policy Unit, HKSAR (2004).[8] The report, which used a similar definition of INGO to that used in this study, identified 120 INGOs (including cross-boundary organizations). The full list was not disclosed, but 11 of them were named. Of them, 1 INGO (about 0.46% of the total population) not found in any other source was identified.

d) We also searched other sources that may contain records of the INGO activities, for example, the database of NGOs in the Asian region from the Clinton Global Initiative (CGI), existing literatures on INGOs in Hong Kong, local newspapers, referrals by field

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[5] List of Charitable Institutions and Trust of a Public Character, which are Except from Tax under Section 88 of the Inland Revenue Ordinance as at 30 April 2012.

[6] Workshop on 'The Set Up and Operation of Charities: An Outline of the Law', organized by EXCEL 3 and Faculty of Social Sciences, at The University of Hong Kong, 3 September, 2012.

[7] *International Organizations (online)* Brussels: Union of International Associations, http://www.uia.be/yearbook-international-organizations-online , updated since 2000.

[8] The Central Policy Unit of The Hong Kong SAR Government conducted the *Study on the Third Sector Landscape in Hong Kong* in 2004, Chapter 14. The study adopted mainly the international classification by the Johns Hopkins Comparative Nonprofit Sector Project, accessed http://www.cpu.gov.hk/english/research_reports. htm. The whole study included 14 policy sectors, e.g. Education and Research, District and Community-based Organizations, Civic and Advocacy Organizations, Law and Legal Services Organizations, Welfare, Health, Environment, Arts and Culture, Religion.

practitioners and the Internet. We identified further 15 INGOs (about 7.0% of the total population) from these sources.

After identifying potential candidates (by their names) that are likely to fit our definitions and categories, we verified their status by checking the web pages of the organizations or groups where available and extracted the contact information and other relevant data. When a web page was not available, we conducted an Internet search to obtain further information. After verification, we located 215 valid INGOs as at 2013.[9] A detailed breakdown of the INGO sub-categories is in Chapter 3.

Research Methods

The organizational database of individual INGOs was constructed by collecting primary and secondary data. First, primary data was collected from a written and comprehensive survey. 55 INGOs responded out of the population of 215. Second, secondary data was collected from official sources including Companies Registry records and other Internet sources, as well as from 6 in-depth interviews. We completed a database of 215 INGOs based in Hong Kong containing various levels of organizational details:

(a) 215 INGOs with data of legal instruments of establishment and contacts etc.;

(b) 209 INGOs with data of year of establishment;

(c) 174 INGOs with data of board directors;

(d) 166 INGOs with data of financial income and income sources, etc.; and

(e) 55 INGOs with a comprehensive set of organizational data, operational data and self-evaluation obtained from the questionnaire survey.

In addition to presenting survey findings, this project uses network anaylsis techniques to study external linkages, namely the patterns of interaction and the strength of ties between INGOs and other parties.

Survey

The quantitative survey was conducted from August 2013 to January 2014 by way of sending a written or online questionnaire (Appendix B) by post and email to the target INGOs (Appendix C shows the full list of INGOs). A pilot survey had previously been conducted in order to test the usefulness of the questionnaire and to gather feedback from both the respondents and the polling agency. A range of contact methods was deployed to approach the targets, including post, local or international phone call, facsimile, email and office visit. After the survey was completed, 55 valid responses were collected, resulting in a response rate of 25.6%.

The response rate was lower than our previous surveys conducted for the social service sector (64 percent) and conservation sector (41.5 percent) in the past. The challenges encountered in the survey process reflect the difficulties inherent in studying INGOs in Hong Kong and partly explain the low response rate. First, correspondence offices of Hong Kong-registered INGOs are located both in Hong Kong and overseas. Some INGOs (17.7 percent) have only international offices. Their remoteness limited the variety of contact methods the polling agency could use to contact them. The response rate of INGOs with international offices is only 7.9 percent, much lower than the response rate of those with local offices, 29.5 percent. Second, the INGOs were in general hard to reach. On average, each target INGO was approached 5.5 times (higher than the average of 5 attempts in our previous survey on the conservation sector). In one case, an INGO was approached as many as 9 times.

The organizational profiles of the 55 surveyed INGOs should be fairly representative of the whole international sector when we consider the following indicators. First, 88 percent of the 55 surveyed INGOs are tax-exempt charities and the proportion is about the same for the whole international sector (89 percent). Second, the proportion of transnational and

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[9] Originally we identified 234 INGOs (including cross-boundary organizations) for the quantitative survey. They were all approached by the polling agency for filling out the questionnaires. After the return of the main survey and the verification of their mission statements and activities available from the Companies Registry Hong Kong, we found that 11 organizations did not fit well into our INGO definition, 1 organization is no longer in operation, and 7 organizations are subsidiaries of INGOs which is dependent on larger INGOs from an organizational point of view. These 19 organizations were thus excluded from the final count of the INGO population.

cross-boundary NGOs among the 55 surveyed INGOs (60:40) is close to that of the whole international sector (65:35). Third, the average annual income of the 55 surveyed INGOs was about HK$ 260,000, which was also close to that of the whole international sector at about HK$ 280,000. The only area where the overall profile of the 55 surveyed INGOs differs from the whole sector is the years of establishment. The average age of the 55 surveyed INGOs was 18, which is 3 years older than the average age of the sector as a whole, 15 years old.

In-depth Interviews and other data sources

The data analysis reported in this study is not limited to the data collected in the written survey. The Research Team conducted 6 in-depth interviews with key personnel of the INGOs. We also looked to other sources to fill in the gaps in the basic data of each INGO identified. In particular, the data of year of establishment, financial income and directorate were collected from 209, 166 and 174 INGOs respectively from the following sources:

- INGO websites (207 websites were available, 96.2% of the total population);

- Executive Committee Members' Reports and Financial Statements for the latest financial year filed to the Companies Registry (189 INGOs, 87.9% of the total population, are registered as companies)

- Government websites related to relevant international issues and relevant government committees;

- Government census and statistics (which proved to contain little relevant data for this study);

- Wisenews for media reports on INGOs in Hong Kong.

Limitations

Certain limitations should be noted when interpreting the results in this Report.

- First, the INGO population was constructed to the best of our efforts and knowledge and may not be exhaustive. For example, organizations whose names do not reveal their international or cross-boundary character, and do not have any information on the Internet might have been missed. Since we only include INGOs with a legal status in this study, there may be informal groups excluded in the database. For example, groups formed by university students and young people to organize international exchange, service or charity activities that are not registered entities are not included in this study.

- Second, certain organizations included in the population have multiple (and somehow related) missions that cross-cut various sectors. While they can be clearly classified into various NGO sectors in theory, they show a high degree of complexity in practice. For instance, some INGOs with a religious background may be actively engaged in humanitarian aids and international development together with their religious works.[10] Also, many organizations with a focus on environmental issues are well known for their strong international characters. In order to avoid double counting, we excluded NGOs with a primary mission to pursue the cause of religion and environmental protection from the international sector, but, despite our best efforts, some might have overlapped other civil society sectors.

- Third, the amount of data obtained from each INGO varies. For example, if an NGO was registered as a limited company, further information was available from the Companies Registry.

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[10] In a survey on faith-based NGOs with consultative status to the Economic and Social Council in the United Nations, it is reported that about 10% of the NGOs with consultative status can be categorized as 'international religious NGOs' or international faith-based organizations engaged in humanitarian aid provision. See M.J.Petersen, 'International Religious NGOs at the United Nations: A Study of a Group of Religious Organizations', *Journal of Humanitarian Assistance* (2010), accessed 17th April 2014, https://sites.tufts.edu/jha/archives/847#_ednref21.

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BACKGROUND OF THE INTERNATIONAL AND CROSS-BOUNDARY NON-GOVERNMENTAL ORGANIZATIONS IN HONG KONG

The worldwide development of INGOs in the past few decades is part of the "global associational revolution",[11] in which an upsurge in organized voluntary activities has been seen in many parts of the world. The Commission on Global Governance notes that the number of INGOs increased from 176 in 1909 to 28,900 by 1993.[12] A boom in transnational events from 1990 to 2005[13] parallels the increasing numbers of both INGO offices established in developed countries and projects conducted overseas over the last two decades.[14] At the same time, INGO membership increased more in low- and middle-income regions than high-income ones.[15]

Generally speaking, the ebb and flow of the number of INGOs in a country depends on various factors, including emergency disaster relief, government policy towards INGOs, the level of economic development and political pluralism,[16] the degree of internationalization,[17] migration trends, the availability of funding for INGOs, and so on. All these suggest that the development of the international sector should be studied in both the local and international contexts. This Chapter outlines the historical development of the sector in Hong Kong.

Early colonial Hong Kong

The arrival of Christian organizations

As early as the sixteenth century, European powers such as Spain and Portugal already sponsored religious organizations such as Christian missionary teams to complement the state's efforts in maintaining control in the 'New World' in the Americas with religious and social development work.[18] In the late eighteenth and nineteenth centuries, when the rapid expansion of colonization by European powers in Africa and Asia was at its height, Christian organizations were encouraged to set up outposts in the newly founded colonies. Many of them came with direct grants from the European states of Britain, Germany, France, the Netherlands and Belgium for their operations of schools and hospitals throughout the colonies.[19]

In this wave of colonialism, the British occupation of Hong Kong Island in 1841 was paralleled by the arrival of Christian (both Catholic and Protestant) churches. Their mission was twofold. First, they came to serve the religious needs of the military men and British nationals in the colony. Second, seeing Hong Kong as the gateway to China, they provided westernized education and social services to the Chinese in both Hong Kong and Mainland China along with their evangelical missions.[20] On top of their religious functions, they also served as charity organizations that promoted social development assistance in Hong Kong and aboard. They can be regarded as some of

[11] Lester Salamon, 'The Global Associational Revolution', in *Partners in Public Service: Government Nonprofit Relations in the Modern Welfare State* (Baltimore: Johns Hopkins Press,1995).

[12] Commission on Global Governance, *Our Global Neighbourhood* (Oxford: Oxford University Press, 1995).

[13] Sidney Tarrow, *Power in Movement: Social Movements and Contentious Politics* (New York: Cambridge University Press, 2011), 236.

[14] Marc and Bryant, *Going Global*.

[15] Helmut Anheier, Marlies Glasius and Mary Kaldor, eds., *Global Civil Society 2001* (Oxford: Oxford University Press, 2001), 6.

[16] Kjell Skjelsbaek 'The growth of international nongovernmental organization[s] in the twentieth century' in *Transnational Relations and World Politics* edited by Robert O. Keohane and Joseph S. Nye, Jr. (Cambridge, MA: Harvard University Press, 1971) , 83-84.

[17] Anheier, Glasius and Kaldor, eds., *Global Civil-Society 2001*, 7.

[18] Brian H. Smith, *More than Altruism: the Politics of Private Foreign Aid* (Princeton: Princeton Univeristy Press, 1990), 27.

[19] *Ibid.*, 28-29.

[20] Zhigang Li, 'tian zhu jiao he ji du jiao zai xiang gang de chuan bo yu ying xiang (The transmission and impact of Catholicism and Protestantism in Hong Kong)', in Xianggang shi xin bian (Hong Kong history: new perspectives), ed. Gengwu Wang, (Hong Kong: Joint Publishing Press, 1997).

the earliest international NGOs in Hong Kong. The colonial government in Hong Kong harnessed the influence of western education and Christianity spread by these organizations as a way to bridge the gap between the officials and the local Chinese.[21] These Christian organizations soon became the natural partner of the colonial government in social service provision in the post-war period and were well integrated into the Hong Kong society over time.[22]

Indigenous Chinese organizations with transnational linkage

Hong Kong in its early colonial period found itself in a strategic position in the world transportation network and became an important regional and international trading hub. The development of international trading activities coincided with the increase in sojourning Chinese merchants and labourers who came to Hong Kong for business and job opportunities. Many of them eventually migrated to overseas countries, from Southeast Asia to North America. Charitable and self-help organizations (such as native-place associations '同鄉會') proliferated, many of which subsequently established transnational linkages with their overseas counterparts. One representative case was the Tung Wah Hospital, established in 1872 by a group of Chinese merchant elites. The Tung Wah Hospital was renowned for the wide range of charity works it conducted both locally and transnationally. For instance, it delivered disaster relief to those affected by floods in Mainland China in 1885,[23] as well as helping those affected by earthquakes in California in 1906 and Japan in 1923.[24] Distinctively Chinese in its characteristics, the Tung Wah Hospital provided a special service to help arrange the transnational transport of the bones and remains of deceased Chinese

from the United States and other places back to China for proper burial. The Tung Wah Hospital thus took the lead in collaborating with other native-place associations overseas.[25]

Post-war Hong Kong

Influx of refugees and international disaster relief efforts

Soon after World War II (WWII) came the civil war in Mainland China between the Communists and the Kuomintang. With the irreversible defeat of the Kuomintang in late 1949, thousands of refugees flooded into Hong Kong to escape Communist prosecution and hardship in war-stricken China. In the first 5 years after WWII, the Hong Kong population increased by 76% from 1.55 million in 1946 to 2.02 million in 1951.[26] The number of refugees was far beyond Hong Kong's financial capacity, and the fact that the British Treasury turned its back on the Hong Kong government's request for financial assistance worsened the situation.[27] Chow noted that a number of INGOs began their relief work in Hong Kong as a result of the influx of refugees.[28] After some prolonged discussions in the United Nations, the international community finally recognized the Chinese refugees in Hong Kong as an 'international problem' in the late 1950s, and set up the World Refugee Year Campaign intended to 'encourage additional financial contributions from governments, voluntary agencies, and the general public'.[29] The Campaign was specifically targeted at refugees in Hong Kong and three other places.[30] When the Campaign was concluded in mid-1960s, it was estimated that an international aid of US$ 4.5 million had been donated for the needs of Hong Kong by governments, voluntary associations and

[21] Carl Smith, *Chinese Christians: Elites, Middlemen, and the Church in Hong Kong* (Hong Kong: Hong Kong University Press, 1985), 193.

[22] B. Leung and S. H. Chan, *Changing Church and State Relations in Hong Kong, 1950–2000* (Hong Kong University Press, Hong Kong, 2003).

[23] Sun-pao Ting, *Shan yu ren tong : yu Xianggang tong bu cheng zhang de Dong hua san yuan (1897-1997)* (People with Benevolence: Tung Wah Group of Hospitals Growing together with Hong Kong 1897-1997) (Hong Kong: Joint Publishing Press, 2010), 64-73.

[24] Hong Kong Museum of History, *Hong Kong, Benevolent City: Tung Wah and the Growth of Chinese Community* (Hong Kong: Leisure and Cultural Services Department, HKSAR, 2010), 72-78.

[25] Elizabeth Sinn, *Pacific Crossing: California Gold, Chinese Migration, and the Making of Hong Kong,* (Hong Kong: Hong Kong University Press 2013), 290-3.

[26] Tai-lok Lui, *Ning ju li lian: xiang gang fei zheng fu ji gou fa zhan gui ji* (Uniting Strength: the development trajectory of Hong Kong's non-governmental organizations) (Hong Kong: Joint Publishing Press, 2010).

[27] Chi-Kwan Mark, "The 'Problem of People': British Colonials, Cold War Powers, and the Chinese Refugees in Hong Kong, 1949-62," *Modern Asian Studies*, 41, 6 (2007): 1172.

[28] Wing-sun Chow, *Xianggang she hui fu li de fa zhan yu zheng ce* (Development and Policy of Social Welfare in Hong Kong) (Hong Kong: Da xue chu ban yin wu gong si ,1985), 16-20.

[29] Mark, "The 'Problem of People'", 1171.

[30] Lui, *Ning ju li lian*, 77; Zhiyan Lin, *Zi you de dai jia : Zhonghua Minguo yu Xianggang Tiaojingling nan min ying, 1950-1961* (The Cost of Freedom: The Republic of China and the Refugee Camp in Rennie's Mill, Hong Kong 1950-1961) (Taipei: Guo shi guan, 2011), 238, 243-4.

individuals,[31] far exceeding that offered by the Hong Kong government alone.[32]

Under the shadow of Cold War, the hostility between Communists and Kuomintang began to escalate and was epitomized in Hong Kong. The refugee problem faced by the colony and the humanitarian aid offered by INGOs sponsored by overseas sources were complicated as a result. The reasons for INGOs coming to Hong Kong at that time are many. Some religious INGOs originally based in Mainland China were ousted by the Chinese Communist Party and involuntarily took refuge in Hong Kong.[33] Other INGOs came to Hong Kong to serve as proxies of foreign governments to further their political agendas through the provision of emergency relief services and necessities to the refugees.[34]

Economic takeoff and the rise of human rights INGOs in Hong Kong in the 1970s

From the 1960s to 1980s, political turmoil was rampant across Asian countries. After the Korean War, Hong Kong successfully transformed itself from a trading port into a major economic centre in trade, industry and finance. Some INGOs providing disaster relief considered their mission in Hong Kong accomplished and left for other places of more urgent need.[35] Moreover, the increased economic strength allowed the Hong Kong government to invest more in the provision of social welfare amidst the gradual decline of foreign aid. Many of the international organizations which stayed became 'indigenized' as they started to receive regular subvention from the Hong Kong government to provide social service.[36]

Meanwhile, some new INGOs came to Hong Kong to set up regional offices to advance their projects in developing countries.

Advocacy-based INGOs such as human rights organizations saw Hong Kong as an attractive base for regional operations because of the relatively liberal political environment compared to other Asian countries, as well as the benefits of its highly developed infrastructure in banking and communication.[37]

The increasing presence of human rights INGOs was also attributed to the rise of Christian INGOs such as World Council of Churches that was active in promoting human rights worldwide.[38] They were instrumental to the establishment of both local and international human rights NGOs in Hong Kong through the provision of information, personnel and expertise. These INGOs were not able to enter China due to restrictions enforced by the Chinese authorities, but instead they fostered the founding of international and cross-border NGOs in Hong Kong, with a focus on human rights issues in Mainland China at a later time.[39]

Political transition in the 1980s to 1990s

Coping with the uncertain future: INGOs in the transition period

When the Sino-British Joint Declaration between Britain and China was signed in 1984, setting a date for Hong Kong to reunite with China in 1997, the future of Hong Kong was sealed. INGOs were faced with a crisis of confidence in view of the political uncertainty, despite the Chinese Central Government's promise to allow Hong Kong people to rule Hong Kong with high autonomy under the 'One Country Two Systems' principle.[40] Hutton noted that the departure of some INGOs from Hong Kong in the late 1990s might partly reflect their fear for political repression after the Handover. [41]

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[31] Mark, "The 'Problem of People'", 1172.

[32] Chow, *Xianggang she hui fu li de fa zhan yu zheng ce*, 19.

[33] *Ibid*. 17-18.

[34] Mark, "The 'Problem of People'", 1145-1181.

[35] For example, an INGO operated a field office in Hong Kong and provided a variety of relief services between 1959 and 1973. It later left Hong Kong for nearby countries in greater need. The INGO later re-established a branch in Hong Kong in 2009 as an attempt to expand their international donor base.

[36] Lui, *Ning ju li lian*, 84.

[37] In-depth interview with an INGO representative in Hong Kong on 30 January, 2013.

[38] World Christian Council, assessed 18th May, 2014, http://www.wcc-coe.org/wcc/what/international/ia-booklet.html and http://www.wcc-coe.org/wcc/what/international/hrchall.html.

[39] In-depth interview with an INGO representative in Hong Kong on 30 January, 2013; in-depth interview with cross-boundary NGO representatives in Hong Kong on 16 May, 2013.

[40] Yue Ren, 'NGOs in Hong Kong: the Present and the Future', *Journal of Contemporary China*, 6, 16 (1997): 449-460.

[41] Elizabeth Hutton, 'International and Cross-boundary Organizations' in *Study on Third Sector Landscape in Hong Kong* (Hong Kong: Central Policy Unit of Hong Kong SAR, 2004), 369.

Upon the transfer of sovereignty, some long-established INGOs were required to undergo internal re-structuring in order to fit in the new political environment. One emergency relief INGO established by an ordinance had to amend its constitution so as to cut off its link with the Queen of Britain in order to continue operations after the Handover. Another INGO of a similar nature had to detach itself from its patron in Britain and re-align itself with the counterpart in China. One child-welfare INGO of British origin replaced its chapter founded in the 1950s with a locally registered NGO immediately before the Handover.

Diversifying and connecting: INGOs in the 1980s and 1990s

The 1980s to 1990s was a period of diversification of the international sector. Amidst the growing affluence in Hong Kong, many started to shift their focus to marginalized groups such as refugees from Vietnam and foreign domestic helpers in Hong Kong.[42] Organizations attending to the environment [43], gender equality, cultural exchange, and provision of social development assistance to China started to emerge.[44]

Hong Kong's unique geographical location, vibrant civil society, and its strong cultural ties with China made it an ideal base for INGOs to launch their programmes in China at the onset of China's Reform.[45] As part of its Open Door Policy, the Chinese Government welcomed INGOs for their expertise and help with reform.[46] In order to harness the experience of the West, high-level Chinese authorities forged collaboration with a number of foreign foundations such as The Ford Foundation and the Rockefeller Foundation from the United States for their technical and financial assistance.[47] Scholars of civil society in China argued that INGOs entered China on a remarkable scale after the United Nations 4th World Conference on Women was held in Beijing in 1995,[48] where the concept of NGO was first introduced in China.[49] Between 1990 and 2000, the number of INGOs in China recorded a tremendous increase from 8 to 63.[50] According to the *Directory of INGOs in China* published by China Development Brief in 2005, 18.6% of the 194 INGOs entering Mainland China from 1978 to 2001 originated from Hong Kong. The figure constitutes the second largest percentage of INGOs from a single area after the United States.[51] While the figure is not exhaustive, the *Directory* shed light on the role of Hong Kong not only as the 'gateway to China for INGOs' [52] but also an important bridge between China and the international community, fostering the former's civil society development.

The geo-political situation of Hong Kong has also assigned to INGOs the role as an unofficial bridge between governments of different ideological camps. For example, the International Committee of the Red Cross assumed the role of a 'neutral agent' to help people in China and Taiwan find lost relatives or friends by setting up a representative office in Hong Kong. The office handled a large number of family visits and letter exchanges across the strait in the 1980s.[53]

Furthermore, INGOs in Hong Kong have served as the middlemen in dispersing funding from developed countries to other target developing countries in Asia.[54] This bridging role, however, declined in importance since the early 1990s as the relationship between donors and fund recipients began

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[42] Hutton 'International and Cross-boundary Organizations', 368.

[43] It should be noted that green groups with international background such as Greenpeace and Friends of the Earth have been active in Hong Kong since the 1980s. However, NGOs advocating for environmental protection are in the 'Environment' category rather than the 'INGO' category in our classification.

[44] For references, see Hutton 'International and Cross-boundary Organizations', 369; Ren, 'NGOs in Hong Kong', 452; In-depth interview with an INGO representative in Hong Kong on 30 January, 2013.

[45] Qiusha Ma, *Non-governmental Organizations in Contemporary China: Paving the way to civil society?* (Oxon: Routledge, 2004), 179.

[46] Deyong Yin, 'China's Attitude toward Foreign NGOs' in *Global Studies Law Review*, 8,3 (2009): 521-43.

[47] China Development Brief, *Special Report: The Roles and Challenges of International NGOs in China's Development*, 2012.

[48] Ma, *Non-governmental Organizations in Contemporary China; China Development Brief, Special Report.*

[49] Guosheng Deng, 'The Hidden Rules Governing China's Unregistered NGOs: Management and Consequences', *China Review*, 10,1 (2010): 186.

[50] Ma, *Non-governmental Organizations in Contemporary China*, 178-9.

[51] *Ibid.*

[52] Hutton 'International and Cross-boundary Organizations', 368.

[53] Tai-lok Lui, *Light the Darkness: Story of the Hong Kong Red Cross* (Hong Kong: Hong Kong University Press), 2001.

[54] In-depth interview with an INGO representative in Hong Kong on 30 January, 2013.

to change worldwide, altering the transmission of funds between bilateral donors of industrialized countries and NGOs of developing countries in need of foreign aid.[55] The donor governments began to channel the official aid to NGOs of recipient countries directly, bypassing the INGOs in donor countries, which had played the role of fund transmitter in the past.[56] As Hong Kong acquired 'developed' status because of its economic affluence, funding resources which had been available to INGOs in Hong Kong, were reduced, and some INGOs left Hong Kong and moved their bases to other developing countries in Asia. This move was due partly to the emerging funding opportunities.[57]

Hong Kong after the Handover

The Basic Law as the basic rule for INGOs

Pursuant to its 'quasi-state' status and its autonomy to negotiate and sign international treaties under British rule, Hong Kong as a Special Administrative Region (SAR) under China's jurisdiction continues to enjoy a special arrangement in participating in inter-governmental organizations and entering international agreements under the Basic Law Article 116 and Article 151-153.[58] (For the list of inter-governmental organizations joined by the Hong Kong SAR Government, please see Appendix D). Several international laws effective in Hong Kong before the Handover remain applicable to Hong Kong SAR as stipulated in Article 39 of the Basic Law.[59]

Two provisions in the Basic Law are particularly relevant to the activities of INGOs in Hong Kong. Article 149 guarantees that 'non-governmental organizations in fields such as education, science, technology, culture, art, sports, the professions, medicine and health, labour, social welfare and social work as well as religious organizations in the Hong Kong Special Administrative Region may maintain and develop relations with their counterparts in

foreign countries and regions and with relevant international organizations.' [60] This provision explicitly allows INGOs of scientific, cultural, social and religious character to remain lawfully present in Hong Kong regardless of their relationship with their overseas counterparts.

On the other hand, Article 23 prohibits NGOs in Hong Kong from having any relations with political organizations outside Hong Kong. This provision was not in effect immediately after the promulgation of the Basic Law, but is supposed to be implemented through local legislation. However, when the HKSAR government proceeded with the local legislation in 2002-3, there was widespread concern about a severe curtailment of civil liberties. The legislation was finally shelved when about half a million people took to the streets in July 2003.[61]

The two provisions of the Basic Law are consistent with the inherent (and contradictory) attitude of the Chinese government towards INGOs. Since the open door policy in the late 1970s, the Chinese government has been eager for international aid in terms of technology and funds for economic and social development, as shown in their active participation in various international programmes and bodies, including the United Nations Development Programme in 1978 and the United Nations Food and Agricultural Organization.[62] However, in contrast to its enthusiasm for such international cooperation, the Chinese authorities also hold a deep-seated distrust of INGOs from western countries, which are regarded as coming to China with an 'ulterior motive' [63].

Beyond the mini-constitutional requirement, there is no specific law regulating INGOs in Hong Kong. INGOs simply go through the same procedures as local NGOs in order to become legal entities. The registration

[55] Anthony Bebbington and Roger Riddell, 'The Direct Funding of Southern NGOs by Donors: New Agendas and Old Problems', *Journal of International Development*, 7, 6 (1995): 879-893; David Lewis and Sobhan Babar, 'Routes of Funding, Roots of Trust? Northern NGOs, Southern NGOs, Donors, and the Rise of Direct Funding', *Development in Practice*, 9, 1 & 2(1999): 117-129.

[56] Michael Edwards, 'International Development NGOs: Agents of Foreign Aid or Vehicles for International Cooperation?', *Nonprofit and Voluntary Sector Quarterly*, 28(1999): 25-37.

[57] In-depth interview with an INGO representative in Hong Kong on 30 January, 2013.

[58] Miguel Santos Neves, 'The External Relations of the HKSAR', *Hong Kong in Transition: The Handover Years* (London: Macmillan Press), 2000.

[59] Hong Kong Basic Law, accessed 26 August 2014, http://www.basiclaw.gov.hk/en/basiclawtext/chapter_3.html.

[60] Hong Kong Basic Law, accessed 26 August 2014, http://www.basiclaw.gov.hk/en/basiclawtext/chapter_6.html.

[61] CNN, 'Huge protest fills HK street', 02 July 2003.

[62] Samuel S. Kim, "Whither Post-Mao Chinese Global Policy?" *International Organization* 35, 3 (Summer 1981): 433-465.

[63] Ma, *Non-governmental Organizations in Contemporary China*, 171-2.

process is relatively easy, and a range of legal options is available, such as registering as a company under the Companies Ordinance or a society under the Societies Ordinance. INGOs in Hong Kong can also apply for tax-exempt status from the Inland Revenue Department. Nevertheless, since the Handover, several legal amendments have had an impact on INGOs. For example, the Public Order Ordinance was revived with greater restrictions on the freedom of assembly and association. Any public procession of over 30 persons requires the preapproval of the police. Also, the Societies Ordinance was amended with a new criterion of national security, which was intended to end the connection between Hong Kong-based NGOs and foreign political bodies.[64]

The United Nations and INGOs in Hong Kong

The involvement of INGOs in inter-governmental organizations precedes the creation of the League of Nations in 1920, for example the establishment of the International Red Cross Societies in 1919. The role of INGOs in the international arena gained greater recognition after the formation of the United Nations, where certain NGOs were given consultative status in the UN system.[65] Since the 1980s, NGO access to UN and its specialized agencies has been further broadened, as exemplified by the expanded number of NGOs with consultative status with the UN [66] and increased collaboration between INGOs and state representatives in working groups, where INGOs can give expert advice and suggestions.[67] Given their prominent involvement in UN Conferences and their operational partnerships with the UN in areas

such as humanitarian crisis management, INGOs were considered by a past UN Secretary-General as 'full participants in international life'[68]. Participation in international institutions is, however, not enjoyed equally by all NGOs around the world (especially southern-based ones) and is affected by many factors.[69] To help address the problem of unequal participation by INGOs, the UNSECO structure was reformed in 1995 and was decentralized by diverting more tasks and duties to regional and national NGOs, and its financial support has been more concentrated on newly established NGOs in the less developed world. [70]

Hong Kong has long been linked with inter-governmental organizations such as the United Nations.[71] A number of UN agencies have operations in Hong Kong, namely, the Hong Kong Committee of UNICEF, the UNESCO Hong Kong Association, and the Hong Kong Sub-office of UNHCR. Some of these have collaborative projects with local and international NGOs in the city.[72] Collaboration between INGOs and inter-governmental organizations does not just benefit INGOs financially, but also strengthens their credibility and provides protection for their domestic work in some cases.[73]

Several INGOs enjoy 'consultative' status with the Economic and Social Council of the UN (ECOSOC), such as the Asian Legal Resources Center, Asian Migrant Center, Plan International, Oxfam International, etc.[74] These INGOs are able to participate in the affairs of ECOSOC more directly. Other INGOs take part in UN affairs indirectly, for example, through the United Nations human rights

[64] Wai-man Lam, 'Nongovernmental International Human Rights Organizations: the Case of Hong Kong', in *Political Science and Politics*, 47, 3 (2014): 644-5.

[65] The Economic and Social Council of the United Nations (ECOSOC) is one of the main platforms at which INGOs can take part in the UN process. See United Nations, 'UN System and Civil Society: An inventory and Analysis of Practices', *Background Paper or the Secretary-General's Panel of Eminent Persons on United Nations Relations with Civil Society* (May 2003); Bill Seary, 'The Early History: From the Congress of Vienna to the San Francisco Conference' in *The Conscience of the World: The Influence of Non-governmental organizations in the UN System* ed. Peter Willetts (Washington, D.C.: Brookings Institution, 1996),15-30.

[66] Karen Mingst, 'Civil Society Organizations in the United Nations' in *Transnational Activism in the UN and the EU*, ed. Jutta Joachim and Birgit Locher (London: Routledge, 2009).

[67] A.M. Clark, 'Human Rights NGOs at the United Nations: Developing an Optional Protocol to the Convention against Torture' in *Transnational Activism in the UN and the EU*, ed. Jutta Joachim and Birgit Locher, (London: Routledge, 2009).

[68] United Nations, *Background Paper*, 4.

[69] Jackie Smith and Dawn Wiest, 'The Uneven Geography of Global Civil Society', *Social Forces*, 84, 2, (2005): 621-52.

[70] Kerstin Martens, 'The role of NGOs in the UNESCO system', 1999 , accessed 23 May 2014, http://www.uia.org/archive/role-ngos-unesco.

[71] The presence of the UN agencies in Hong Kong also cultivates the collaboration between the UN agencies and the local authorities. For example, the Hong Kong government and the Hong Kong sub-office of UNHCR work together to train officials who need to deal with refugees or asylum seekers. The latter also advises relevant government departments on international standards with respect to legislation, policy and procedures. (See Hong Kong Sub-office of HKHCR, assessed 19 May 2014, http://www.unhcr.org.hk/unhcr/en/our_work.html.

[72] In-depth interview with an INGO representative on 11 December 2013.

[73] Peter Uvin, 'From Local Organizations to Global Governance: the Role of NGOs in International Relation' in *Global Institutions and Local Empowerment: Competing Theoretical Perspectives*, ed. Kendall Stiles, (London:Macmillan Press, 2000), 20.

[74] Economic and Social Council of the United Nations, 'List of non-governmental organizations in consultative status with the Economic and Social Council as of 18th September 2008', accessed 27 April 2015, http://www.un.org/esa/coordination/ngo/pdf/INF_List.pdf.

treaties applicable to Hong Kong.[75] In this case, the HKSAR government has to submit periodic reports to the UN through China's delegation [76], and is obliged to consult a number of human rights NGOs, both local and international, for their views in the drafting process of these reports. This offers INGOs opportunities to raise their concerns on an international platform.[77]

The impact of the new global environment and the rise of China

Globalization since the 1990s has provided both opportunities and challenges for INGOs. The proliferation of multinational corporations increases the availability of donations and resources for INGOs. Meanwhile, the diffusion of political conflicts in the post-Cold-War era led to more humanitarian disasters and refugee problems, which demanded more active interventions by INGOs.[78] Meanwhile, across the globe the pressure from donors for greater transparency, accountability and standardization of service quality has profoundly changed the way INGOs organize themselves.[79] These aspects of globalization have driven INGOs into fiercer competition for resources and brand-making on a global scale.[80]

In response to the new global environment, some INGOs are (re)establishing their offices in Hong Kong as part of their new strategies.[81] Today, Hong Kong is regarded as a good place for INGOs to raise funds for their projects elsewhere.[82] INGO practitioners whom we have interviewed generally shared the impression that society in Hong Kong is more generous than other Asian countries.[83]

Their impression is supported by a cross-country research on the willingness to donate, the *World Giving Index 2012*. Hong Kong was ranked 9th internationally and 1st in East

Asia in a 5-year period when the giving behaviours of people in countries across the globe were compared. The high ranking in generosity is due in part to the population's high participation in money donation to NGOs.[84] INGOs that intend to launch projects in Mainland China often opt to raise funds in Hong Kong because in China public donation to NGOs is institutionally discouraged if not prohibited.

Hong Kong's status as a global financial centre is an additional advantage. When commonly shared values, norms and laws that define INGOs' accountability are underdeveloped in the transnational arena,[85] the legal requirement of transparency in corporate management and financial reporting long heralded in Hong Kong may strengthen donors' confidence in the accountability of INGOs based in Hong Kong, thus facilitating their fundraising both locally and internationally. The reliable banking system in Hong Kong is a plus to INGOs in managing their financial matters. Not to mention the free port, inexpensive telecommunication facilities, and the convenient shipping and aviation infrastructure, which are all very important to INGOs in Hong Kong for collecting information and exchanging goods around the world at high speed.

Hong Kong is perceived as an attractive location for INGOs to set up an office if they want to start up operations in the Mainland. Compared with the rest of China, Hong Kong offers a much better guarantee of the rule of law, and hence the certainty necessary for INGOs to carry out operations. The strong protection of civil liberties in Hong Kong is particularly attractive for human rights INGOs. Some INGO representatives we interviewed noted that they had experienced no political

[75] For details, please refer to Constitutional and Mainland Affairs Bureau, accessed 29 December 2014, http://www.cmab.gov.hk/en/issues/human.htm.

[76] As Hong Kong SAR is not a member state in the UN, the special status of Hong Kong SAR stipulated by the Basic Law has led to a special arrangement for this reporting routine.

[77] In-depth interview with an INGO representative on 30 January, 2014.

[78] Marc Lindenberg and J. Patrick Dobel, 'The Challenge of Globalization for Northern International Relief and Development NGOs', *Nonprofit and Voluntary Sector Quarterly*, Supplement, 28, 4 (1999): 4–8.

[79] *Ibid.*, 11-16.

[80] J. Siméant, 'What is going global? The internationalization of French NGOs "without borders"' in *Review of International Political Economy*, 12,5(2005) : 851-883.

[81] In-depth interview with an INGO representative in Hong Kong on 4 March 2013; In-depth interview with an INGO representative in Hong Kong on 30 January, 2013.

[82] In-depth interview with an INGO representative in Hong Kong on 30 January, 2013.

[83] In-depth interview with an INGO representative in Hong Kong on 30 January, 2013; In-depth interview with an INGO representative in Hong Kong on 4 March 2013.

[84] Charities Aid Foundation,*World Giving Index 2012*, 2012, 15 & 44, accessed 28 May 2013, http://www.cafonline.org/PDF/WorldGivingIndex2012WEB.pdf.

[85] David Brown, *Creating Credibility: Legitimacy and Accountability for Transnational Civil Society*, (Sterling: Kumarian Press, 2008), 10.

pressure from the Hong Kong SAR Government despite the politically sensitive nature of their work.[86]

In contrast, the political and legal environment in Mainland China is more restrictive. Although the *Provisional Regulations for the Administration of Foreign Chambers of Commerce in China* (外國商會管理暫行規定) and the *Regulation on Foundation Administration* (基金會管理條例), promulgated in June 1989 and 2004 respectively, allow particular categories of INGOs to officially register in China, successful cases of registration are few.[87] Many INGOs of other categories are left out of the formal registration system. Quite a number of INGOs sidestep the legal requirements and operate without registration, or register themselves as private commercial enterprises but in reality they are non-profit organizations with no tax-exempt status.[88] Non-registered INGOs are susceptible to uncertainties in their routine operations, especially to the abrupt change of policies and even sporadic harassment by the government [89]. In late 2014, the Standing Committee of the National People's Congress (NPCSC) discussed the draft of the *Foreign NGO Management law* (境外非政府組織管理法) which is specifically intended to address the legal loopholes for INGOs in China.[90]

To implement projects smoothly, INGOs are required to partner with government agencies and maintain a good relationship with them. Local authorities are crucial in dictating the scale and even success of these projects.[91] In recent years, the Chinese Central Government implemented more stringent measures to keep INGOs in China under close supervision.

In sum, Hong Kong is a gateway for INGOs to Mainland China for INGOs as it is a good source of information about China and bridges the western world with China by its socio-economic connections. Moreover, Hong Kong offers a well-developed infrastructure, a favourable location for fundraising, and a legal and political environment that protects the autonomy of civil society. The geographical proximity to Mainland China makes it possible for INGOs to work on China's doorstep in times of policy change. Conversely, Hong Kong has been a window of resources for Mainland China, which uses the city for skills and knowledge transfer (such as disaster relief and social work, etc.). All these advantages make Hong Kong an ideal place for INGOs to start operations despite the prohibitive operation costs in the city. [92]

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[86] In-depth interview with cross-boundary representatives in Hong Kong on 16 May, 2013.

[87] According to China Development Brief, only 11 foreign foundations were successfully registered by 2007. Just 7 more INGOs were added to the list by 2012. (see China Development Brief, *Special Report*, 16-7).

[88] Deng, 'The Hidden Rules', 183-206.

[89] For instance, a human-right INGO in China supported by another American-based INGO was raided by the authorities ahead of a visit by the UN High Commissioner for Human Rights. Chinese staff of INGO may be suddenly called for 'private talks' with the authorities, while foreign staff of INGO can be tracked by plainclothes security police for information. (Yongding, 'China's Color-Coded Crackdown' *Yale Global*, 18 October, 2005, accessed 23 November, 2014, http://yaleglobal.yale.edu/content/chinas-color-coded-crackdown ; Paul Mooney, "How to Deal with NGOs: Part I, China," Yale Global, 1 August, 2006, accessed 23 November, 2014, http://yaleglobal.yale.edu/content/how-deal-ngos-%E2%80%93-part-i-china.

[90] BBC News, 'China is making law to regulate foreign NGOs', 22 December, 2014.

[91] Jennifer Y.J. Hsu and Reza Hasmath, 'The Local Corporatist State and NGOs Relation in China' in *Journal of Contemporary China*, 23, 87 (2014): 526-534 .

[92] In-depth interviews with INGO representatives in Hong Kong on 30 January, 2013 and 11 December, 2013; *South China Morning Post*, 'Nation without charity', 20 June, 2006.

3

ORGANIZATIONAL CAPACITY

This Chapter reports our findings on the organizational characteristics of the INGOs studied. As explained in Chapter 1, we obtained data from a survey, supplemented by data from the Companies Registry and other Internet sources. Unless otherwise specified, the findings reported below were collated from the survey, which gives the base number of 55 INGOs. For some organizational aspects, we obtained data from other sources and the base numbers are much bigger. For most of the charts and quantitative findings in this Chapter, the INGO population refers to both transnational and cross-boundary NGOs as defined in Chapter 1. Where appropriate, the findings specific to cross-boundary NGOs (76, or 35.3 percent of the total INGO population) are also reported.

Overall Characteristics of the International Sector in Hong Kong

Years of history

We were able to identify the year of establishment of 209 INGOs (out of 215 INGOs, or 97.2 percent of the total population), as shown in Chart 1. The years in operation range from 1 to 84 years, the average being 15 years in operation (as of 2015). The majority of the 209 INGOs studied (69.8 percent) were founded after the establishment of the HKSAR in 1997. Chart 2 shows the distribution of transnational NGOs (133) and cross-boundary NGOs (76) by establishment periods. The average number of years in operation of the 133 transnational NGOs was 16 years, 2 years more than that of the 76 cross-boundary

NGOs at 14, as of 2015. By sub-sector, INGOs of 'international human rights and peace' are on average 19 years old, comparatively the oldest. Those of 'Disaster relief' are 17, where those of 'Support, service and standard-setting' as well as 'Multipurpose' are 16 respectively, and those of 'Exchange/friendship/cultural programmes' are 15 years old. INGOs of 'Economic/social development assistance' are the youngest, at 13 years of age as of 2015.

The distribution of INGOs based on number of years in operation should be interpreted with two qualifications. Firstly, our definition of an INGO did not include non-profit organizations that originally came to Hong Kong from overseas half a century ago and which became 'indigenized' over the years. These organizations now concentrate their resources on providing social services to the Hong Kong community with almost no overseas operations. This explains the small number of INGOs recorded before 1978. Secondly, many INGOs came and left Hong Kong over the years as the circumstances in Hong Kong and its adjacent regions changed.

Despite these limitations, it is clear that the size of the international sector in Hong Kong has grown quite significantly in the last two decades, notably after 1997. If we compare our current study with the CPU's findings (120 INGOs) in 2004 (and both studies adopted a comparable classification scheme [93]), the international sector in Hong Kong has expanded 79 percent over the past decade. The rapid expansion of the international sector in Hong Kong parallels the global trend of INGO development over the past few decades as noted in Chapter 2.

[93] Central Policy Unit of The Hong Kong SAR Government, *The Study on the Third Sector Landscape in Hong Kong*, Chapter 14, 370

Chart 1 Distribution of the Year of Establishment of INGOs
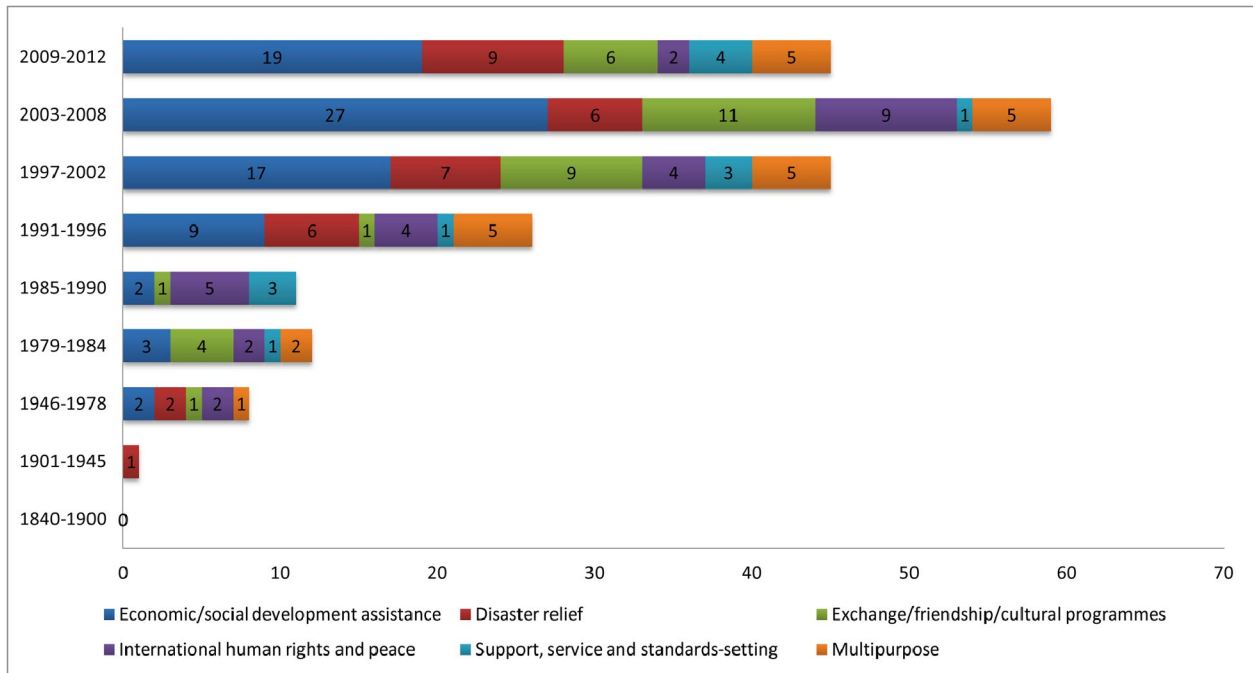
Base cases: 209 INGOs (including 55 surveyed INGOs and the data of 154 INGOs from the Companies Registry and the Internet)

Chart 2 Distribution of INGOs (transnational) and INGOs (cross-boundary) by Establishment Periods
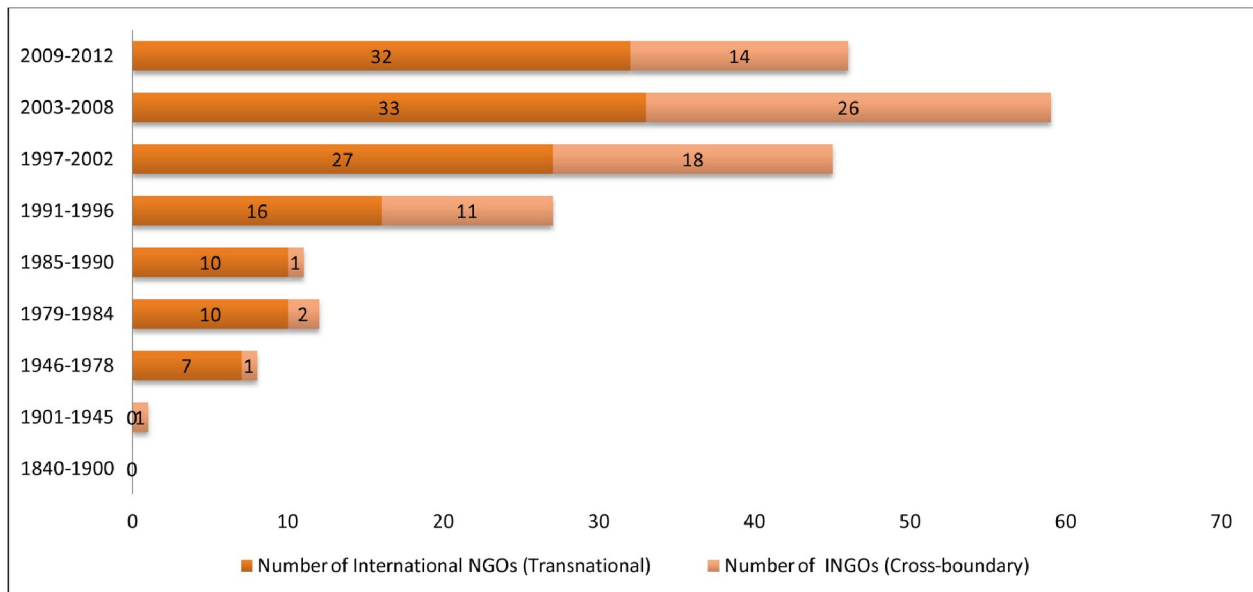
Base cases: 209 INGOs (including 55 surveyed INGOs and the data of 154 INGOs from the Companies Registry and the Internet)

Chart 3　Percentage Distribution of INGOs' Missions

Pie chart legend:
- Economic/social development assistance
- Disaster relief
- Exchange/friendship/cultural programme
- International human rights and peace
- Support, service and standards-setting
- Multipurpose

Chart values: 38.1%, 14.9%, 17.2%, 13.5%, 6.5%, 9.8%
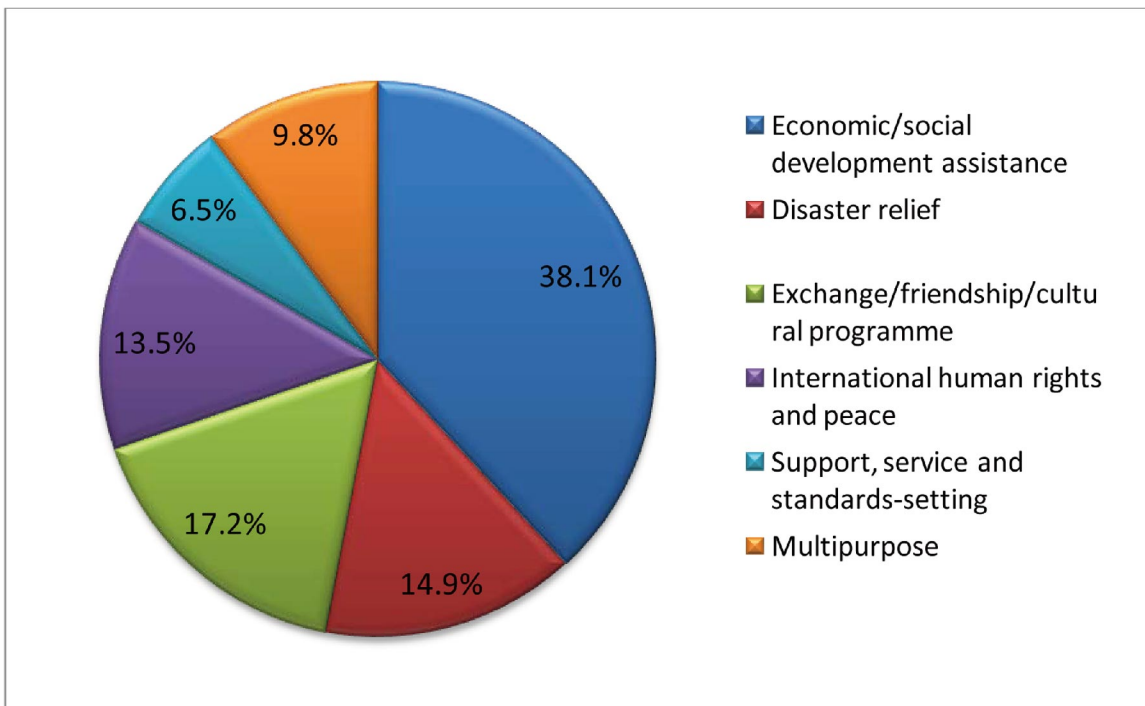
Base cases: 215 INGOs

Missions and activities

We obtained information about the primary missions of the INGOs from both the survey and Internet sources. All the 215 INGOs are classified into sub-sectors according to the ICNPO classification scheme. As Chart 3 shows, the largest proportion of INGOs (38.1 percent) were established for 'economic/social development assistance', followed by 'exchange, friendship and cultural programme' (17.2 percent), 'disaster relief' (14.9 percent), 'international human rights and peace' (13.5 percent), and 'support, service and standards-setting' (6.5 percent). The multi-purpose sub-sector records the 9.8 percent of INGOs which pursue more than one of the above missions.

In the survey, we asked INGO respondents their priorities of activities. Of the 55 INGOs surveyed, 49.1 percent of them said 'service delivery' was their organization's first priority, followed by 'public education' (16.4 percent). Less than 10 percent of them (9.1 percent) mentioned 'advocacy of rights', 'policy advocacy' or 'community building' as top priority (Chart 4a). As to their second priority, 25.0 percent of the INGOs chose 'advocacy of certain values', while 15.0 percent selected 'community building' and 'public education'

respectively (Chart 4b). 'Religious activities' were regarded as most important by 3.6 percent and second priority by 10.0 percent of the INGOs.

In short, service delivery was the prominent mission among the INGOs surveyed. The types of service provided by INGOs ranged from organizing educational, exchange, training and professional programmes, to offering urgently needed aid to the disadvantaged. Public education offered by INGOs was varied, ranging from assisting with the construction of schools outside Hong Kong, to facilitating early childhood development in the target community, and engaging with the youth in issues of their concern in China, etc.

The values promoted by INGOs were diverse, including advocating for disadvantaged groups and upholding values of compassion and human rights. Community building programmes focused not only on improving the physical environment, but also empowering communities. In this connection, our other survey questions found that the vast majority (85.5 percent) did not monitor government/business at all, and 41.8 percent did not regard 'advocacy' as one of the purposes of their organizations (Chart 8).

Chart 4a   Percentage Distribution of Primary Mission of INGOs

Mission	Percentage
Service delivery	49.1%
Advocacy policy	9.1%
Advocacy certain rights	9.1%
Advocacy certain values	3.6%
Monitoring government	1.8%
Monitoring business	1.8%
Community building	9.1%
Religious	3.6%
Public education	16.4%
Others	3.6%
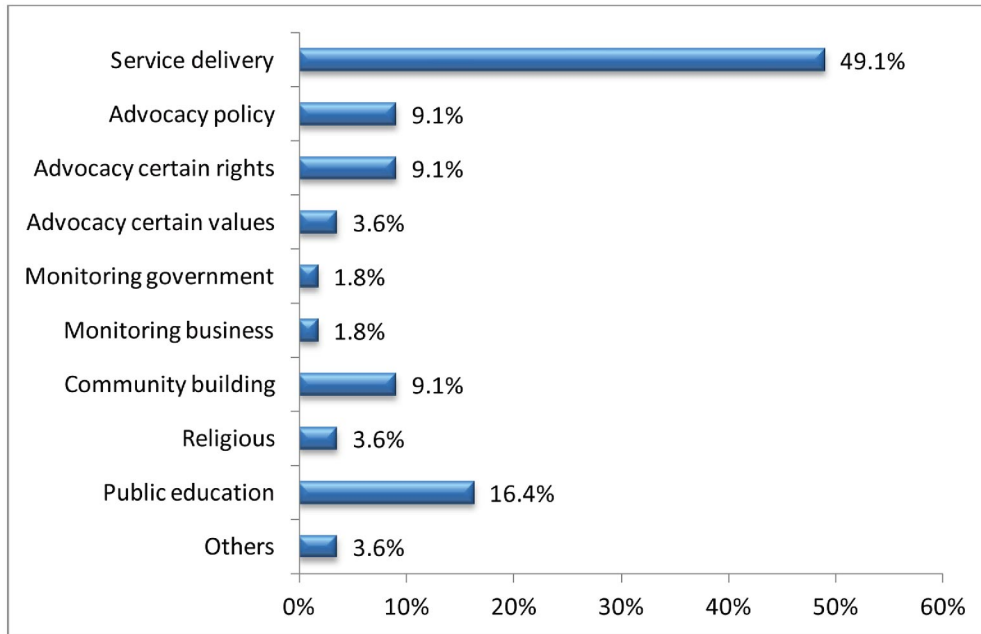
Base cases: 55 INGOs (multiple answers were allowed)

Chart 4b   Percentage Distribution of Secondary Mission of INGOs

Mission	Percentage
Service delivery	7.5%
Advocacy policy	0.0%
Advocacy certain rights	12.5%
Advocacy certain values	25.0%
Monitoring government	2.5%
Monitoring business	0.0%
Community building	15.0%
Religious	10.0%
Public education	15.0%
Others	7.5%
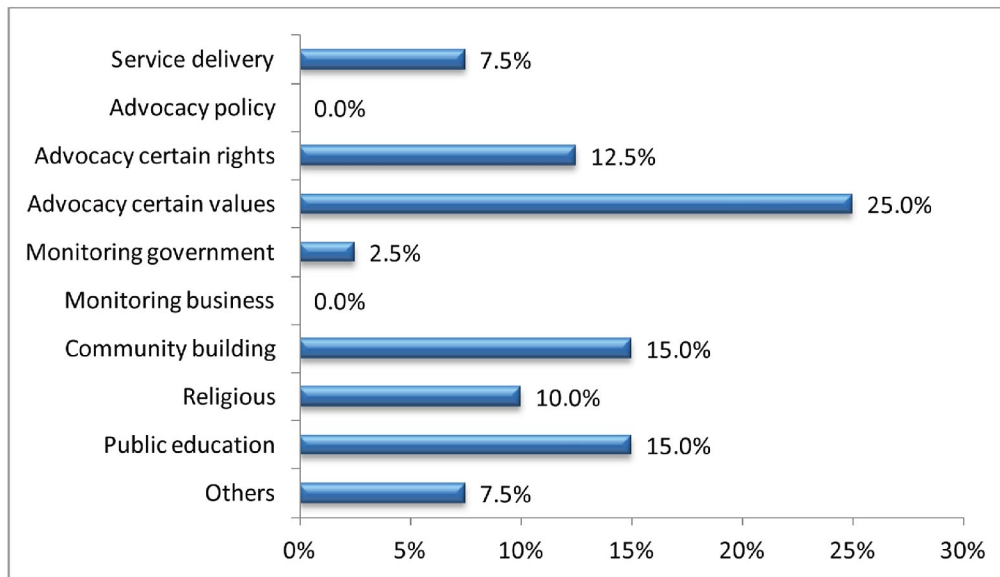
Base cases: 40 INGOs (multiple answers were allowed)

INGOs are interlinked with their counterparts or their overseas headquarters through an intricate transnational network. Offices in different geographical locations might employ a certain division of labour to achieve their missions on a global scale. Similarly, the INGOs' offices in Hong Kong had a variety of assigned roles (Chart 5a and Chart 5b). On the question of the primary function of the Hong Kong offices, the largest proportion of respondents (36.4 percent) served to carry out coordination and execution of operations outside Hong Kong, followed by that of operations in Hong Kong (23.6 percent). A smaller proportion of the INGOs (21.8 percent) chose strategic planning and fundraising respectively as their primary function (Chart 5a). The situation is reversed when it comes to their secondary function, where strategic planning (33.3 percent) and fundraising (26.2 percent) were more prominent than other functions (Chart 5b). These findings suggest that the INGO offices in Hong Kong focused on both field operations and administration, probably serving as both 'front' and 'back' offices.

Chart 5a   Percentage Distribution of Primary Role of INGOs in Hong Kong

Strategic planning	21.8%
Fundraising	21.8%
Coordinating or carrying out operations/projects outside Hong Kong	36.4%
Coordinating or carrying out operations/projects in Hong Kong	23.6%
Coordinating or carrying out operations/projects in unspecified places	5.5%
Others	1.8%
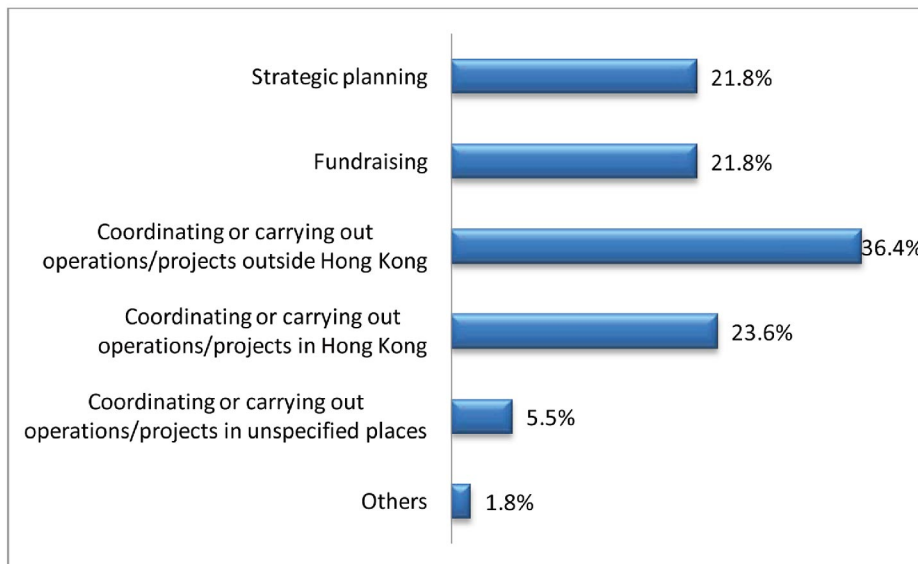
Base cases: 55 INGOs (multiple answers were allowed)

Chart 5b   Percentage Distribution of Secondary Role of INGOS in Hong Kong

Strategic planning	33.3%
Fundraising	26.2%
Coordinating or carrying out operations outside Hong Kong	23.8%
Coordinating or carrying out operations in Hong Kong	16.7%
Coordinating or carrying out operations in unspecified places	4.8%
Others	0.0%
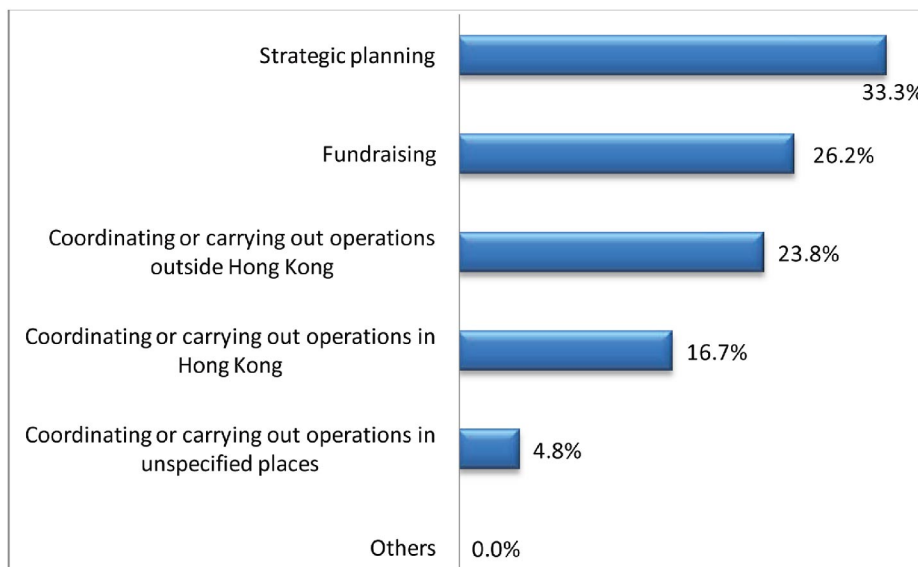
Base cases: 42 INGOs (multiple answers were allowed)

Geographical concerns

Most of the INGOs in Hong Kong had a geographical focus in the Asian region in general and Mainland China in particular. When asked in which geographical location they had conducted their operations, the answers were: 68.4 percent in Mainland China; 41.8 percent in Southeast Asia and Macau (excluding Hong Kong); 34.5 percent in South Asia; and 27.3 percent in East Asia (excluding Mainland China). A small proportion had served in Africa (7.3 percent) as well as locations outside Asia and Africa (10.9 percent). Besides their activities abroad, 67.3 percent of the INGOs had also provided services to the Hong Kong community.

In addition, when asked to which geographical area they paid most attention, 40.9 percent of the 55 respondents' answers indicated that they focused most on Mainland China, followed by 22.7 percent which were focused on Hong Kong. Slightly more than 10 percent of them put the emphasis on Southeast Asia and Macau (10.6 percent) and South Asia (11.1 percent) (Chart 6a). When it came to indicating geographical areas of secondary concern, 41.5 percent of the 34 respondents' stated Hong Kong, while 22.0 percent of the answers pointed to Southeast Asia and Macau (Chart 6b). Map 1 gives a summary of the distribution of geographical activity of the INGO respondents.

Map 1   Geographical Distribution of Activity by INGOs based in Hong Kong

1st Priority (Base: 66)
2nd Priority (Base: 41)

Africa
1.5% 2.4%

South Asia
11.1% 12.2%

China
40.9% 12.2%

Southeast Asia and Macau
(excluding Hong Kong)
10.6% 22.0%

Hong Kong
22.7% 41.5%

East Asia (excluding
Mainland China)
6.1% 7.3%

Outside Asia and Africa
6.1% 2.4%
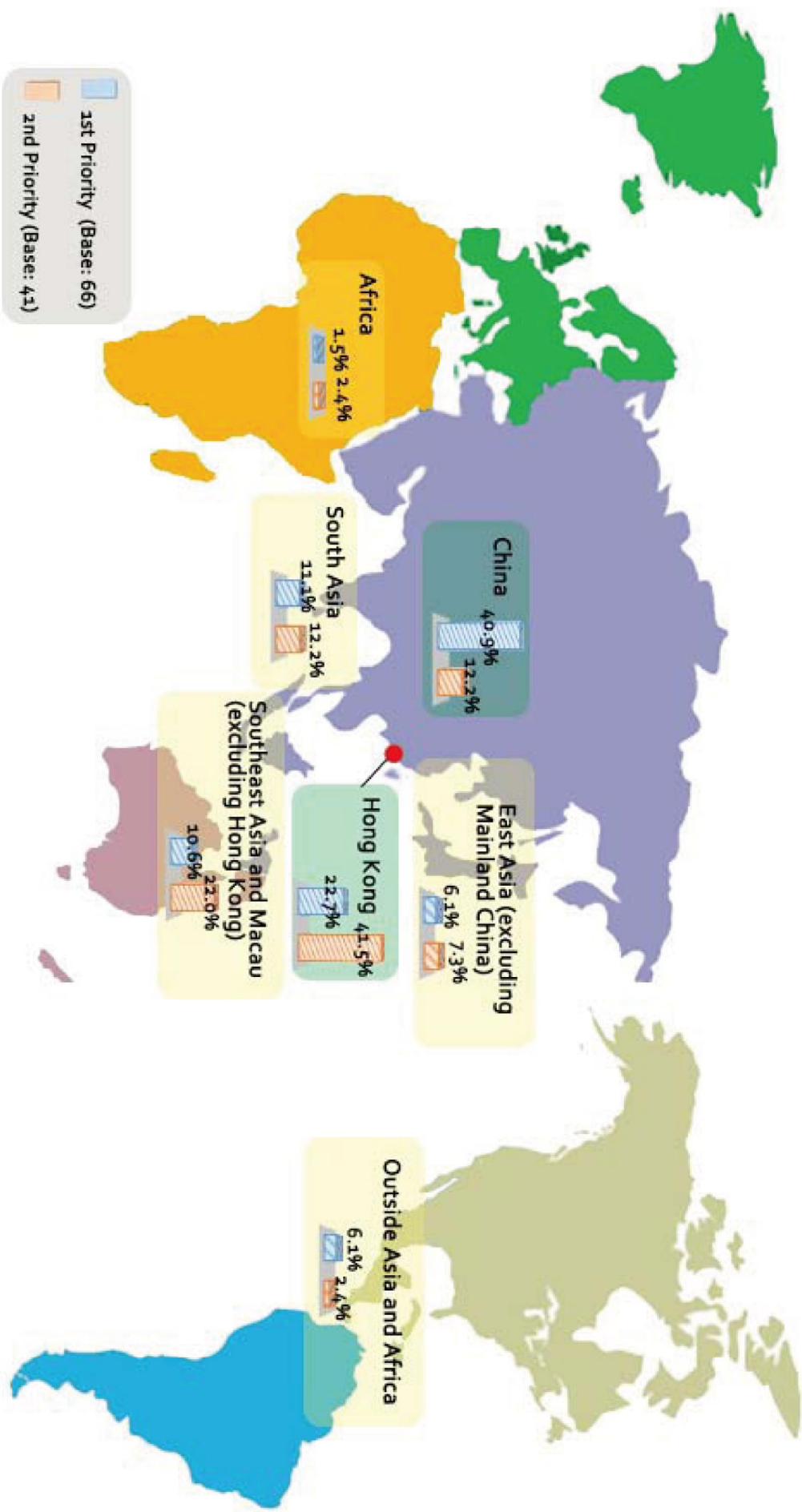
Remarks: Of the 55 respondents, 2 INGOs were unable to rank their 1st geographical priority. Multiple answers were allowed.

Chart 6a   Percentage Distribution of First Priority Communities INGOs Served (By Geographical Area)

Geographical Area	Percentage
Hong Kong	22.7%
Mainland China	40.9%
East Asia (excluding Mainland China)	6.1%
Southeast Asia and Macau (excluding Hong Kong)	10.6%
South Asia	11.1%
Africa	1.5%
Outside Asia and Africa	6.1%
Cannot be identified	3.0%
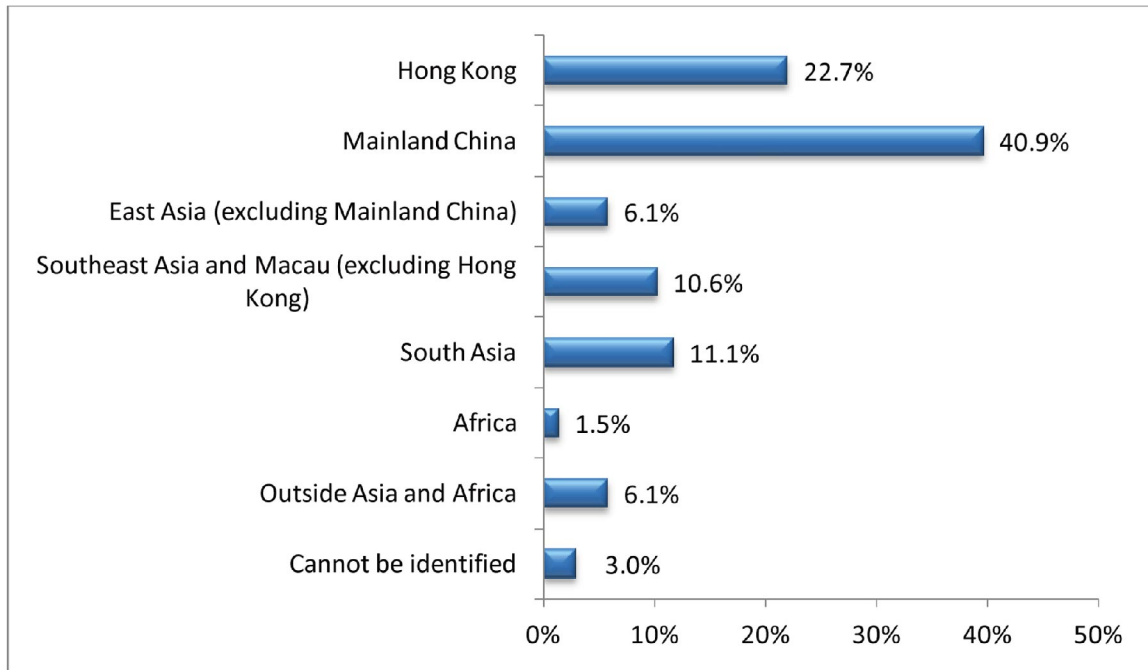
Base numbers: 66 answers from 55 INGOs (multiple answers were allowed)

Chart 6b   Percentage Distribution of Second Priority Communities INGOs Served (By Geographical Area)

Geographical Area	Percentage
Hong Kong	41.5%
Mainland China	12.2%
East Asia (excluding Mainland China)	7.3%
Southeast Asia and Macau (excluding Hong Kong)	22.0%
South Asia	12.2%
Africa	2.4%
Outside Asia and Africa	2.4%
Cannot be identified	0.0%
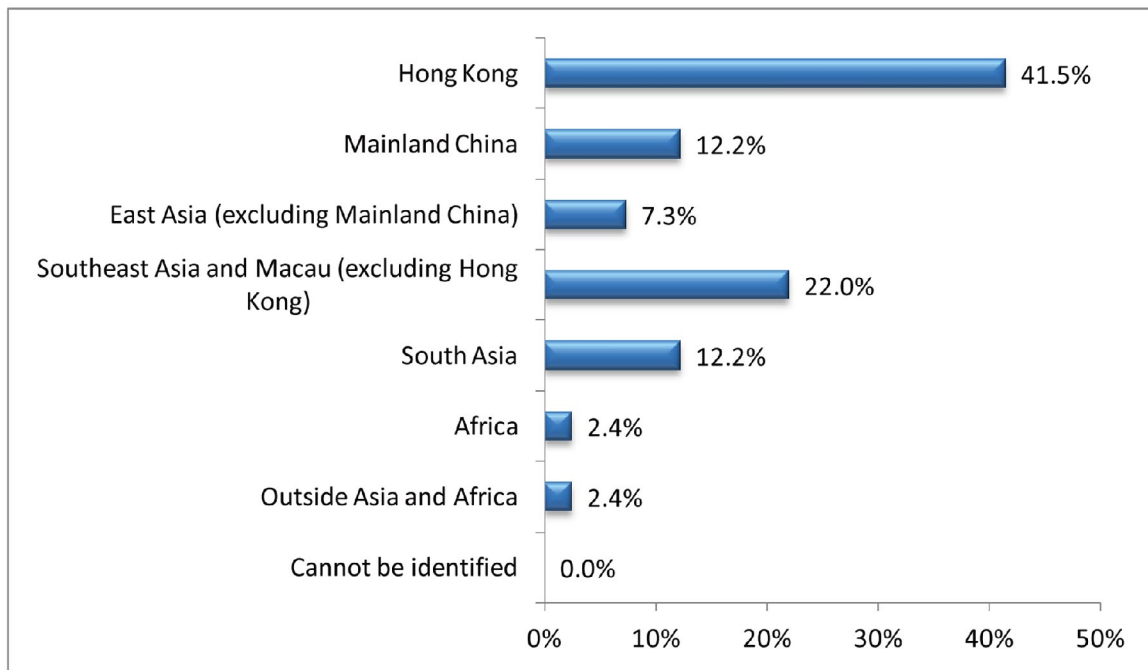
Base numbers: 41 answers from 34 INGOs (multiple answers were allowed)

Human Resource Capacity: Staff, Members and Volunteers

The number of employees is an important indicator of an INGO's human resource capacity. Among the 55 INGO respondents, more than one-third (34.5 percent) did not hire any full-time staff, while 63.5 percent hired one or more full-time members of staff. Of the 36 INGOs hiring full-time staff, 22 of them (61.1 percent) employed 5 or fewer employees, while 4 (11.1 percent) employed more than 21 members of staff (Chart 7a and Chart 7b). The average number of full-time staff was between 6 and 7, part-time staff was between 1 and 2, and temporary staff was between 7 and 8, after taking out an extreme case.[94] With regard to manpower for advocacy, 36.4 percent of respondents indicated that they had staff devoted to advocacy or research-related work (Chart 8). Of these INGOs, a vast majority (78.9 percent) deployed full-time staff on advocacy work to some degree. On average, 70 percent of the monthly man-hours of the full-time staff were used for this purpose.

Chart 7a   Percentage Distribution of Total Number of Employees in INGOs

Full-time	65.5%
Part-time (Regular)	40.0%
Temporary	20.0%
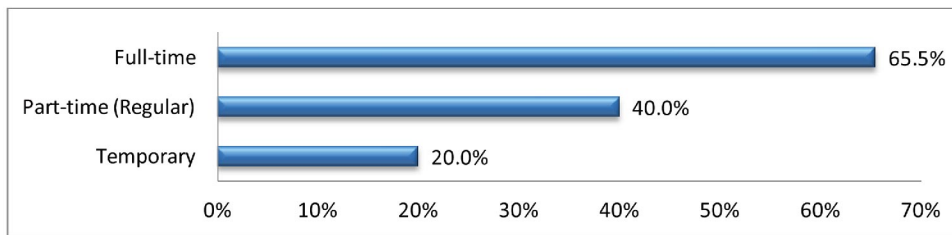
Base cases: 55 INGOs

Chart 7b   Percentage Distribution of Numbers of Full-time, Part-time and Temporary Employees in INGOs

Full-time (N=36): 61.1%, 19.4%, 5.6%, 2.8%, 11.1%

Part-time - regular (N=22): 90.9%, 4.5%, 0.0%, 0.0%, 4.5%

Temporary / project employees (N=11): 63.6%, 0.0%, 0.0%, 18.2%, 18.2%

Legend: ■ 1-5 ■ 6-10 ■ 11-15 ■ 16-20 ■ 21 or above
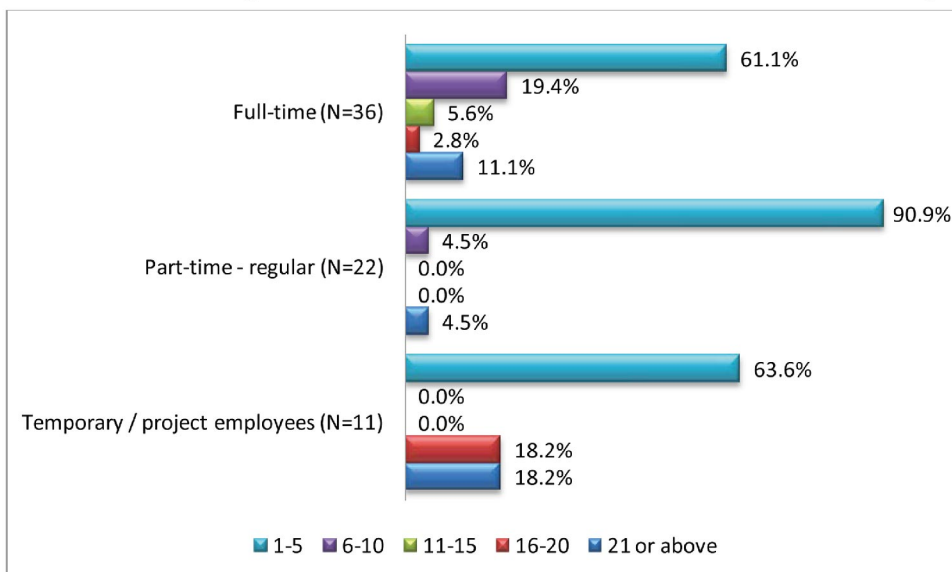
Base cases: 36 INGOs for full-time staff; 22 INGOs for part-time staff; and 11 INGOs for temporary staff

Chart 8   Percentage Distribution of INGOs Employing Staff for Advocacy

Yes	36.4%
No	18.2%
Not applicable	41.8%
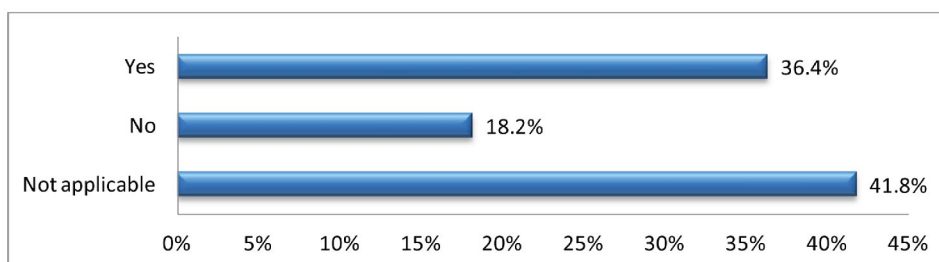
Base cases: 55 INGOs

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[94] The extreme case employs more than 2,800 full-time staff, 200 part-time staff and 300 temporary workers.

When asked to self-evaluate manpower sufficiency, the majority of the respondents (60.0 percent) considered their manpower just adequate or adequate (Chart 9a). The vast majority of them (70.1 percent) agreed that their employees received just adequate or adequate professional training (Chart 9b). Most respondents (67.3 percent) thought that there was no difficulty in recruiting or retaining staff (Chart 9c).

Chart 9a   Percentage Distribution of Self-evaluation on Staff Adequacy
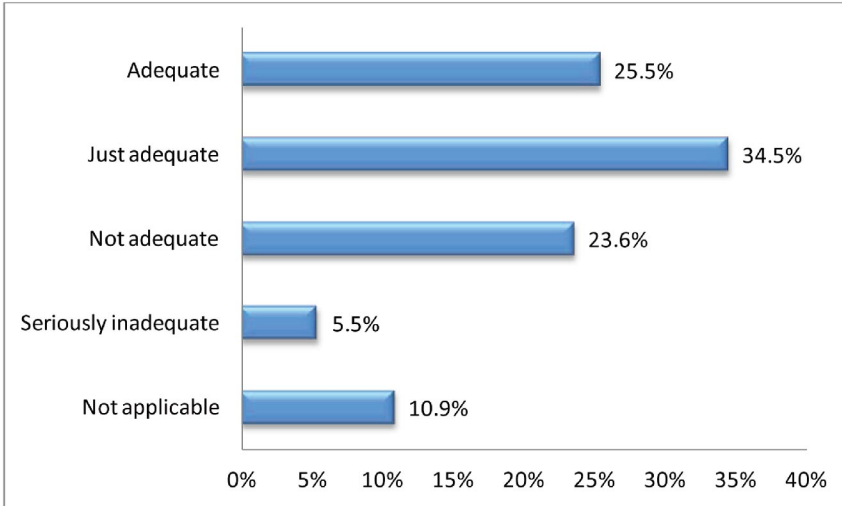
Base cases: 55 INGOs

Chart 9b   Percentage Distribution of Self-evaluation on Sufficiency of Professional Training for Staff
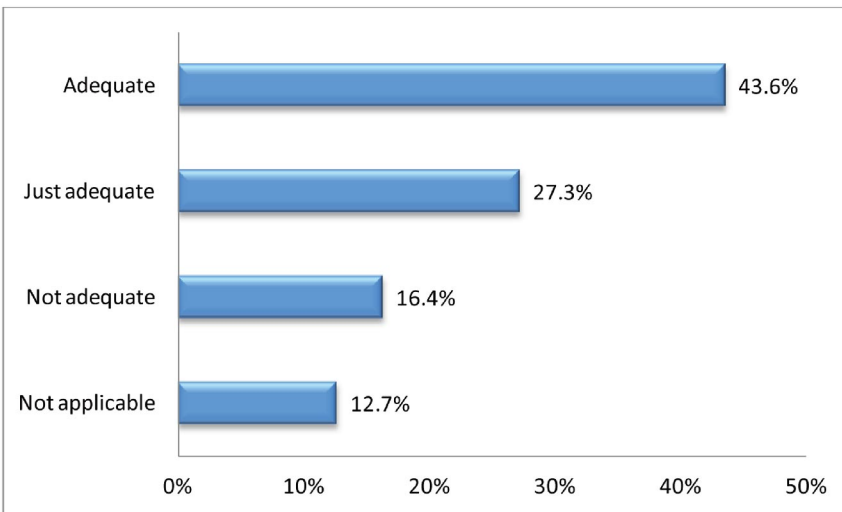
Base cases: 55 INGOs

Chart 9c   Percentage Distribution of Self-evaluation on Difficulty in Recruiting and Retaining Staff

Base cases: 55 INGOs

36
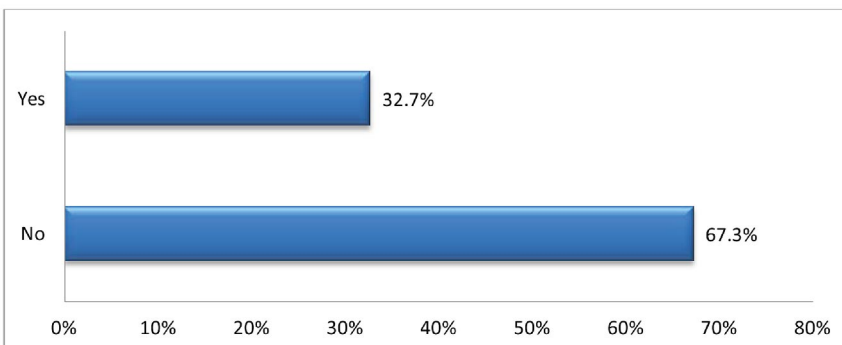
The membership list of an organisation can be viewed as a resource because members may be a potential source of volunteers and donors and may help expand the network of support. More than half (52.7 percent) of the INGO respondents had a membership system (Chart 10a). Of those with a membership system, 93.1 percent had individual membership (Chart 10b); 55.5 percent of these had 30 or fewer members from Hong Kong, while 14.8 percent had more than 500 members (Chart 10c). In one case, an INGO reported having 1,400 members. The majority of INGOs recruited new members (86.2 percent) through various channels, including through referral by existing members (88.8 percent), membership drives through online means (52.0 percent), and membership drives through mass media such as newspaper, TV, and radio (16.0 percent) (Chart 10d). Only 17.2 percent of those with a membership system had corporate membership (Chart 10e).

Chart 10a   Percentage Distribution of INGOs with a Membership System

Yes 52.7%
No 47.3%
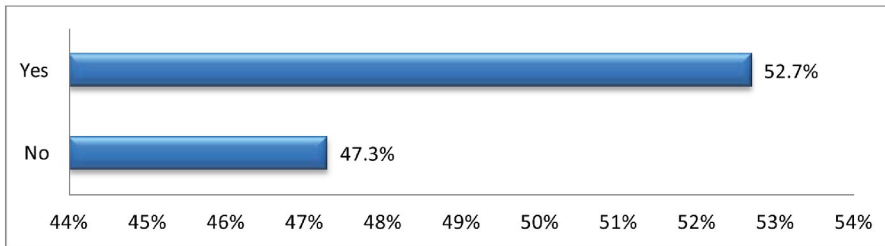
Base cases: 55 INGOs

Chart 10b   Percentage Distribution of INGOs with Individual Membership

Yes 93.1%
No 6.9%
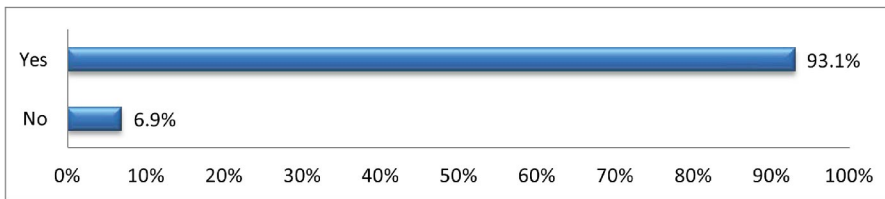
Base cases: 29 INGOs

Chart 10c   Percentage Distribution of Number of Individual Members

> 500 14.8%
101 - 500 11.1%
51-100 11.1%
31-50 7.4%
11-30 37.0%
< 10 18.5%
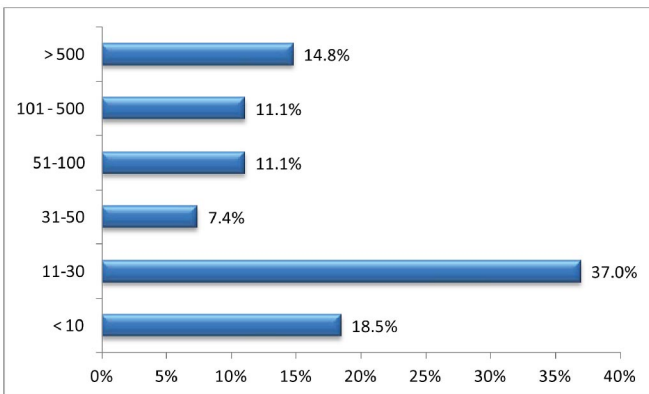
Base cases: 27 INGOs

Chart 10d   Percentage Distribution of Channels Used to Recruit New Members

Referral by existing members 88.0%
Membership drive through mass media (press, TV, radio, etc.) 16.0%
Membership drive through online means (websites, social media, etc.) 52.0%
Others 8.0%
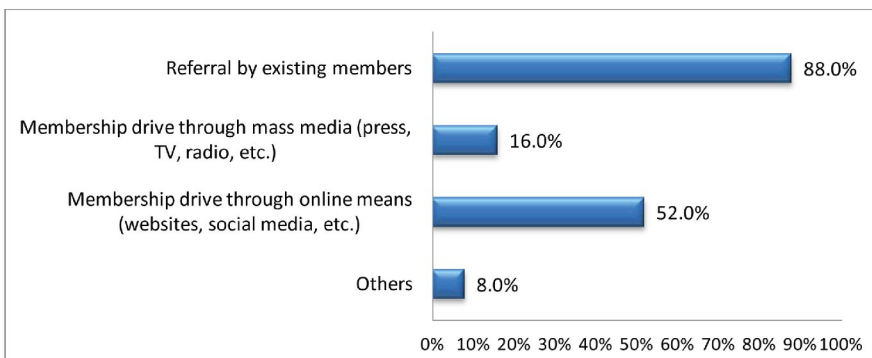
Base cases: 25 INGOs

Volunteers are a valuable human resource to nonprofits. Of the 55 INGOs surveyed, 43 (78.2 percent) had either full- or part-time volunteers participating in their work in the last 12 months, with 38 INGOs (69.1 percent) mostly using part-time volunteers. Only 15 INGOs (27.3 percent) had full-time volunteers (Chart 11a). Some INGOs (14, or 25.5 percent of the respondents) indicated that they did not intend to recruit any volunteers at all.

In the last 12 months, 11 INGOs (20.0 percent) of all those surveyed had fewer than 21 full-time volunteers, while 3 INGOs (5.5 percent) had more than 21 full-time volunteers. In one case, an INGO had had 460 full-time volunteers in the past year. Meanwhile, 15 (27.3 percent) of the surveyed INGOs had 10 or fewer part-time volunteers for their last-year activities, while 12 (21.8 percent) of the respondents reported that 100 or above volunteers participated in their work on a part-time basis (Chart 11b). In three exceptional cases, the INGOs each enjoyed the help of 3,000 or more part-time volunteers. If we compare these figures to those in our past studies, we found that the international sector recruited substantially fewer volunteers than either the social services sector (813 persons) or the conservation sector (92 persons) on average.

More than half of the respondents (52.7 percent) stated that they had a just adequate or adequate number of volunteers to deliver their organization's mission over the last 12 months, while 30.9 percent found that they had an inadequate or seriously inadequate number of volunteers (Chart 12). Of the INGOs devoting manpower to advocacy, only 26.3 percent had volunteers helping with advocacy and related research work. Much as expected, volunteers more often participated in the INGOs' work on a part-time basis. Yet, part-time voluntary help is not equally available to all INGOs. While about one third of the international sector had a hard time recruiting any part-time volunteers, the organizations in another one third of the sector actually enjoyed more than 21 part-time volunteers each.

Chart 10e   Percentage Distribution of INGOs with Corporate Membership
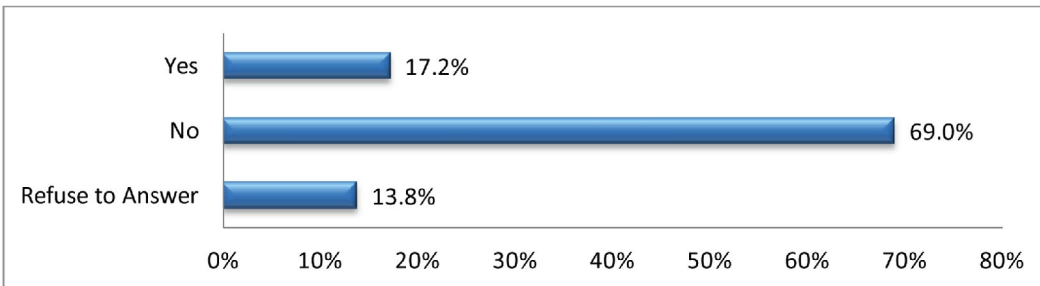
Base cases: 29 INGOs

Chart 11a   Percentage Distribution of Full-time and Part-time Volunteers for INGOs in the Last Twelve Months
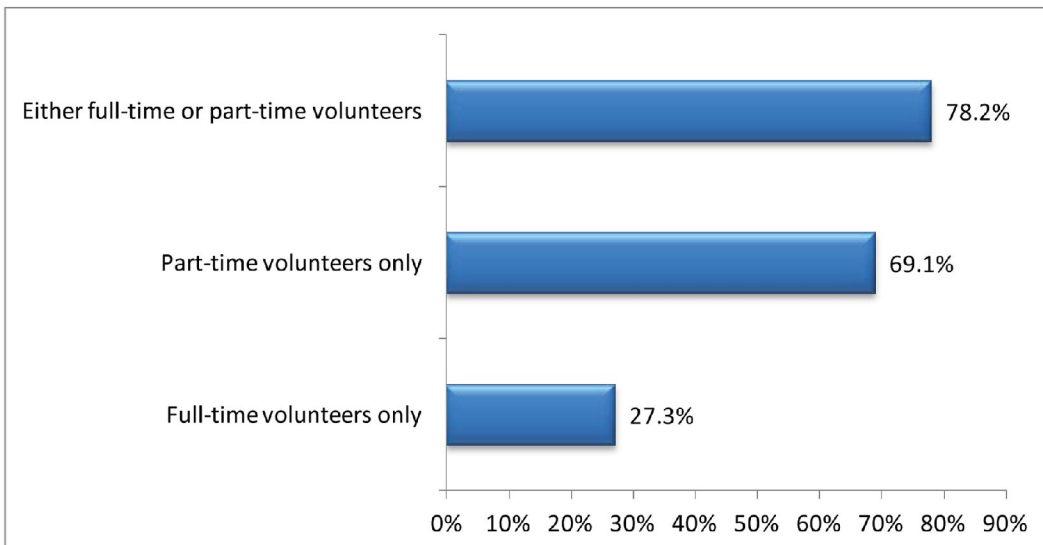
Base cases: 55 INGOs

Chart 11b   Percentage Distribution of Number of Full-time and Part-time Volunteers for INGOs in the Last Twelve Months
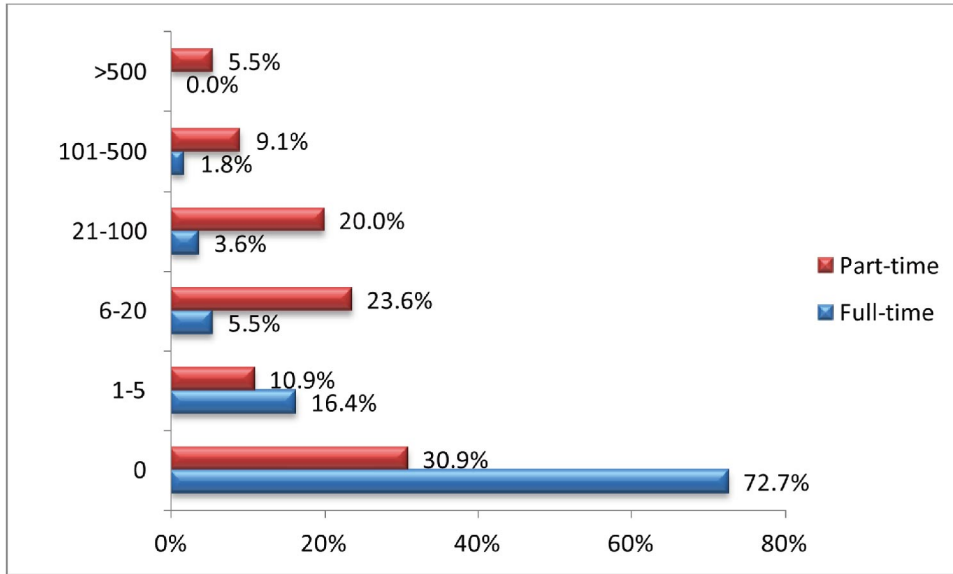
Base cases: 55 INGOs

Chart 12   Percentage Distribution of Self-Evaluation on Volunteer Adequacy
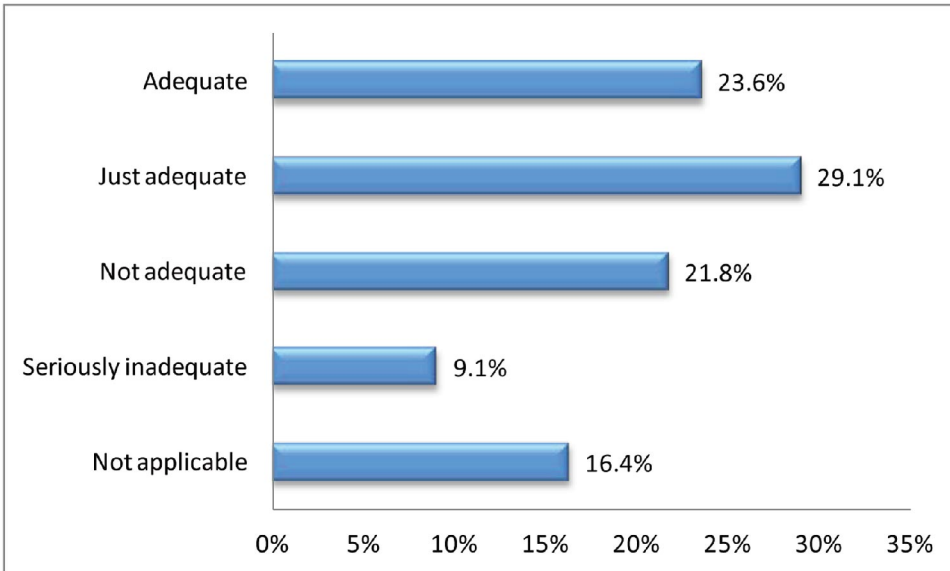
Base cases: 55 INGOs

Operations and Governance Capacity

Legal instruments

There are a wide range of legal instruments through which INGOs can be established in Hong Kong. To find out the percentage distribution of legal instruments commonly used for the establishment of INGOs, we combined the survey results with our search on the Companies Registry and the Internet.

The base number of INGOs in this section is 215. It was found that the vast majority of INGOs were registered under the Companies Ordinance as either a company limited by guarantee (79.1 percent) or other types of companies (8.37 percent). Some were registered as societies (5.12 percent), while 1.40 percent of them registered as statutory bodies (Chart 13). In addition, 88.3 percent of the INGOs enjoy tax-exempt status as charitable organizations listed under Section 88 of the Inland Revenue Ordinance.[95]

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[95] The S88 list is one of our major data sources for identifying INGOs, see Chapter 1.

Chart 13 Percentage Distribution of Legal Instruments Used for Establishing INGOs

Companies Ordinance — 8.37%
Registered as company limited by guarantee under Companies Ordinance — 79.07%
A specific legislation to establish an organization/group as a statutory body — 1.40%
Societies Ordinance — 5.12%
Others — 1.86%
No registration — 0.93%
Unknown — 6.05%
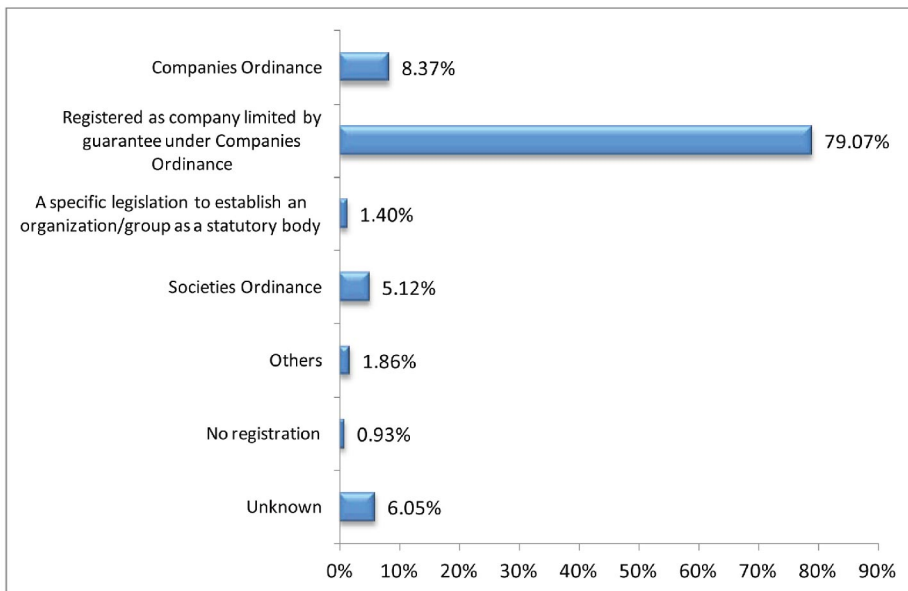
Base number: 215 answers (multiple answers are allowed)

Boards

As regards the governance structure, 89.1 percent of the surveyed INGOs had a formal board of directors for their Hong Kong office, while 3.6 percent shared a board with their overseas headquarters (Chart 14a). Among those with a Hong Kong board of directors, 83.7 percent had no more than 10 directors (Chart 14b). Most (65.4 percent) met at least once every 6 months (Chart 15). Many INGOs (40.8 percent) had no committee under their boards, while 28.6 percent had at least 3 committees, ranging from 4 to 28 committees (Chart 16).

Most of the INGOs with a board of directors in Hong Kong maintained contact with their members and adopted accountability measures by one or more mechanisms, such as regular meetings for members (90 percent), making the annual report available to members (72.4 percent), and putting together reports on issues (69 percent), regular newsletters (79.3 percent) and email correspondences (75.9 percent). Almost half of them (48.2 percent) used other means of communication (Chart 17).

Chart 14a Percentage Distribution of INGOs' Boards

Yes — 89.1%
No (share a Board of Directors with the overseas headquarters) — 3.6%
No (do not have a Board of Directors) — 7.3%
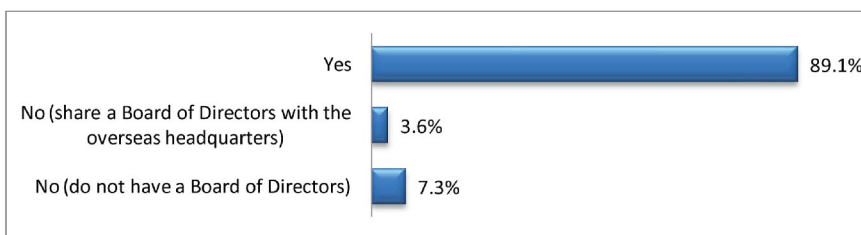
Base case: 55 INGOs

Chart 14b Percentage Distribution of Number of INGO's Board Directors

1-5 — 49.0%
6-10 — 34.7%
11-15 — 10.2%
16-20 — 2.0%
21 or above — 2.0%
Refuse to answer — 2.0%
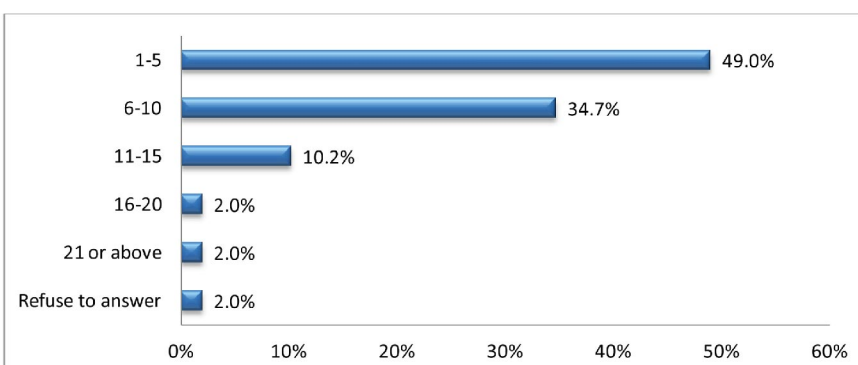
Base case: 49 INGOs

Chart 15   Percentage Distribution of Frequency of INGOs' Board Meetings

Category	Percentage
Once a year	20.4%
Twice a year	18.4%
Quarterly	32.7%
Every month	14.3%
Others	14.3%
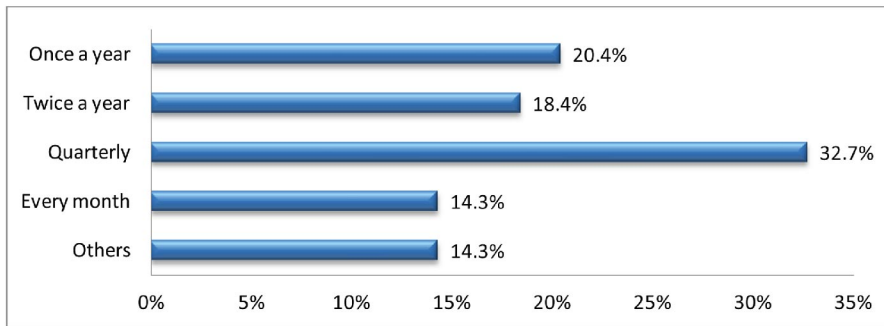
Base case: 49 INGOs

Chart 16   Percentage Distribution of INGO Board Committees

Category	Percentage
0	40.8%
1	10.2%
2	8.2%
3	12.2%
More than 3	28.6%
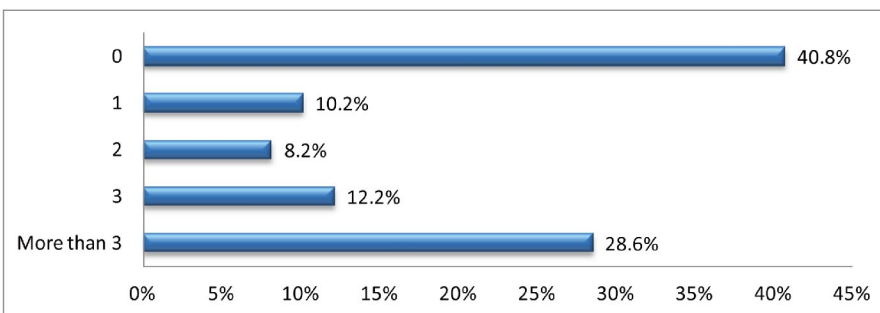
Base case: 49 INGOs

Chart 17   Percentage Distribution of INGOs' Accountability Mechanisms

Category	Percentage
Regular meetings	90%
Annual reports	72.4%
Reports on issues	69.0%
Regular newsletters or updates	79.3%
Emails	75.9%
Other means of communication	48.3%
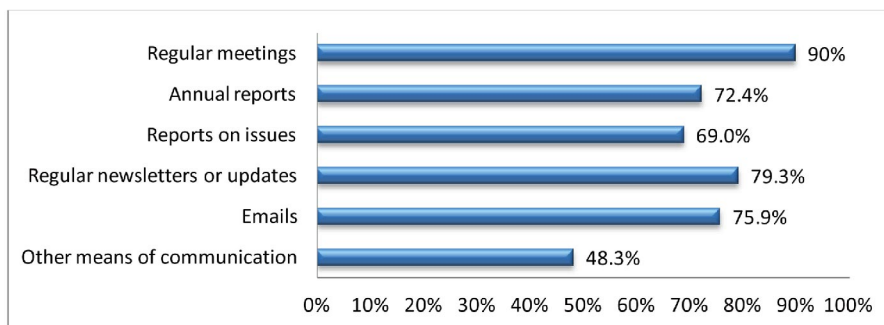
Base cases: 29 INGOs (multiple answers are allowed)

Financial Resource Capacity

This study collected and analysed the financial information of 166 INGOs [96] from three data sources: (a) the self-reported data from the survey questionnaire (19 INGOs or 11.4 percent),[97] (b) annual financial reports filed to the Companies Registry by those INGOs registered as limited companies (96 INGOs or 57.8 percent),[98] and (c) INGOs' websites if available (51 INGOs or 30.7 percent). The financial data analyzed in this report is based on the latest financial records of the 166 INGOs, of which 96.4 percent

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[96] In total, we had the financial records of 182 INGOs available to us. Yet, some of them were 'consolidated accounts', meaning that the records in those accounts included offices other than the Hong Kong office. As a result, the financial status of these INGOs could not be independently examined. We then excluded 16 records of this kind and finally compiled a financial database of 166 INGOs in Hong Kong. To the best of our knowledge, all financial records referred to the offices of INGOs in Hong Kong only.

[97] It should be noted that data from the survey was in the form of income bands, and data approximation was made on this basis if financial information was not provided elsewhere by the INGOs in question. If an organization provided data from two or more sources but there was conflicting data among the sources, the choice of which data to be used was made on a case-by-case basis. The accuracy of the data and whether the data was up-to-date were the criteria for judgement.

[98] If financial data was obtained from more than one source and there was inconsistency among the different sources, we used the official records filed in the Companies Registry.

were in the years 2010-2013. The findings on the financial resources of the INGOs are based on the survey data of 55 INGOs. Our study found that the international sector in Hong Kong relied mainly on private donations, and that funding support from governments (mainly the Hong Kong SAR) and foundations tended to benefit a few very big INGOs.

Total income and funding sources

In the year 2013, the international sector generated an annual income of at least HK$ 4.67 billion. About half of the 166 INGOs (51.2 percent) had a yearly income below HK$1 million. Of particular note is that 9 (or 5.42 percent) of the INGOs had zero income throughout the financial year. On the whole, the 101 transnational NGOs had a significantly higher average total yearly income of about HK$32.7 million than the 65 cross-boundary NGOs, which had an average of HK$ 21.1 million in a year. However, there is no clear indication that cross-boundary NGOs are particularly less resourceful than transnational NGOs (Chart 18).

There was an enormous 'rich-poor' gap in the international sector. In the top income group, 5.42 percent of the INGOs enjoyed an average yearly income of HK$ 418 million. Together they represented 80.4 percent of the yearly income of the whole sector. In the lowest income group, 12.7 percent of the INGOs only secured an average yearly income of HK$534 for their operations. This phenomenon of a few prominent INGOs obtaining most of the sector's income in Hong Kong is echoed by another international study which found that 8 out of some 2,000 INGOs obtained more than 50 percent of the aid market worldwide in the 1990s.[99] We categorized four INGO funding sources:

- **Government funding:** including government subvention on a regular basis, project funding and other government department funding, funding from governments of other regions, funding from inter-governmental organizations, etc.;

- **Charity foundations:** including local charities such as the Hong Kong Jockey Club, Lotteries Fund, Community Chest, or overseas charitable foundations and other charity sources outside Hong Kong;

- **Private donation and fundraising:** including sponsorship from local or overseas corporations, donations from local or overseas individuals; and

- **Internally generated income:** including membership fees, income from sales and services, income and interest from investments, and any other income generated by organizational activities.

Chart 18   Distribution of Total Yearly Income Bands of INGOs
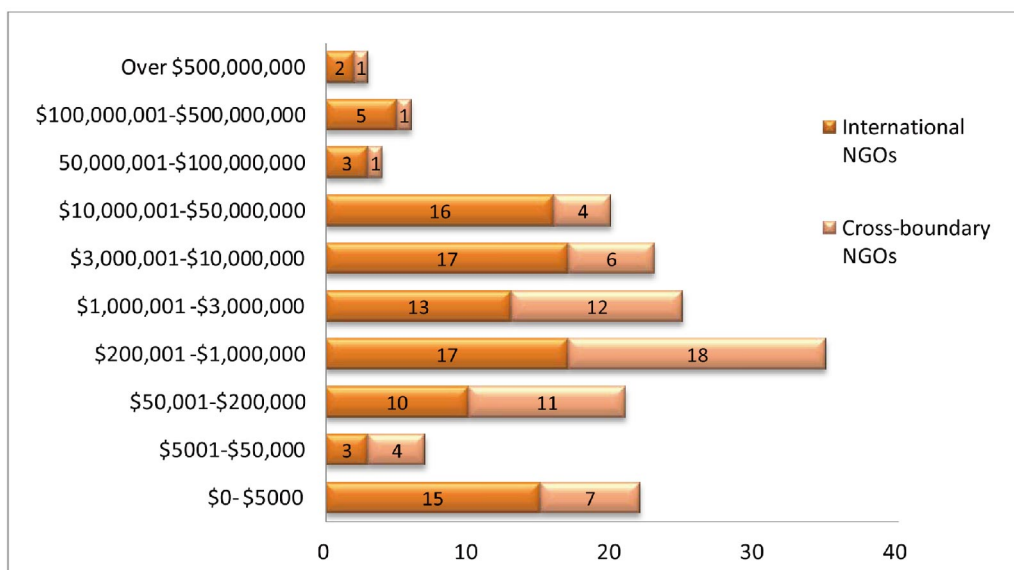
Base cases: 166 INGOs

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[99] Antonio Donini, *The Politics of Mercy: UN Coordination in Afghanistan, Mozambique and Rwanda*, Occasional Paper No.22 (Providence: Wason Institute, 1996), 91.

We found that 'Private donation and fundraising' from the business sector and individuals represented the largest share, 56.7 percent, of the total income of the international sector as a whole. This is followed by 'government funding' (23.1 percent). Funding from 'charity foundations' and 'internally generated income' each constituted less than 10% respectively of the total income of the sector (Chart 19). The funding pattern indicates a reliance of the INGOs in Hong Kong on private donations. Similar to another cross-national study,[100] we found that private donation and government funding were two income pillars for INGOs. The funding pattern is also consistent with the international trend witnessed since the end of the twentieth century of a decline in governmental funding and an increase in private donations for INGOs, because many governments no longer see aid to INGOs in the donor countries as the most effective tool to achieve their policy goals (see also Chapter 2).

Local and overseas government funding contributed 23.1 percent (HK$1.08 billion) of total income to the international sector (Chart 19). Of that, 70.7 percent is from the HKSAR government. Meanwhile, foundations contributed only 7.34 percent of the annual income for the international sector, and this was mainly from local foundations/charities (60.1 percent), especially the Community Chest and the Hong Kong Jockey Club.

We found that only a few big INGOs had benefitted from either government or foundation funding. Only 7.23 percent (12 INGOs out of the 166 INGOs) enjoyed local or overseas government funding (Chart 19). Local government funding by way of recurrent subvention, project funds, or the Disaster Relief Fund was given to 8 INGOs. In general, the INGOs with recurrent subvention were those with an annual income over HK$ 70 million; INGOs receiving granted project funds were more financially diverse. Similarly, only a few INGOs received funding from foundations. If we take out the one INGO which enjoyed the greatest share of donations from local foundations, the income proportion of local foundations/charities drops significantly to 14.1 percent. Overseas foundations accounted for 18.5 percent of this income source.

The fund allocation pattern of the Hong Kong Government's Disaster Relief Fund is a case in point. The Fund was set up to 'respond swiftly to international appeals for humanitarian aid in relief of disasters that occur outside Hong Kong'.[101] During the twenty years from its establishment in 1993 to 2013, 38 percent of the Disaster Relief Fund (HK$564 million in total) was allocated to 5 INGOs for their provision of disaster relief. In contrast, only 7 percent of the Fund (HK$109 million) was granted to 9 other INGOs. The rest of the Fund was distributed to other governments' applicants. The success rate of grant applications was 82.6 percent.[102]

Chart 19   Percentage Distribution of INGOs' Total Income by Source
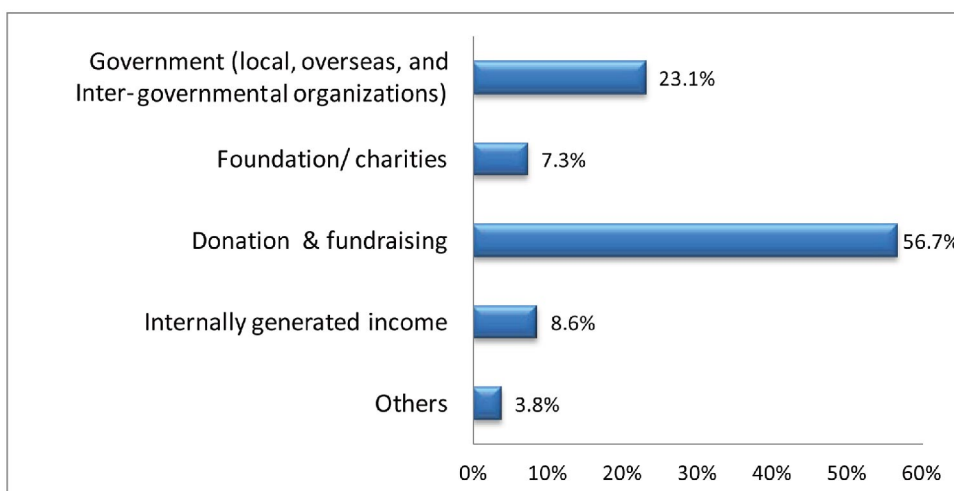
Base cases: 166 INGOs

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[100] Lester M. Salamon, and Helmut K. Anheier, *The Emerging Nonprofit Sector: An Overview* (Manchester: Manchester University Press, 1996), 63-73.

[101] For details, please see the website of the Disaster Relief Fund, available at http://www.admwing.gov.hk/eng/links/drfund.htm#info.

[102] Hong Kong SAR Government, *Report on the Disaster Relief Fund 2012/13*, accessed 26 May, 2014
http://www.admwing.gov.hk/pdf/DRF%20annual%20report%202012-13_eng.pdf.

The last remaining income source for the international sector was internally generated income (8.6 percent) (Chart 19); and over half of this (57.8 percent) was from service and gift sales. The INGOs earned money through providing consultancy, management, and professional services, by organizing income-generating programmes, selling self-made crafts, and receiving rental fees from property, etc.

Perception of financial adequacy and cost effectiveness

On the whole, the surveyed INGO respondents were satisfied with their financial situation and stability. The majority (63.6 percent) considered that they had had adequate financial resources to fulfil their organizational missions and objectives in the last financial year, though 25.5 percent said their financial resources were insufficient. More than half (58.2 percent) agreed that they had had stable financial sources in the last financial year, while 34.5 percent disagreed. Also, the majority (65.5 percent) had been able to allocate their financial

resources flexibly in the last financial year, and only 20.0 percent said the contrary (Chart 20). Over a longer evaluation period of five years, half (50.9 percent) regarded that their organization had generated adequate income (Chart 21). The vast majority (81.8 percent) considered that they spent in a cost-effective manner over the last five years (Chart 22).

Half (50.9 percent) of the INGO respondents considered they had either "just adequate" (20 percent) or "adequate" (30.9 percent) office space/facilities to carry out the organization's activities in the past 12 months, while 36.4 percent felt their facilities were inadequate (Chart 23a). Nearly half (47.3 percent) said they had not secured adequate donations to carry out the organization's activities, while slightly less than half (45.5 percent) considered that they had either "adequate" (20 percent) or "just adequate" (25.5 percent) donations in the last 12 months (Chart 23b). The survey findings suggest that many INGOs considered their financial resources as adequate but still wished to secure more.

Chart 20   Percentage Distribution of INGOs Self-evaluation of Financial Situation in the Last Financial Year
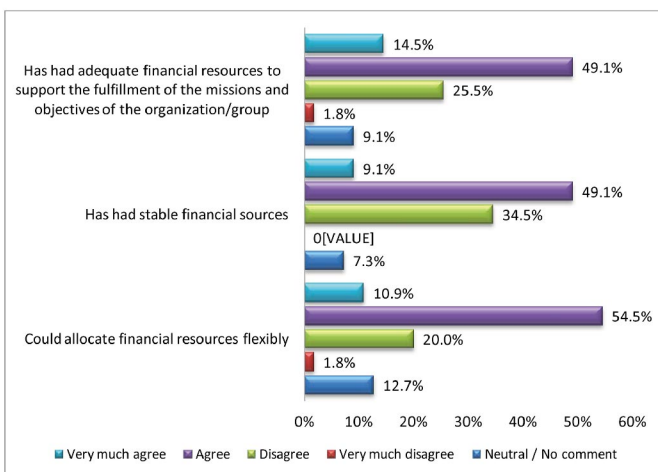
Base cases: 55 INGOs

Chart 21   Percentage Distribution of INGOs' Self-evaluation of Income Adequacy in the Last Five Years
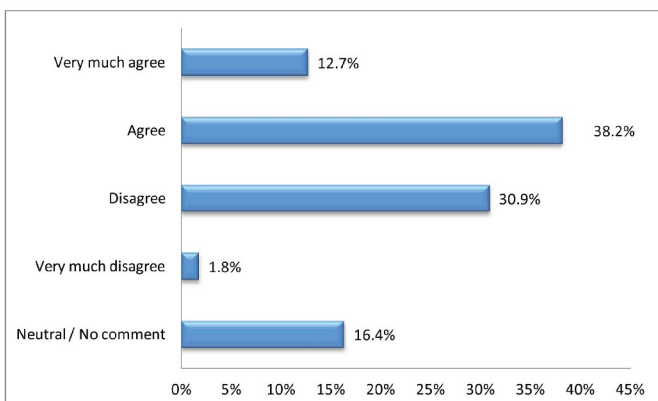
Base cases: 55 INGOs

Chart 22   Percentage Distribution of INGOs' Self-evaluation of Cost Effectiveness in the Last Five Years

Very much agree — 27.3%
Agree — 54.5%
Disagree — 9.1%
Very much disagree — 1.8%
Neutral / No comment — 7.3%
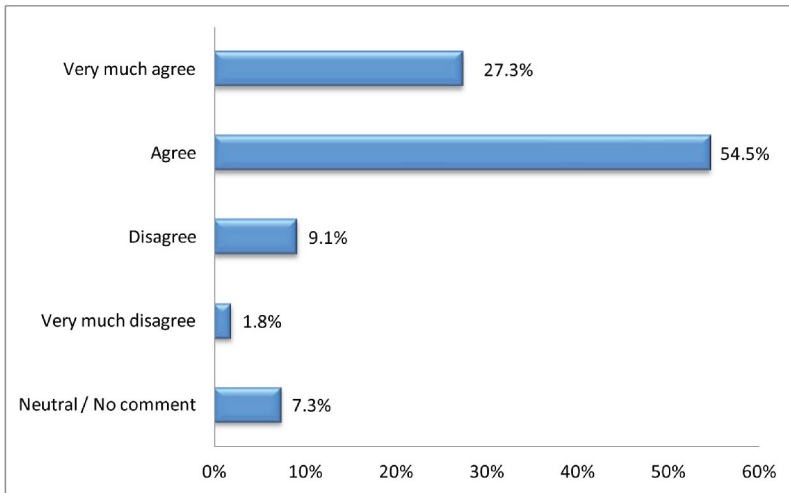
Base cases: 55 INGOs

Chart 23a   Percentage Distribution of INGOs' Self-evaluation on Office Facility Sufficiency in the Last Twelve Months

Adequate — 30.9%
Just adequate — 20.0%
Not adequate — 30.9%
Seriously inadequate — 5.5%
Not applicable — 12.7%
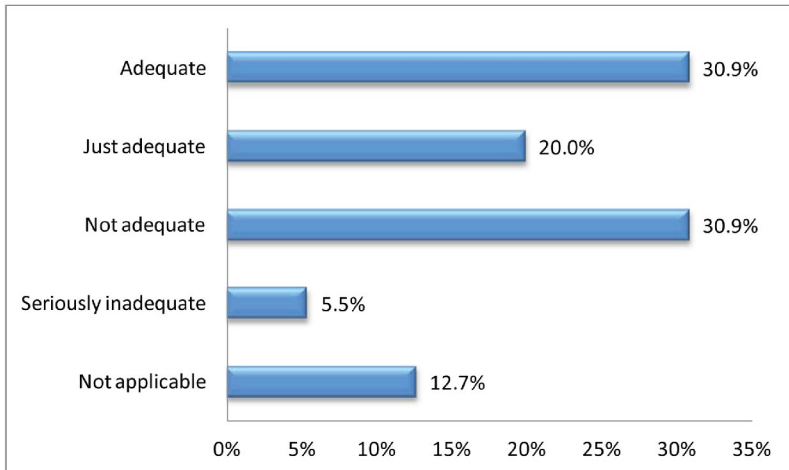
Base cases: 55 INGOs

Chart 23b   Percentage Distribution of INGOs' Self-evaluation of Donation Sufficiency in the Last Twelve Months

Adequate — 20.0%
Just adequate — 25.5%
Not adequate — 43.6%
Seriously inadequate — 3.6%
Not applicable — 7.3%
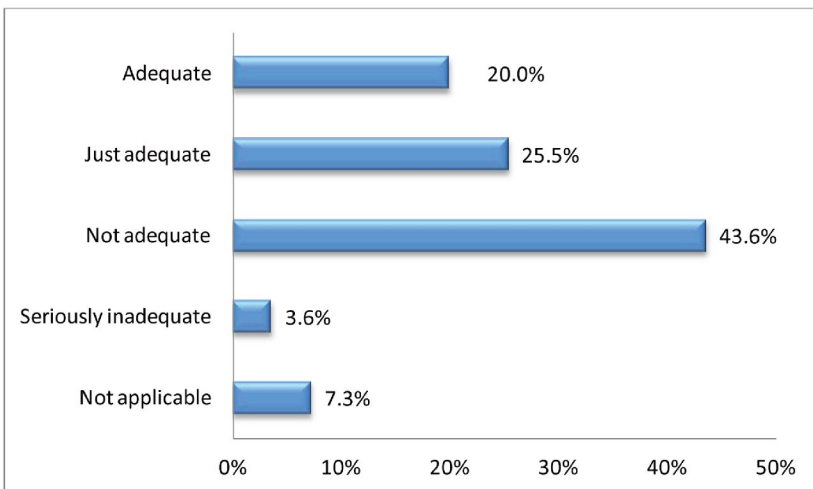
Base cases: 55 INGOs

Information Technology Capacity

Almost all the INGOs surveyed (92.7 percent) maintained a website of their own organization (Chart 24). Slightly over half (56.9 percent) updated their websites on a regular basis, while others (41.2 percent) did so on a need basis (Chart 25). The vast majority (83.6 percent) were keen to take advantage of information technology to organize activities through the Internet, social media or other digital means (Chart 26). Most of the INGOs (93.5 percent) used digital means to promote programmes and activities, but less than half used digital means to organize other activities such as fundraising, recruitment or mobilization of members or volunteers, advocacy, etc. (Chart 27).

Chart 24   Percentage Distribution of INGOs with Websites

Yes — 92.7%
No — 7.3%
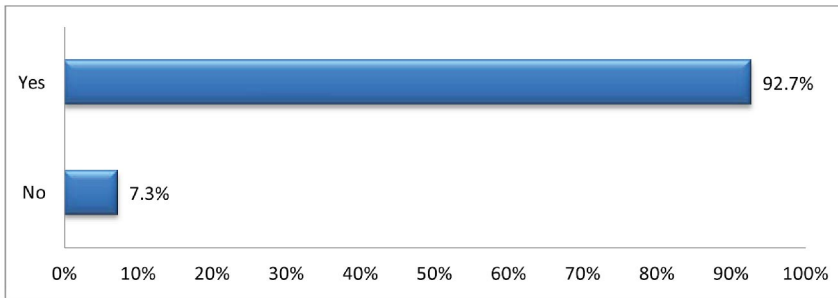
Base cases: 55 INGOs

Chart 25   Percentage Distribution of INGOs' Frequency of Website Updates

Yes — 56.9%
Yes, update our website(s) only when necessary — 41.2%
No, we do not update our website(s) — 2.0%
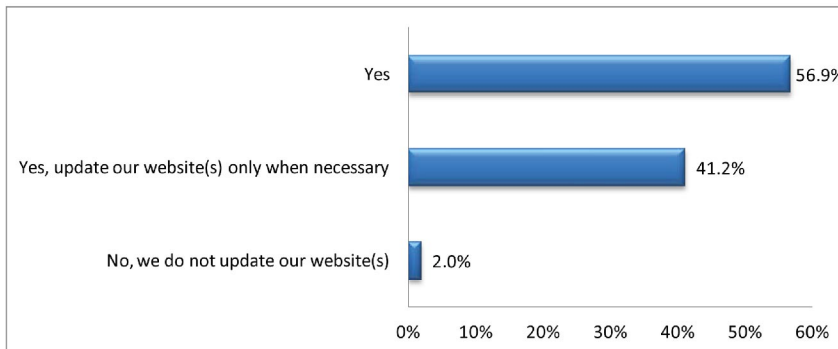
Base cases: 51 INGOs

Chart 26   Percentage Distribution of INGOs' Use of Digital Means in Organizing Activities

Yes — 83.6%
No — 14.5%
Refuse to answer — 1.8%
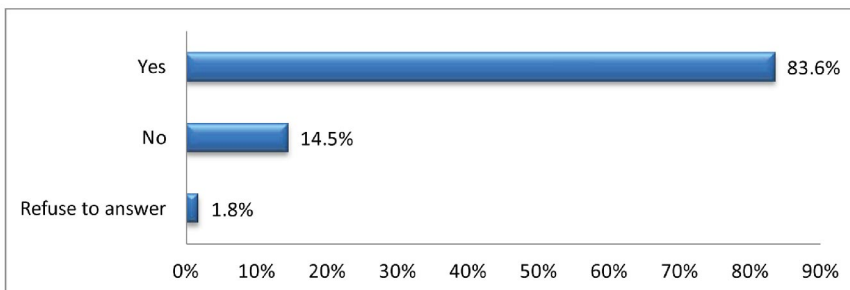
Base cases: 55 INGOs

Chart 27 Percentage Distribution of INGOs' Usage of Digital Means and Perceived Effectiveness by Activity
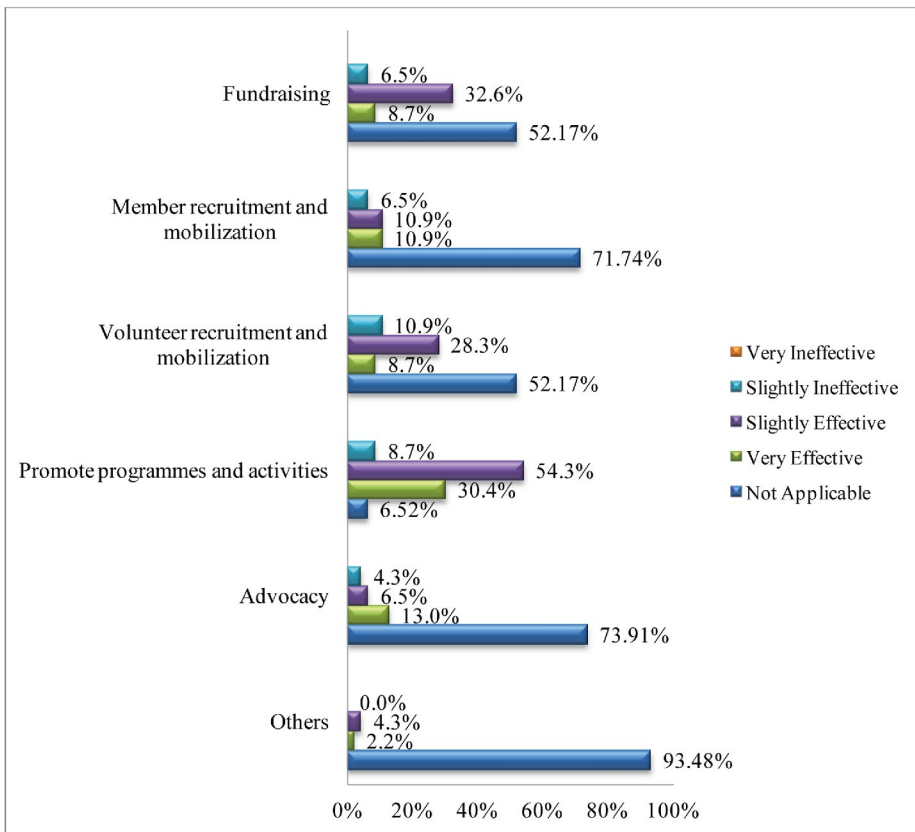
Base cases: 46 INGOs

Programme and Planning Capacity

One indicator of an NGO's programme and planning capacity is whether there is a feedback mechanism to channel views from the target community on the NGO operations. We found in our survey that the majority of the INGOs in Hong Kong identified the needs of the target community through various means. Most INGO respondents (69.1 percent) said they had a mechanism in place to evaluate the effectiveness of their programmes in terms of output and impact (Chart 28). When asked which channels were used to identify the needs of the target community, the vast majority (94.5 percent) said they discussed community needs with

partnering organizations, while 67.3 percent directly consulted the target communities such as through family visits, or staff or board directors collected information. None of the INGOs who responded used professional consultancy firms for such an exercise (Chart 29).

Almost all the INGOs evaluated their own performance over the past five years favourably. The majority (92.7 percent) of the respondents said that they had achieved their respective missions (Chart 30), agreed that they had maintained good service quality (94.5 percent) (Chart 31), and believed that they had successfully addressed the needs of the target communities (85.5 percent) (Chart 32).

Chart 28 Percentage Distribution of INGOs Having a Mechanism to Evaluate Programmes Effectiveness
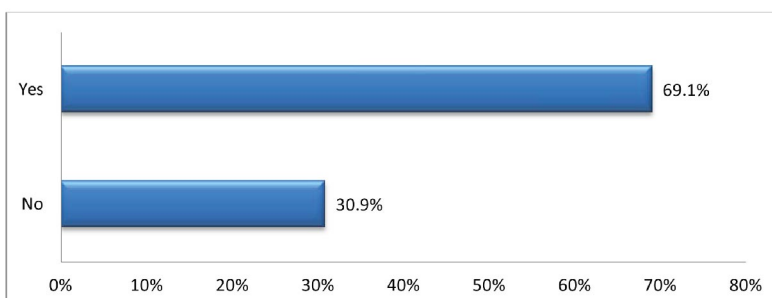
Base cases: 55 INGOs

Chart 29   Percentage Distribution of INGOs' Channels to Identify the Needs of Target Communities

Discussion with partnering organizations — 74.5%
Direct consultation with the target community(ies) — 67.3%
Information gathering by staff or directors — 67.3%
Assessment through professional consultancy firms — 0%
Others — 3.6%
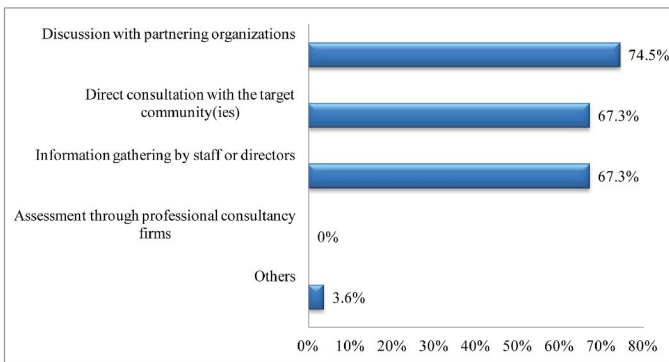
Base cases: 55 INGOs

Chart 30   Percentage Distribution of INGOs' Self-evaluation on Mission Achievement in the Past Five Years

Very much agree — 34.5%
Agree — 58.2%
Disagree — 5.5%
Neutral / No comment — 1.8%
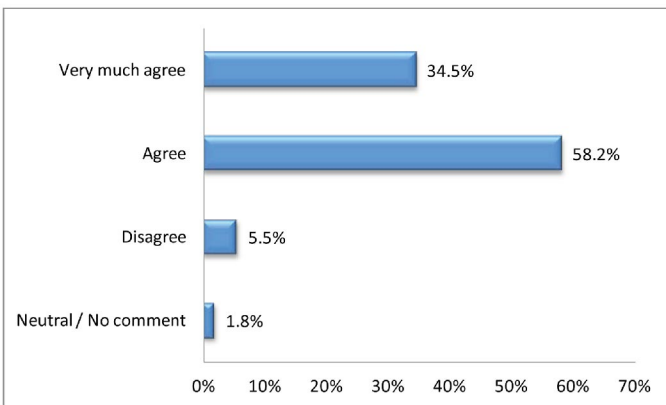
Base cases: 55 INGOs

Chart 31   Percentage Distribution of INGOs' Self-evaluation on Quality of Service in the Past Five Years

Very much agree — 34.5%
Agree — 60.0%
Disagree — 1.8%
Neutral / No comment — 3.6%
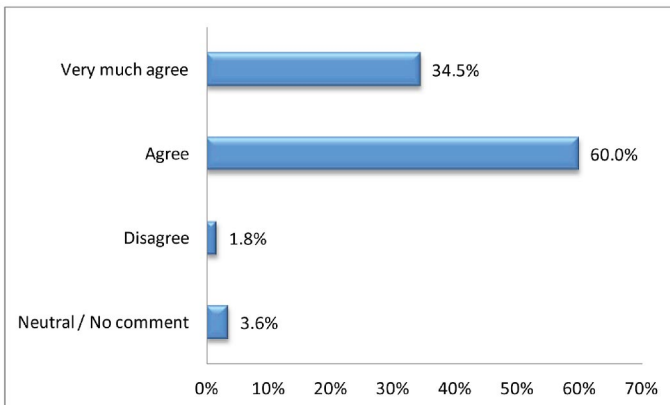
Base cases: 55 INGOs

Chart 32   Percentage Distribution of INGOs' Self-evaluation on Addressing Target Communities' Needs in the Past Five Years

Very much agree — 25.5%
Agree — 60.0%
Disagree — 10.9%
Neutral / No comment — 3.6%
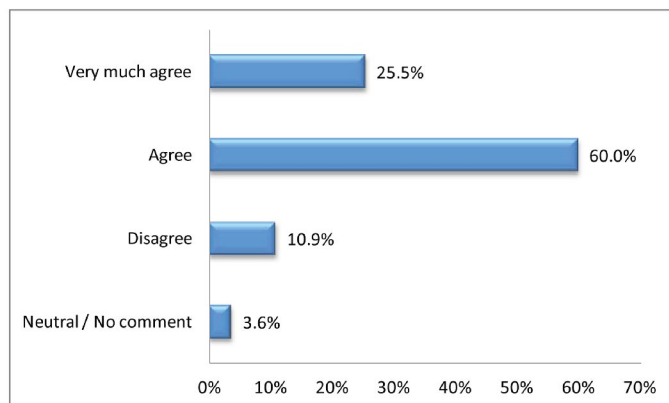
Base cases: 55 INGOs

4

MOBILIZATION AND NETWORKING CAPACITY

This Chapter reports on the international sector's ability to mobilize support, in terms of both finance and volunteers, to network within the sector and with the government and business sectors, and to carry out advocacy work.

Fundraising Capacity

Chapter 3 reported that the international sector in Hong Kong relied heavily on fundraising from the public and the business sector. This Chapter looks further into how INGOs raised funds. Among the 55 INGOs surveyed, 77.8 percent had conducted some

sort of fundraising activities over the last 12 months (Chart 33). Just under half (17 INGOs, or 48.6 percent) approached local or international philanthropists for funding, 16 (45.7 percent) applied for funding from foundations and 8 (22.9 percent) appealed to donors through the Internet (Chart 34). Of the 55 INGOs, 26 (47.3 percent) maintained a list of regular donors, ranging from 2 to 2,000 members of the public (Chart 35). About half of the INGOs (22, or 47.8 percent) used electronic means (the Internet, the mobile phone network or other digital means) for fundraising. Among them, 19 (86.4 percent) found electronic means effective (Chart 27).

Chart 33   Percentage Distribution of INGOs' Engagement in Fundraising over the Last Twelve Months
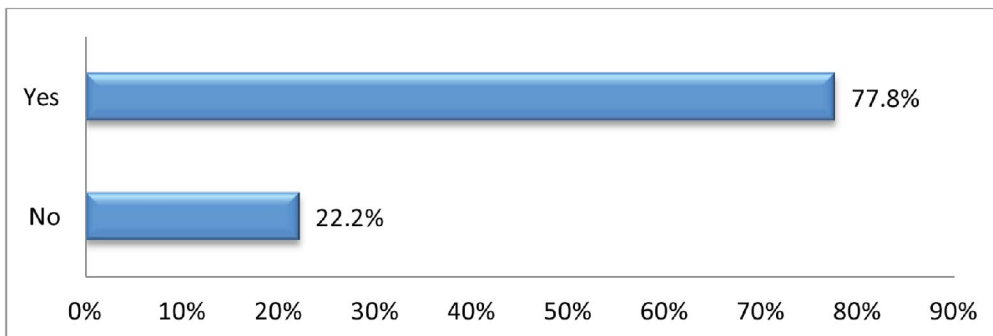
Base Case: 45 INGOs

Chart 34   Percentage Distribution of Types of INGOs' Fundraising Activities over the Last Twelve Months
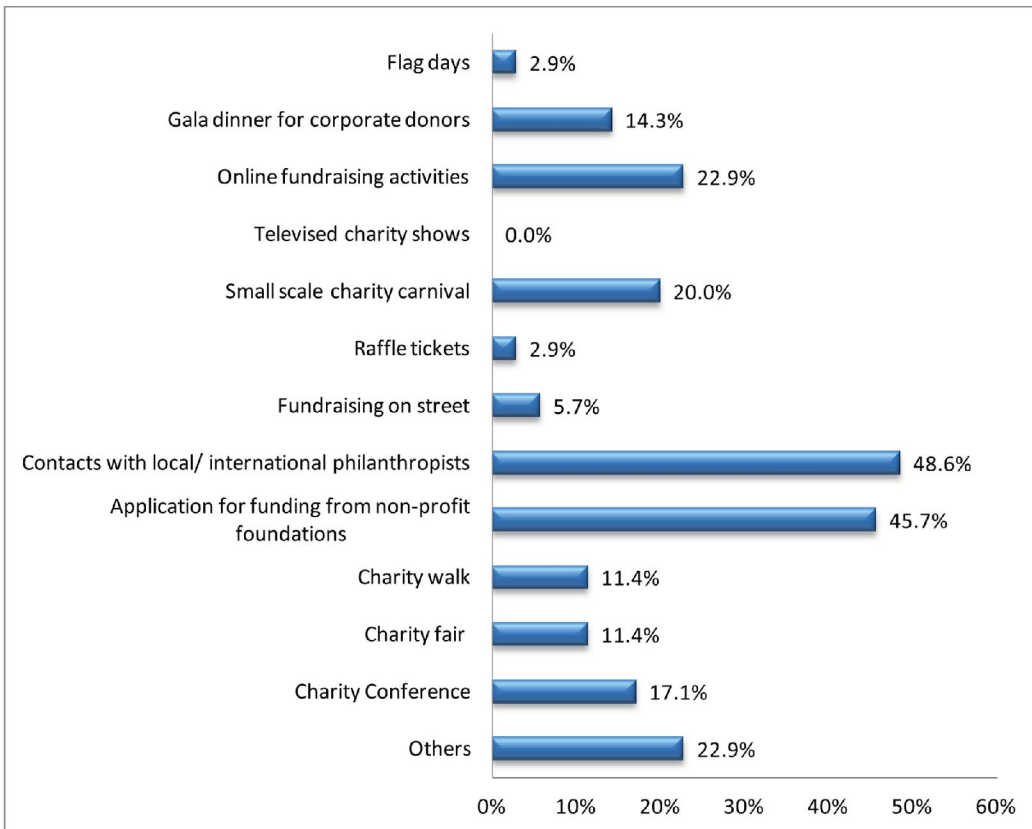
Base cases: 35 INGOs

Chart 35   Percentage Distribution of INGOs Maintaining a List of Regular Donors
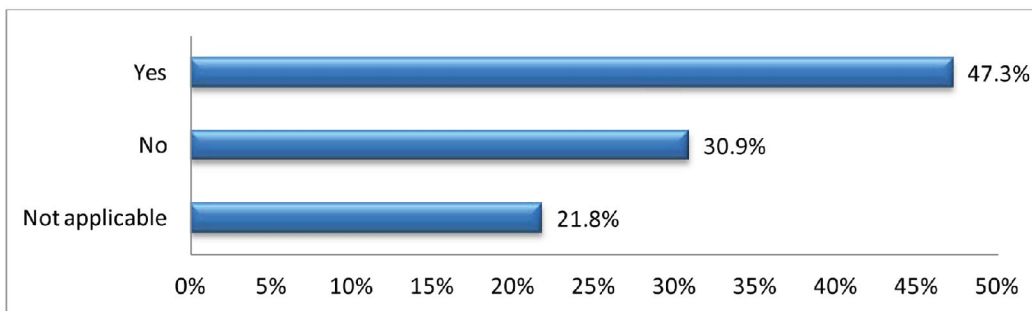
Base cases: 55 INGOs

Little Interest in Advocacy

Most of the INGOs surveyed (69.1 percent) reported that they had not organized or participated in advocacy activities in the past year (Chart 36). Only 9.1 percent regarded advocacy of policies, rights or values as their first priority. As discussed in Chapter 3, most 63.6 percent) of the INGOs surveyed had no staff devoted to advocacy.

Of those INGOs that carried out advocacy work, 9 (16.4 percent) reported that they had held press conferences on a range of issues, including labour, human rights, the socially disadvantaged, and public health. The number of press conferences held by the INGOs over the last 12 months ranged from 1 to 13, and

such press events were attended by up to 1,000 participants. Fewer than 10 percent of the INGOs organized protests, or held petition campaigns on the street or the Internet, or submitted opinions to the government, or formed oppositional groups (Chart 37), and those that did were mostly about human rights issues. The number of advocacy events (other than press conferences) organized ranged from 1 to 7, with attendance of up to 1,000 participants; 8 INGOs (14.6 percent) organized other advocacy activities, such as forums and seminars.

The INGOs surveyed principally relied on electronic means to promote their activities, including advocacy. It is relatively easy for Hong Kong people to participate in advocacy

activities through online means. Online posts on social media or signature campaigns can easily attract thousands of people to share or co-sign, given the relatively free flow of information on the Internet compared to that in Mainland China.

The relatively limited emphasis on advocacy in the international sector was mirrored in the social service sector previously studied by our Centre.[103] In contrast, the non-governmental conservation groups (CG) were comparatively more active in advocating social change, with 44.7 percent of the CGs surveyed considering advocacy of policy, values and rights as their top priority, and 36.8 percent not participating in advocacy work. The CGs also attracted more participation in advocacy; for instance, the number of signatures collected in a CG campaign could range from 8,000 to 12,000.[104]

Chart 36   Percentage Distribution of Advocacy Activity by INGOs over the Last Twelve Months
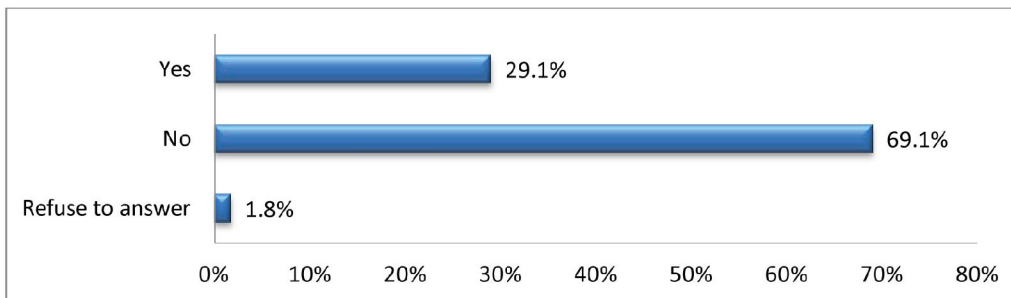
Base cases: 55 INGOs

Chart 37   Percentage Distribution of Type of INGOs' Advocacy Activities over the Last Twelve Months
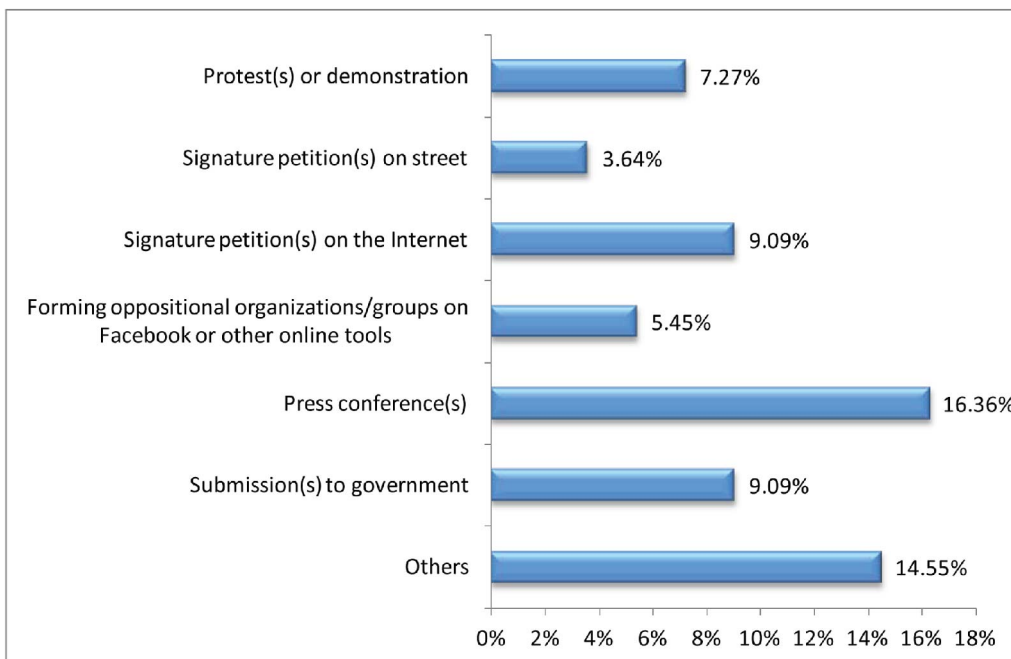
Base cases: 55 INGOs

[103] Centre for Civil Society and Governance, the University of Hong Kong, Serving Alone: *The Social Service Sector in Hong Kong: Annual Report on the Civil Society in Hong Kong*, 2009, 22-23.

[104] Centre for Civil Society and Governance, the University of Hong Kong, T*he Natural and Built Environment Conservation Sector: Annual Report on the Civil Society in Hong Kong*, 2010, 38-40.

Networking Capacity

This section reports on the capacity of INGOs to network and reach out to particular groups. In particular, we discuss the nature and kinds of connections that the INGOs made with the government and policy-makers, the business sector, other NGOs in civil society, and the target communities served by the INGOs.

Largely independent from the government with limited connections

The vast majority of the INGOs surveyed (85.5 percent) considered themselves "autonomous" or "very autonomous" from the government in their routine operations or decision-making process (Chart 38). In the last 5 years, 32.7 percent of the INGOs perceived that the level of trust between the Hong Kong government and themselves remained stable, while 18.2 percent said this had actually improved (Chart 39). Moreover, 34.6 percent of the INGOs perceived that they had a good/very good relationship with government officials in general, while 29.1 percent gave no comment (Chart 40). However, the vast majority (81.1 percent) did not think that they had a role to play in holding the government accountable (Chart 41). About one-third of the INGOs answered "not applicable" when asked about their relationship with the government (32.7 percent). The findings suggest that the international sector did not have much interaction with the government at the policy making level.

This observation is confirmed by our finding that few INGO directors were appointed to governmental advisory committees. We listed all the INGO directors recorded on the INGO websites and the Companies Registry during 2012-13, and mapped these onto eleven government committees that were possibly relevant to the INGO missions. These government committees were: the Commission on Strategic Development, the Central Policy Unit, Consumer Council, Disaster Relief Fund Advisory Committee, Equal Opportunities Commission, Hong Kong Committee for Pacific Economic Cooperation (HKCPEC), Hong Kong-Taiwan Economic and Cultural Cooperation and Promotion Council (ECCPC), Intangible Cultural Heritage Advisory Committee, The Committee on the Promotion of Racial Harmony, Trade and Industry Advisory Board (TIAB), Social Welfare Advisory Committee (SWAC) and Commission on Poverty. Our mapping exercise concluded that out of the 1,140 INGO directors on record, only seven served on four of these advisory committees (Table 1), and among them three were on SWAC.

Beyond advisory committees, the Hong Kong government also seeks advice from INGO directors through informal channels. For instance, the Disaster Relief Fund Advisory Committee communicates with representative INGOs specializing in disaster relief in the event of natural disasters in Asia (see also Chapter 2).[105]

At the working level, INGOs and various government departments have built up collaborative networks on a need basis. According to our in-depth interviews, some INGOs collaborated regularly with the Home Affairs Bureau, Social Welfare Department, Education Bureau, and Lands Department in providing social services and educational programmes.[106]

Chart 38   Percentage Distribution of INGOs' Perceived Independence from Government in Routine Operations or Decision-making
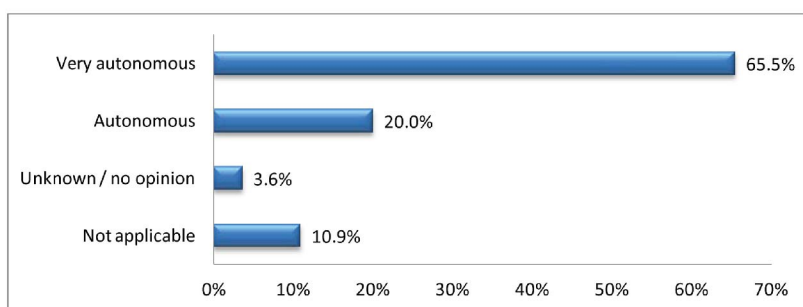
Base cases: 55 INGOs

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[105] Information Services Department of Hong Kong SAR Government, 'Injection to Disaster Relief Fund to facilitate application for grants by relief organisations', accessed 23 June, 2014, http://www.info.gov.hk/gia/general/201311/11/P201311110634.htm.

[106] In-depth interview with an INGO representative in Hong Kong on 30 January, 2013; In-depth interview with an INGO representative in Hong Kong on 11 December, 2013.

Chart 39   Percentage Distribution of INGOs' Perceived Change in Mutual Trust with the HKSAR Government in the Past Five Years

Increased — 18.2%
About the same — 32.7%
Decreased — 5.5%
Unknown / no opinion — 16.4%
Not applicable — 27.3%
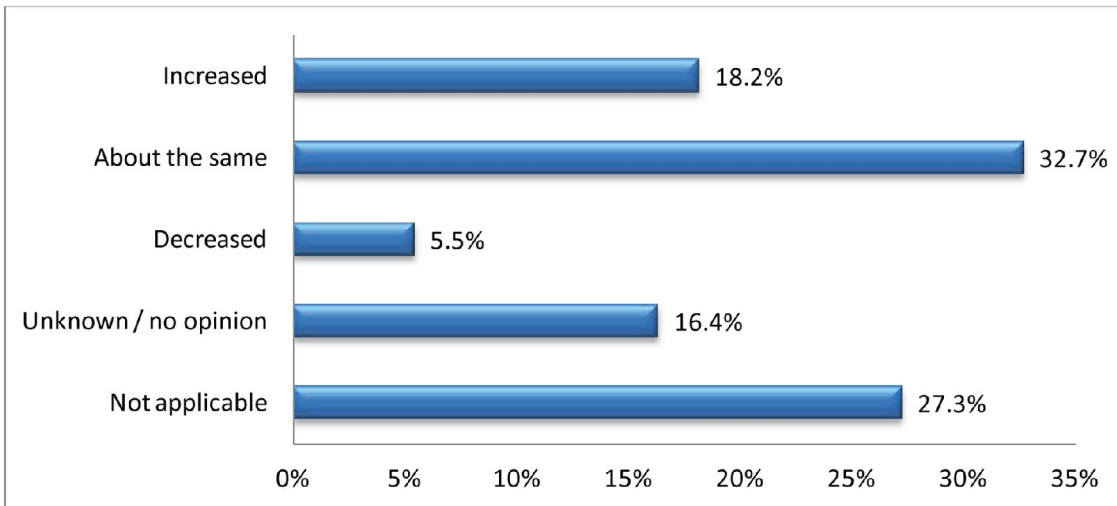
Base cases: 55 INGOs

Chart 40   Percentage Distribution of INGOs' Perceived Relationship with HKSAR Officials

Very good — 16.4%
Good — 18.2%
Neutral — 29.1%
Other comments — 1.8%
Not Applicable — 32.7%
Refuse to answer — 1.8%
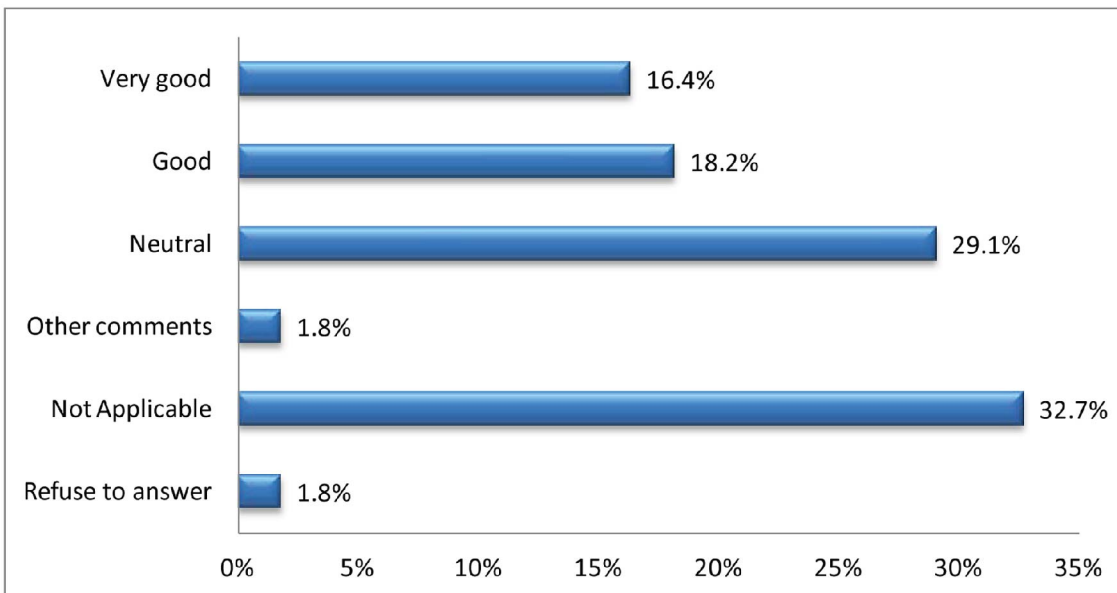
Base cases: 55 INGOs

Chart 41   Percentage Distribution of INGOs' View on Monitoring the HKSAR Government

Yes — 16.4%
No — 81.8%
Refuse to answer — 1.8%
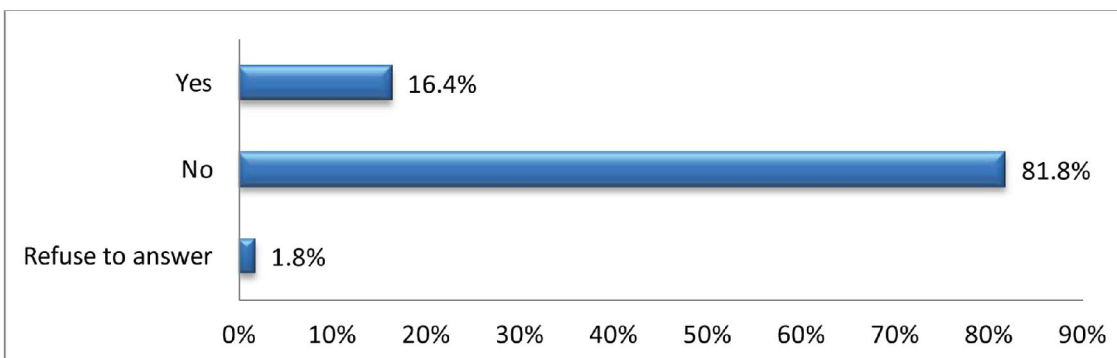
Base cases: 55 INGOs

Table 1   Appointment of INGO Board Directors to Government Committees

Government committees with INGO directors	Number of INGO directors on the committees	Sub-sector to which the directors belong
Commission on Poverty	1	Economic/social development assistance
Commission on Strategic Development, Central Policy Unit	1	Multipurpose
Consumer Council	1	Support, service and standards-setting
Equal Opportunities Commission	1	Economic/social development assistance
Social Welfare Advisory Committee	3	Economic/social development assistance/disaster relief

Peer collaborative network: closer with NGOs in Hong Kong and Mainland China

INGOs develop collaborative networks with other NGOs so as to leverage on each other's capacity to achieve their goals (such as by sharing expertise and manpower, reaching out to target communities and marketing). In the survey, we asked the INGO respondents to provide a list of the NGOs with whom they had collaborated. About half of the INGOs provided us with the names of their partnering NGOs. We analysed the pattern of collaborative networks using network analysis techniques (Graphs 1 and 2). As expected, the INGOs collaborated more with either Hong Kong or China NGOs than NGOs from other parts of the world. The networking pattern is illustrative but probably not a full picture because, due to space constraints on the questionnaire, the INGO survey respondents could only provide names of up to three NGO partners.

Graph 1 illustrates the collaborative network with peer INGOs (red circles) and local NGOs (blue squares). Of the surveyed INGOs, 28 (or 50.9 percent) made regular contact with some 40 other local NGOs, and of them 7 are INGOs based in Hong Kong. The green circles indicate the 4 INGOs which declined to name their local NGO partners. The local partnering NGOs are from the sub-sectors of education, social service, religion, trade unions and rights protection. INGOs collaborate, as expected, with other INGOs of the same or closely related sub-sectors, namely human rights, international disaster relief and social development. The two bigger clusters of INGOs-NGOs in Graph 1 represent two collaborative networks forged by two Christian NGOs.

Graph 1   Collaborative Network of INGOs in Hong Kong
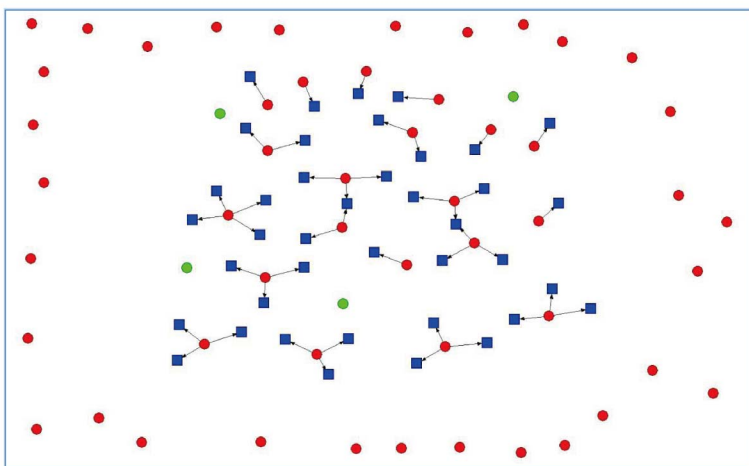
28 cases have local partners in Hong Kong, 4 declined to name partners

Graph 2 illustrates the collaborative networks between INGOs in Hong Kong (red and green circles) and NGOs in China (dark blue and light blue squares). Just under half of the INGOs surveyed (27, or 49.1 percent) reported having regular contact with NGOs in Chinese provinces and cities such as Guangdong, Guangxi, Shandong, Beijing, etc., though 5 of the INGOs (green circular nodes) declined to reveal the names of their Mainland NGO partners.[107] The Mainland NGOs are from the subsectors of education, social services, rights protection and cultural exchange. The dark blue squares represent those Mainland NGOs working at the sub-national level. The two bigger light blue squares are nationwide Mainland NGOs established under the auspices of the Chinese government to promote charity work and provide a platform for the exchange of experiences and information for Chinese NGOs. The pink circular nodes represent International NGOs working nationwide in China. All these INGOs in China have counterparts operating in Hong Kong. The largest cluster in Graph 2 shows a network of a large China-based International NGO (in the field of disaster relief, with a history of over 100 years in China).

INGOs in Hong Kong are relatively less connected with NGOs outside Hong Kong and China. Of the respondents, 21 (or 38.2 percent) indicated that they had regular contact with overseas NGOs other than their international headquarters or associated organizations. Of the 33 overseas NGOs identified by the respondents, at least 10 (or 30.3 percent) were associated with religious institutions. Only 12 (or 21.8 percent) of the INGOs said they regularly approached inter-governmental organizations. Of the few inter-governmental organizations cited by the INGOs surveyed, the United Nations and its agencies were most often the target of contact. Using network analysis, we found that the geographical focus that the INGOs reported in Chapter 3 corresponded to the numbers and locations of NGO connections with whom INGOs in Hong Kong maintained contact.

For the purpose of organizing events and programmes, 58.2 percent of the INGOs preferred occasional collaboration, while 32.7 percent of them chose to forge a regular partnership. Meanwhile, the relations between INGOs in Hong Kong did not seem to be tainted by resource constraints as only 25.5 percent of the INGOs considered they competed with each other for resources (Chart 42).

Graph 2   Collaborative Network between INGOs in Hong Kong and NGOs in China
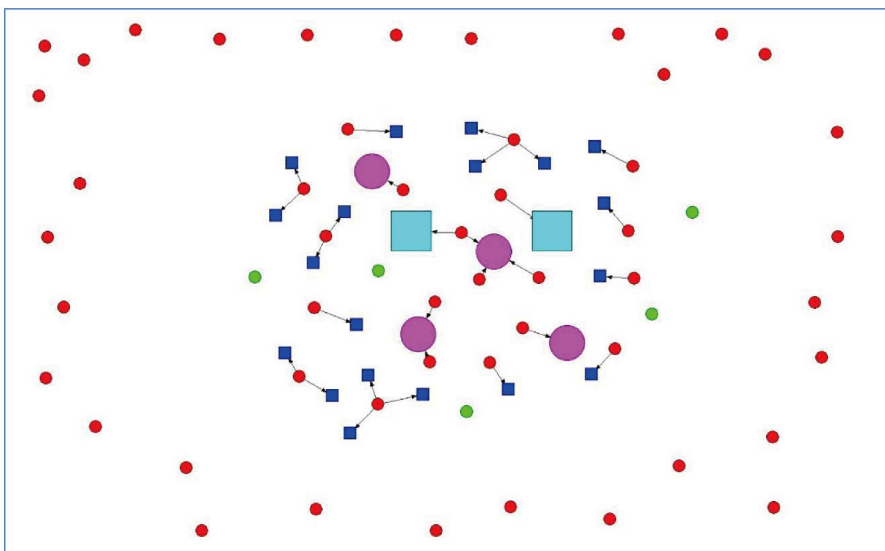
26 cases have partners in Mainland China, 5 did not provide names

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[107] NGOs in China do not fit the definition of NGOs stated in the first chapter of this Report; they are supervised by Chinese government officials to varying degrees. For reference, see Carolyn Hsu, 'Beyond Civil Society: An Organizational Perspective on State-NGO Relations in the People's Republic of China', *Journal of Civil Society*, 6, 3 (December 2010): 259-277.

Chart 42   Percentage Distribution of INGOs' Connections with Other Non-profit Organizations

In addition to our overseas headquarters or chapter, we have regular contact with international non-profit organizations/groups outside Hong Kong — 38.2%

We have regular contact with intergovernmental organizations — 21.8%

We have regular contact with non-profit organizations/groups in Mainland China — 47.3%

We have regular contact with other non-profit organizations/groups in Hong Kong — 50.9%

We have regular collaboration with other non-profit organizations/groups in organizing our events and programmes — 32.7%

We have occasional collaboration with other non-profit organizations/groups in organizing our events and programmes — 58.2%

We compete with other non-profit organizations/groups on securing resources (financial or manpower) — 25.5%

0%   10%   20%   30%   40%   50%   60%   70%

Base cases: 55 INGOs

Limited sharing of expertise across INGOs' boards

An interlocking directorate occurs when a number and pattern of persons sit on multiple boards of directors of organizations in the same sector. Analysis of the interlocking directorate tells us the degree and pattern of cooperation among the INGOs at the level of strategic decision-making, and therefore as a component in capacity building. We matched the information on 1,140 board members from 174 INGOs available on their websites and the Companies Registry. Our analysis revealed that the interlocking directorate among INGOs is not significant in Hong Kong. Of the INGOs surveyed, 24 (13.8 percent) had directors sitting on other INGO boards, including INGOs sharing similar names.[108] If we exclude the interlocking directors of the two INGOs sharing a similar name, only 14 directors served on more than one INGO board. Of them, 11 persons served on two boards, 2 served on three and 1 served on four boards. Of the interlocking directors, 10 (71.4 percent) sat on INGO boards of the same sub-sector.

Good relationship with the business sector

Establishing a relationship with the business sector benefits INGOs in building their capacity to achieve their goals, particularly in resource acquisition or volunteer recruitment. Half of the 55 INGOs surveyed (28, 50.9 percent) reported that they had some kind of cooperation with the business sector in the past year (Chart 43). Among them, 18 INGOs raised funds or solicited donations or sponsorship from companies. 11 INGOs had joint projects with the business sector, and 9 INGOs recruited volunteers from the business sector (Chart 44). Only 12 INGOs maintained a record of regular business donors (Chart 45). The number of business donors on their lists showed a remarkable range from 1 to 2,500, which probably reflects the high degree of inequality between INGOs in acquiring connections with and support from the business sector.

The INGOs generally viewed their relationship with the business sector in a positive light in the survey. The majority of the 41 respondents perceived that business companies held a supportive attitude towards their work either with donations (46.3 percent) or in name (14.6 percent) (Chart 47). The vast majority of the 55 INGOs (83.6 percent) did not find it necessary to monitor the business sector (Chart 46). Meanwhile, 24 INGOs of the 40 respondents considered their relationship with the business sector had not changed in the past 5 years, while 12 INGOs perceived an improving relationship (Chart 48).

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[108] We identified 24 INGOs which were connected with each other by an interlocking directorship. The percentage of interlocking directorships was calculated using the names of the board of directors of 174 INGOs (80.9 percent of the whole international sector) and 1,140 individuals identified as serving on the boards at the time of our research.

Chart 43   Percentage Distribution of INGOs' Cooperation with the Business Sector in the Last Year

Yes — 50.9%
No — 47.3%
Refuse to answer — 1.8%
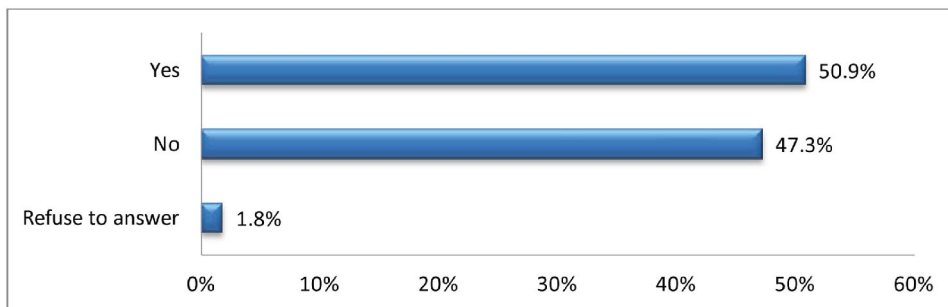
Base cases: 55 INGOs

Chart 44   Percentage Distribution of INGOs' Cause for Cooperating with the Business Sector in the Last Year

Fundraising, donation or sponsorship — 64.3%
Advocacy — 7.1%
Recruitment of volunteers from business companies — 32.1%
Joint projects — 39.3%
Setting up social enterprises — 17.9%
Other collaboration — 17.9%
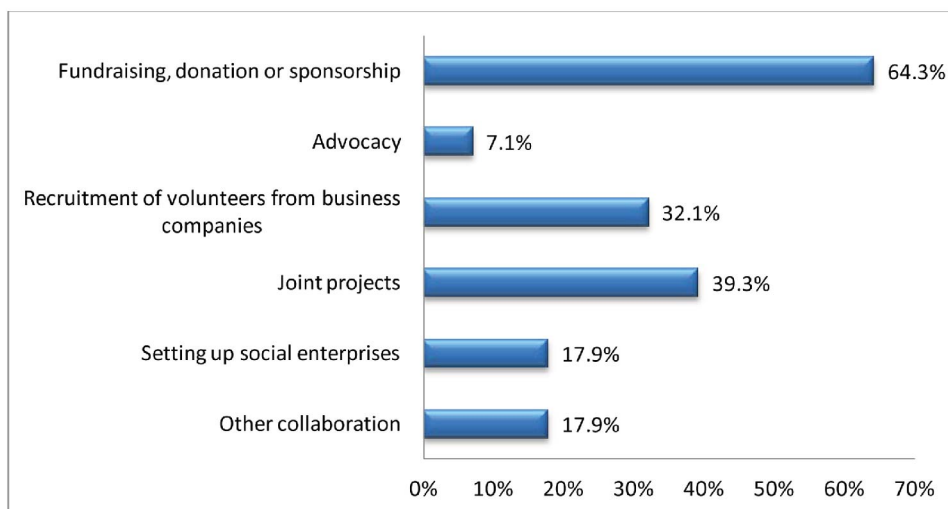
Base cases: 28 INGOs

Chart 45   Percentage Distribution of INGOs' List of Companies as Regular Donors

Yes — 30.9%
No — 67.3%
Refuse to answer — 1.8%
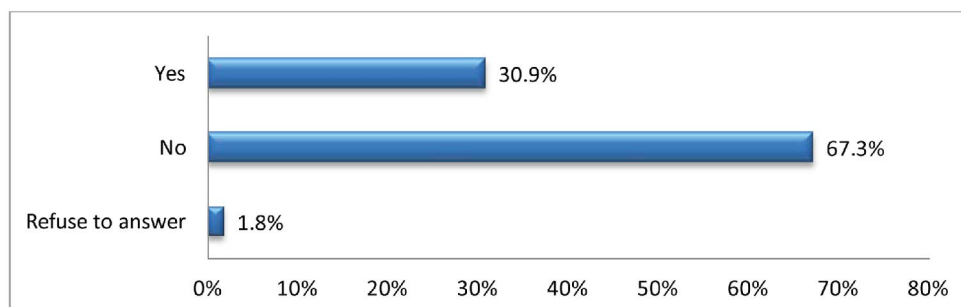
Base cases: 55 INGOs

Chart 46   Percentage Distribution of INGOs' View on Monitoring Business

Yes — 14.5%
No — 83.6%
Refuse to answer — 1.8%
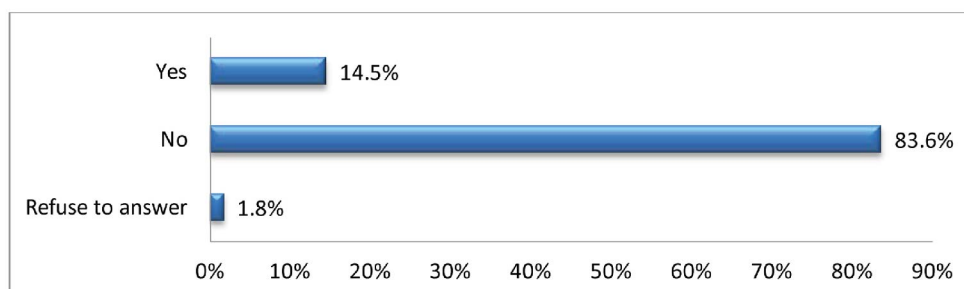
Base cases: 55 INGOs

Chart 47   Percentage Distribution of INGOs' Perception of the Business Sector's Attitude towards Their Organization

Supportive with concrete action and willingness to donate — 46.3%
Supportive in name only — 14.6%
Indifferent — 26.8%
Not supportive — 2.4%
Hostile — 4.9%
Other comments — 24.4%
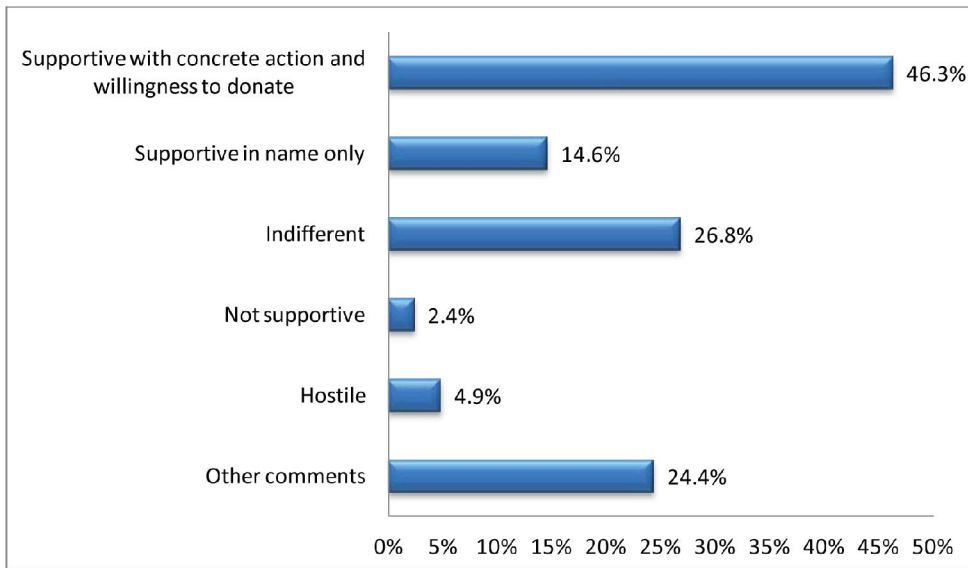
Base cases: 41 INGOs

Chart 48   Percentage Distribution of INGOs' Perception of the Business Sector's Change in General Attitude in the Last Five Years

Improved — 30.0%
About the same — 60.0%
Deteriorated — 7.5%
Refuse to answer — 2.5%
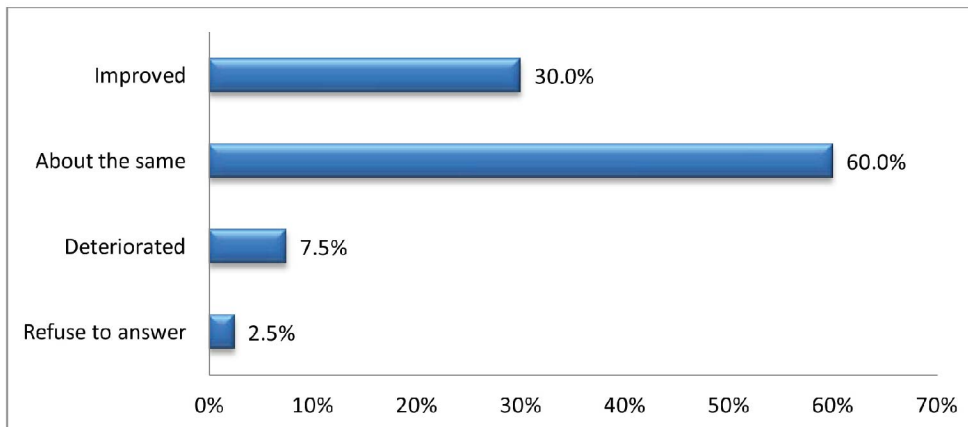
Base cases: 40 INGOs

Marketing Capacity: Reaching Out to Clients and Wider Community

Expanding visibility and reputation through electronic means

INGOs need to develop their marketing capacity to make them better known to clients and the general public, especially in the face of the current shift in funding sources from the government sector to other sectors. Almost all the INGOs surveyed promoted themselves through various channels, apart from 3 (5.45 percent) which did not promote any activity. INGOs promoted themselves principally through low-cost electronic means and personal networks. Email and mobile phone messages were the primary channel for 16 INGOs (30.8 percent), 15 INGOs (28.9 percent) utilized their membership network, and 11 (21.2 percent) took advantage of online social networking tools. The secondary channels favoured by INGOs were also electronic. Use of the mass media (the press, radio and television) was reported by only a small fraction of the sector, while street promotions were utilised by none (Chart 49). These digital means were considered to be effective or very effective for promotional purposes by 39 INGOs (84.7 percent) (Chart 27).

Chart 49   Percentage Distribution of INGOs' Channel(s) for Promoting Activity
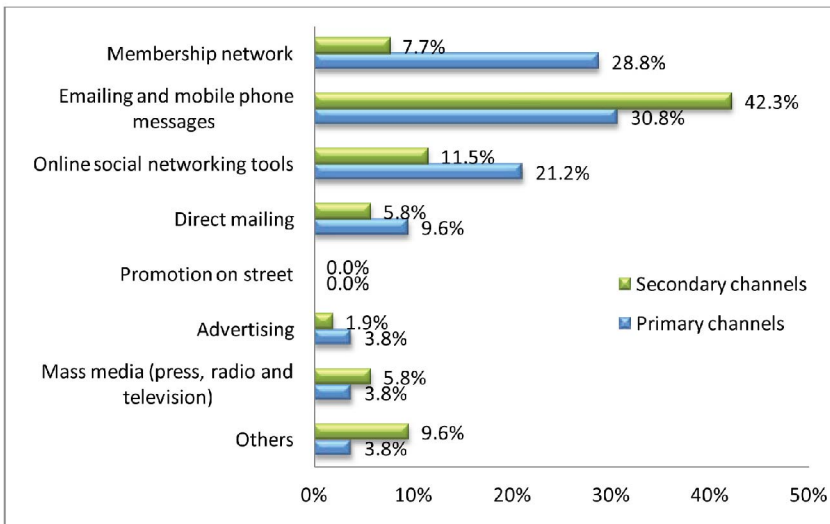
Base cases: 52 INGOs (multiple answers are allowed and thus the percentage total on the chart may exceed 100 percent)

The majority of INGOs surveyed (38, 69.1 percent) chose at least one channel to convey messages to the general public, 21 INGOs (55.3 percent) used websites, email and social media, while 7 INGOs (18.4 percent) issued printed materials or publications. Of secondary importance for 13 INGOs (34.2%) were printed materials, while 9 INGOs (23.7 percent) spread their news through events and activities (Chart 50).

INGOs made greater efforts in communicating with their target communities. Channels used by INGOs to make contact with the target communities were diverse but similar to those used to promote activities. Low-cost online means and personal communication prevailed as their favoured choices. For the primary channels, 19 INGOs (36.5 percent) utilized websites, email, social media and face-to-face communication, while 10 (19.2 percent) chose

to make the target communities familiar with their work through events and activities. Meanwhile, 11 INGOs (21.2 percent) opted for publications and printed materials, events and activities in addition to online means as their secondary channels for the task (Chart 51).

The number of events/programmes and participants reflects the capacity of the INGOs to stay in touch with service recipients and the general public. Of the INGOs surveyed, 61.8 percent had organized fewer than 10 events/programmes for the target communities, while 18.2 percent had organized over 20 events/programmes in the past year (Chart 52). Attendance varied from 32.7 percent which had over 2,000 persons participating in the events/programmes, to 30.9 percent which had 1 to 500 persons participating over the last 12 months (Chart 53).

Chart 50   Percentage Distribution of INGOs' Public Communications Channels
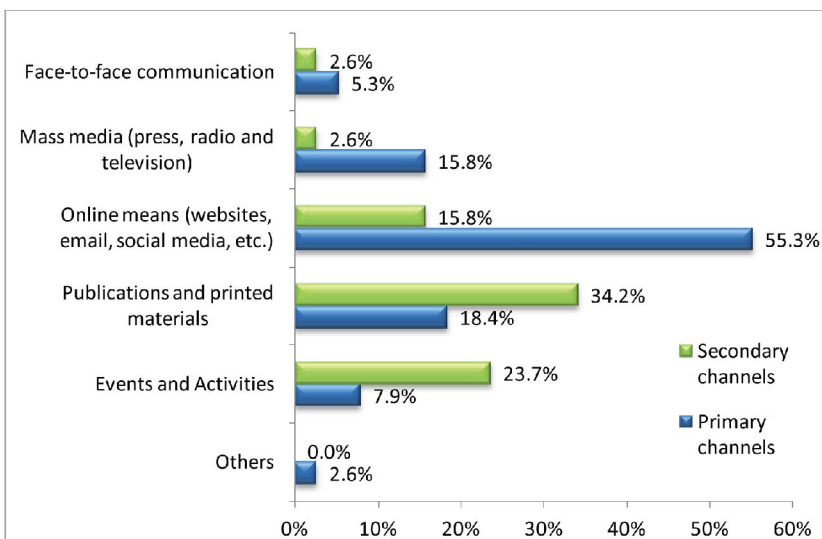
Base cases: 38 INGOs (multiple answers were permissible and percentages on the chart may exceed 100 percent)

Chart 51   Percentage Distribution of INGOs' Communications Channels with Target Community
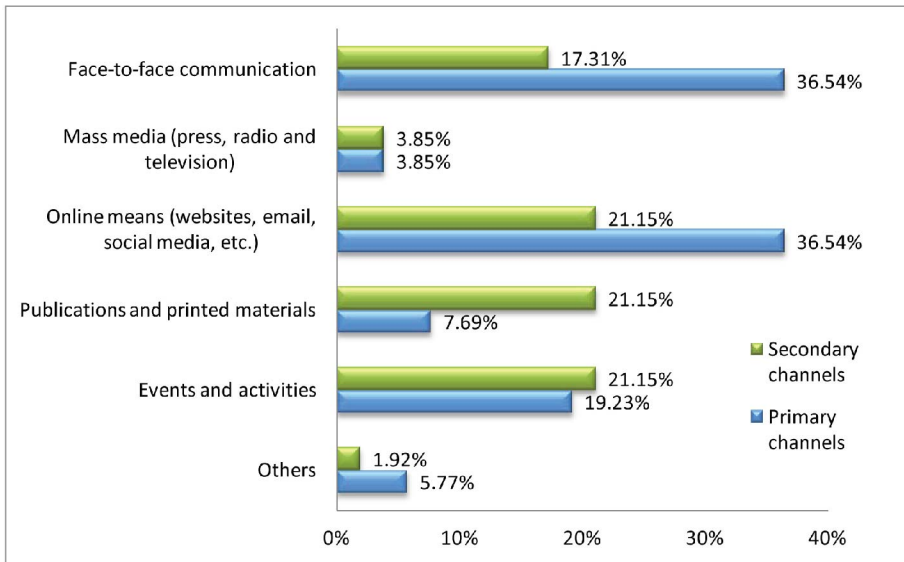
Base cases: 52 INGOs (multiple answers were allowed and percentages on the chart may exceed 100 percent)

Chart 52   Percentage Distribution of INGOs' Number of Programmes/Projects/Events in the Past Twelve Months
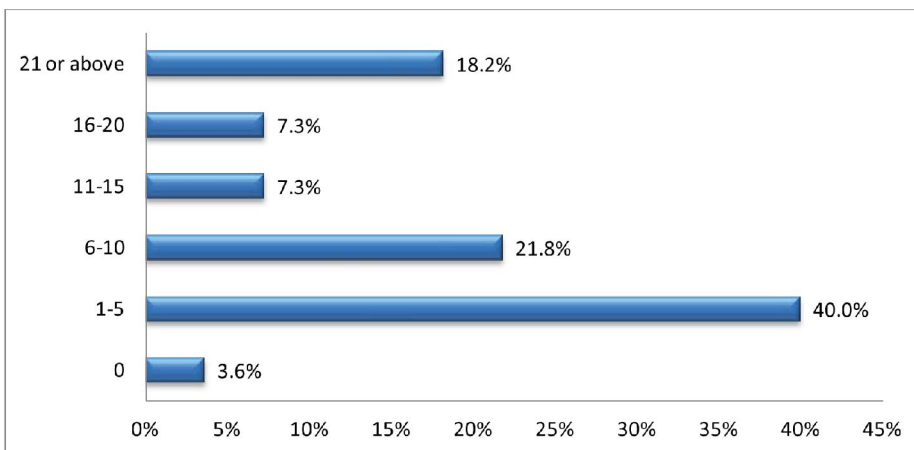
Base cases: 55 INGOs

Chart 53   Percentage Distribution of Number of Service Recipients or Participants in Programmes/Projects/Events Organized by INGOs in the Past Twelve Months
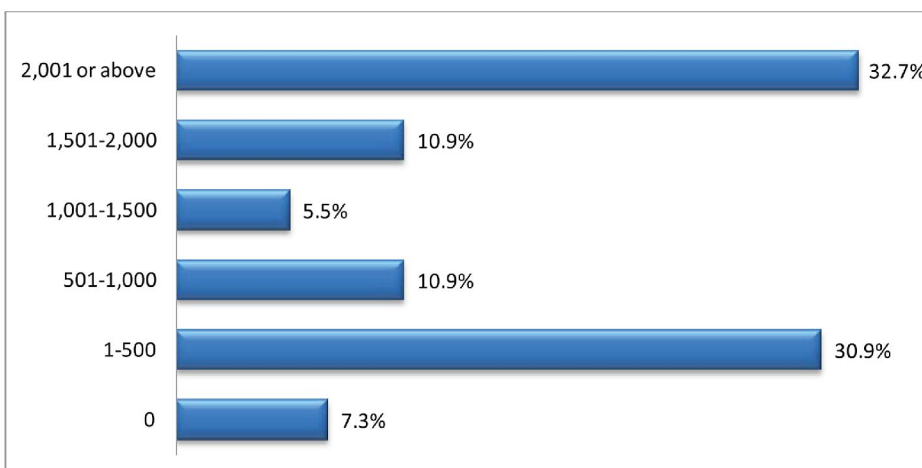
Base cases: 55 INGOs

5

CONCLUSION: HONG KONG AS A GATEWAY TO ASIA FOR INGOS

INGOs have a prominent presence in Hong Kong and have grown in number significantly in the last two decades. According to the data we have compiled, there are currently 215 INGOs that have set up offices in Hong Kong, of which 150 were established after 1997. Of those 150 INGOs, 92 are transnational and 58 are cross-boundary in nature. As far as their primary mission is concerned, 38.1 percent of the INGOs were established for 'economic/social development assistance', 17.2 percent were for 'exchange, friendship and cultural programmes', and 14.9 percent are for 'disaster relief'. Also, our survey indicates that for 36.4 percent of the INGOs, their primary function is related to projects outside Hong Kong, with Mainland China and Asia being their targeted places. All these show that Hong Kong serves as a gateway through which INGOs may carry out development projects in the Asian region.

Aside from being Asia's travel and information hub, our data reveal two other favourable conditions possessed by Hong Kong: a predictable and well-functioning regulatory environment and ease of fundraising. Freedom of association means that NGOs of various missions can set up their offices in Hong Kong without undue government intervention. Many INGO directors we interviewed regarded Hong Kong as an ideal base from which to raise funds from both individual and corporate donors, thanks to the generosity of local residents and a high concentration of multinational corporations and local businesses. The registration of most INGOs under the Companies Ordinance and the Inland Revenue Ordinance means that they have to comply with the latter's organizational and financial regulatory framework, thus also offering some level of transparency and public accountability and hence confidence to donors.

Our study has also provided data on the various means which define the capacity of the international sector:

Human resources capacity –
63.5 percent of the 55 surveyed INGOs hired one or more full-time staff. The average number of full-time staff was between 6 and 7, part-time staff was between 1 and 2, and temporary staff was between 7 and 8. Staff devoted their time to advocacy or research-related work in 36.4 percent of the INGOs. Manpower was considered just adequate or adequate by 60.0 percent of our respondents, while 70.1 percent agreed that their employees received just adequate or adequate professional training.

Of the INGOs, 78.2 percent of them had either full- or part-time volunteers participating in their work in the last 12 months. There is a great variation in the number of volunteers, from fewer than 10 to more than 3,000 part-time volunteers. The number of volunteers was considered to be just adequate or adequate to deliver their missions by 52.7 percent of them, while 30.9 percent found that it was inadequate or seriously inadequate.

Our observation is that INGOs in Hong Kong tend to run small offices with a limited number of full-time staff and volunteers. Manpower shortages are not uncommon, especially when it comes to volunteers. Most of the INGOs have no staff devoted to advocacy or research-related work except for a limited number focusing on human rights issues.

Operations and governance capacity –
The vast majority of the 215 INGOs are registered under the Companies Ordinance as either company limited by guarantee (79.1 percent) or other types of companies (8.37 percent). Some (5.12 percent) indicated they were registered as societies. The majority of the INGOs (88.3 percent) enjoy tax-exempt status through being enlisted as charitable organizations under Section 88 of the Inland Revenue Ordinance. The fact that most of them are registered under the Companies Ordinance and enjoy tax-exempt status under the Inland Revenue Ordinance means that they are subject to the regulatory requirements of these two ordinances.

Of the 55 surveyed INGOs, 89.1 percent had a formal board of directors for their office in Hong Kong, while 3.6 percent shared a board with their overseas headquarters. Most (65.4 percent) met at least once every 6 months; 28.6 percent had at least 3 committees under the board. Public accountability is attained through one or more mechanisms: regular meetings for members (90.0 percent), annual reports (72.4 percent), publishing reports on issues (69.0 percent) and regular newsletters (79.3 percent) and email correspondences (75.9 percent).

In short, our survey shows that the overwhelming majority of INGO offices in Hong Kong have a formal governance structure and have in place a set of public accountability mechanisms.

Financial resources capacity –
In the year 2013, the international sector (166 INGOs) generated an annual income of at least HK$ 4.67 billion. Around half (51.2 percent) had a yearly income below HK$1 million, though 5.42 percent of them enjoyed an average yearly income of HK$ 418 million, which represents 80.4 percent of the yearly income of the whole sector. On the other hand, 12.7 percent of them only secured an average yearly incomeof HK$534 for their operations.

Just over half (56.7 percent) of the total income of the INGOs derived from 'private donation and fundraising' from the business sector and individuals, followed by 'government funding' (23.1 percent). Around two-thirds (63.6 percent) of the survey respondents considered that they had adequate financial resources to fulfil the missions and objectives of their organizations in the last financial year.

In sum, the sector is characterized by a few large organizations and a large number of small organizations. This phenomenon of a few prominent INGOs obtaining most of the sector's income seems to be consistent with the international trend.

Information technology capacity –
Websites were popular, with 92.7 percent of the INGOs surveyed maintaining a website of their own organization; 56.9 percent updated their websites on a regular basis. Digital means were used to promote programmes and activities by 93.5 percent, but less than half used them to organize other activities such as fundraising, recruitment or mobilization of members or volunteers, advocacy, etc. We perceive that most INGOs have not fully exploited the potential of information technology in advancing their organizational activities and goals.

Programme and planning capacity –
69.1 percent of the INGO respondents said they had a mechanism in place to evaluate the effectiveness of their programmes regarding output and impact. The major feedback mechanisms are discussing programmes with partnering organizations (74.5 percent) and directly consulting the stakeholders (67.3 percent). Most of the surveyed INGOs (92.7 percent) believed that they had successfully achieved their respective missions, while 94.5 percent agreed that they had maintained good service quality. We are satisfied that most INGOs have some sort of mechanism in place for obtaining feedback from stakeholders, evaluating their performance and maintaining their service quality. However, it is unclear how vigorous the evaluation methods are and how sophisticated the performance measurement tools are.

Networking and advocacy capacity –
As discussed in Chapter 3, the international sector in Hong Kong relies heavily on fundraising from the public and the business sector. The survey shows that the most commonly used means are: approaching local or international philanthropists for funding (48.6 percent), applying for funding from foundations (45.7 percent), and

appealing to donors through the Internet (22.9 percent). Just under half (47.3 percent) maintained a list of regular donors; fundraising is achieved for 47.8 percent through using electronic means (the Internet, mobile phone or other digital means).

Most of the INGOs surveyed (69.1 percent) reported that they had not organized or participated in advocacy activities in the past year. For those who had, this was mainly confined to press conferences, forums and seminars. Fewer than 10 percent organized protests, petition campaigns on the street or the Internet, submitted opinions to the government, or formed oppositional groups.

Thus, while the INGO offices raise funds in Hong Kong, they are not active in advocacy, still less in provocative forms of activism. The relative lack of interest in advocacy could be related to the fact that their focus is not on local issues, that the Hong Kong government is not their primary official target for lobbying activities, or that advocacy is not the mission of the offices in Hong Kong. The need to comply with the requirement of the Inland Revenue Ordinance for maintaining the status of a charity may also have a prohibitive effect on advocacy activities, since advocacy may not be considered activity of a charitable nature under Common Law.

Marketing capacity –
All but three of the INGOs surveyed have promoted themselves through various channels. The most common methods used are emailing and mobile phone messages, using their membership network, and utilising online social networking tools. These are viewed as effective or very effective promotional tools by 84.7 percent of them. Most of them (61.8 percent) have organized events or programmes for the target communities. These findings show that the INGOs have the capacity to reach out to their clients and the wider community. Specifically, electronic means are among the most commonly used methods to promote their work and expand their public visibility.

A typical INGO in Hong Kong could thus be described as follows. It would have a full-time staff of 6-7 people and a yearly income below one million Hong Kong dollars. Its main focus would be the delivery of service outside Hong Kong. It would not be active in delivering service or advocacy work for the local community. It would have a formal governance structure, have in place a set of public accountability mechanisms and mechanisms for obtaining feedback from stakeholders, evaluating their performance and maintaining their service quality. It would be well connected with the business sector but have little interaction with the government. Information technology would be used to a limited extent, mainly for promoting the organization and its activities.

To conclude, the prominent presence of INGOs in Hong Kong is closely related to its geographical location and political and economic setting. Historically, Hong Kong has received successive waves of migrants and refugees from Mainland China, which attracted many INGOs to Hong Kong for relief work. As a convenient travel hub situated at the heart of Asia, it serves as an ideal location for INGOs to carry out development projects in many developing countries in the region. The entrenchment of the rule of law ensures protection of civil liberties and provides a favourable legal environment for NGOs. Last but not least, Hong Kong's status as a global city provides various infrastructures enabling information exchange, networking and fundraising. At the same time, we perceive INGOs as valuable to Hong Kong in fostering global citizenship and providing platform for international exchanges in ideas, knowledge and practices on multiple fronts, all of which are pertinent to the characteristics of a truly global city.

APPENDICES AND
REFERENCES

Appendix A
International Classification of Non-profit Organizations (ICNPO)

1. ***Culture and Recreation***
   A. Culture and Arts
   B. Recreation
   C. Service Clubs

2. ***Education and Research***
   A. Primary and Secondary Education
   B. Higher Education
   C. Other Education
   D. Research

3. ***Health***
   A. Hospitals and Rehabilitation
   B. Nursing Homes
   C. Mental Health and Crisis Intervention
   D. Other Health Services

4. ***Social Services***
   A. Social Services
   B. Emergency and Relief
   C. Income Support and Maintenance

5. ***Environment***
   A. Environment
   B. Animals

6. ***Development and Housing***
   A. Economic, Social and Community Development
   B. Housing
   C. Employment and Training

7. ***Law, Advocacy and Politics***
   A. Civic and Advocacy Organizations
   B. Law and Legal Services
   C. Political Organizations

8. ***Philanthropic Intermediaries and Voluntarism Promotion***
   A. Philanthropic Intermediaries

9. ***International***
   A. International Activities

10. ***Religion***
    A. Religious Congregations and Associations

11. ***Business and Professional Associations, and Unions***
    A. Business and Professional Associations, and Unions

12. ***Not Elsewhere Classified***

Civil Society Survey on
International and Cross-boundary Non-governmental Organizations

We are grateful for your help in providing information for this survey. This survey aims at understanding the current situation and development of **international and cross-boundary non-governmental organization which have a base in Hong Kong**. In the questionnaire, all questions are referred to the Hong Kong office of your organization/group only. All the information provided here is kept confidential and is solely for research purposes. Information of individual organizations/groups will not be disclosed in our research publications. Thank you again for your help and contribution.

A.   Organizational Purpose and Service Targets

1   Under what legislation is your organization/group registered in Hong Kong? (May choose more than one)

(1)☐   Companies Ordinance

(3)☐   A specific legislation to establish your organization/group as a statutory body

(2)☐   Registered as company limited by guarantee under Companies Ordinance

(4)☐   Societies Ordinance

(5)☐   Others, please specify:
_____

(6)☐   If your organization/group did not register by the above ways, please describe your organization's/group's current status, e.g. an informal group, a network organized through online or other means, a loose alliance of various groups:

_____
_____

2.   In what year was your organization/group in Hong Kong established?
Year: _____

3.   Your organization/group is: (please choose one only)

(1) ☐   an international/ cross-boundary organization or group with the headquarters based in Hong Kong

(2) ☐   a Hong Kong branch, chapter, subsidiary, or affiliated member of any international organization/group

(3) ☐   others, please specify: _____

4. What is/are the primary mission(s) for your organization/group? (Please choose the most approximate one and may choose more than one)

i)   ☐ Exchange / friendship / cultural programmes
ii)   ☐ Economic/social development assistance
iii)   ☐ Disaster and relief
iv)   ☐ International human rights and peace
v)   ☐ Support, service & standards-setting
vi)   ☐ Others, please specify:_____

5. Our organization/group serves the communities in the following geographical areas: (please skip the ones that do not apply)

	Geographical areas of concern	Percentage of services /activities / programmes for the communities in the area (%)
1.	Hong Kong	
2.	Mainland China	
3.	East Asia (excluding Mainland China)	
4.	Southeast Asia and Macau (excluding Hong Kong)	
5.	South Asia	
6.	Africa	
7.	Outside Asia and Africa, please specify:_____	
8.	Cannot be identified	
		Total: 100%

6. Please rank the major areas of activities of your organization/group in order of priority. (Please fill in the number, "1" is the most important and skip the ones that do not apply.)

Rank

(1) (   )   Service delivery, please specify: _____

(2) (   )   Policy advocacy, please specify:_____

(3) (   )   Advocacy of certain rights, please specify:_____

(4) (   )   Advocacy of certain values, please specify:_____

(5) (   )   Monitoring government, please specify:_____

(6) (   )   Monitoring business, please specify:_____

(7) (   )   Community-building, please specify:_____

(8) (   )   Religious, please specify what religion:_____

(9) (   )   Public Education, please specify: _____

(10) (   )   Others, please specify:_____

7. Please rank the focus/foci of your organization's /group's office in Hong Kong. (Please fill in the number, "1"is the most important and skip the ones that do not apply.)

Rank
(1)   (   )   Strategic planning
(2)   (   )   Fundraising
(3)   (   )   Coordinating or carrying out operations/ projects outside Hong Kong
(4)   (   )   Carrying out operations/ projects in Hong Kong
(5)   (   )   Others, please specify: _____

B. Internal Organization of the Hong Kong Office

8. How many paid employees have worked for the Hong Kong Office of your organization/group in the last 12 months? (If the number of employees fluctuated during the period, please indicate the range.)
(1)☐   Full-time, total no.: _____
(2)☐   Part-time (regular) , total no.:_____
(3)☐   Temporary / project employees, total no.:_____

9. Does your organization/group have any difficulty in recruiting/retaining staff?
(1) ☐ Yes
(2) ☐ No

10. Does your organization/group have any staff devoted to advocacy and related research work? What is the percentage of man hours per month devoted to advocacy work duties in your organization/group?

(1) ☐   Yes (please fill out the information in (i)-(iv)):

	On average, percentage of monthly man hours
(i) full-time advocacy and related research staff	_____%
(ii) part-time advocacy and related research staff	_____%
(iii) hired external consultants	_____%
(iv) volunteers working on advocacy and related research	_____%

(2) ☐   No staff specifically working on advocacy and research

(3) ☐   Not applicable, advocacy is not a purpose of our organization/group

11. Do you have a Board of Directors in the Hong Kong office?

(1)☐   Yes, number of Directors on the Board:_____
(2)☐   No, but we share a Board of Directors with the overseas headquarters
(3)☐   No, we do not have a Board of Directors **(Please go to Question 14)**

12. How often are Board meetings held in your organization/group each year?
(1)☐ Never   (4)☐ Quarterly
(2)☐ Once a year   (5)☐ Every month
(3)☐ Twice a year   (6)☐ Other, please specify: _____

13. How many committees are formed under the Board in your organization/group?

    (1)☐   0   (4)☐   3

    (2)☐   1   (5)☐   More than 3, please specify:_____

    (3)☐   2

14. Does your organization/group have a membership system?

    (1)☐   Yes   (2)☐   No, our organization/group does not have a membership system **(please go to Question 17)**

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a) (1) ☐ Individual membership

How many individual members **(from Hong Kong only)** are there in your organization/group?

(i)	☐ < 10	(v)	☐ 101 - 500
(ii)	☐ 11-30	(vi)	☐ > 500 please specify: _____
(iii)	☐ 31-50		
(iv)	☐ 51-100		

(2) ☐ We do not have individual members

b) (1) ☐ Corporate membership

How many corporate members **(from Hong Kong only)** are there in your organization/group?

(i)	☐ < 10	(v)	☐ 101 - 500
(ii)	☐ 11-30	(vi)	☐ > 500 please specify: _____
(iii)	☐ 31-50		
(iv)	☐ 51-100		

(2) ☐ We do not have corporate members

15a. Does your organization/group hold regular meetings for members?

    (1) ☐ Yes   (2) ☐ No

15b. Does your organization/group provide any of the following to members?
(May choose more than one)

    (1)☐   Annual reports   (4)☐   Emails

    (2)☐   Reports on issues   (5)☐   Other means of communication

    (3)☐   Regular newsletters or updates

16. Does your organization/group recruit new members?

    (1) ☐ Yes, how?   (2) ☐ No, our organization/group

       (may choose more than one)   does not recruit new members

(i)	☐ Referral by existing members
(ii)	☐ Membership drives through mass media (press, TV, radio, etc.)
(iii)	☐ Membership drives through online means (websites, social media, etc.)
(iv)	☐ Other, please specify: _____

C. Strategic Planning

17. Does your organization/group have a mechanism to evaluate programme effectiveness (including output and impact)?
    (1) ☐ Yes   (2) ☐ No

18. How does your organization/group find out the needs of the target community(ies) you serve? (May choose more than one)
    (i)   ☐ Discussion with partnering organizations
    (ii)   ☐ Direct consultation with the target community(ies)
    (iii)   ☐ Assessment through professional consultancy firms
    (iv)   ☐ Information gathering by staff
    (v)   ☐ Other, please specify: _____

D.   External Relationship with Volunteers, Donors, and Target Community(ies)

19. Over the last 12 months, how many volunteers (as an estimate) participated in your organization's/group's work?
    Number of volunteers (Full-time): _____
    Number of volunteers (Part-time): _____

20. Does your organization/group keep a list of regular volunteers?

    (1) ☐   Yes, number of regular volunteers on the list: _____
    (2) ☐   No, our organization/group does not keep a list of regular volunteers
    (3) ☐   Not applicable because our organization/group does not recruit any volunteers

21. Does your organization/group keep a list of regular donors?

    (1) ☐   Yes, number of regular donors on the list: _____
    (2) ☐   No, our organization/group does not keep a list of regular donors
    (3) ☐   Not applicable because our organization/group does not have any fundraising activities **(Please go to Question 23)**

22. Over the last 12 months, has your organization/group carried out any fundraising activities?

(1) ☐ Yes,   (2) ☐ No
    please state relevant information as follows:
    (May choose more than one)

(1)	☐	Flag days	(6)	☐	Raffle tickets
(2)	☐	Gala dinners for corporate donors	(7)	☐	Fundraising on street (including district-based or housing estate-based fundraising)
(3)	☐	Online fundraising activities, please specify: _____ _____	(8)	☐	Contact with local/ international philanthropists
(4)	☐	Televised charity shows	(9)	☐	Application for funding from non-profit foundations
(5)	☐	Small scale charity carnival	(10)	☐	Others, please specify: _____

23. Does your organization/group use the Internet (including social media), mobile phone or other digital means in organizing activities? (May choose more than one)

(1) ☐ Yes   (2)☐ No. Reasons: _____

Types of activities with usage of digital means	Degree of Effectiveness			
	Very Effective (4)	Slightly Effective (3)	Slightly Ineffective (2)	Very Ineffective (1)
i. ☐ Fundraising	☐	☐	☐	☐
ii. ☐ Member recruitment and mobilization	☐	☐	☐	☐
iii. ☐ Volunteer recruitment and mobilization	☐	☐	☐	☐
iv ☐ Promoting programmes and activities	☐	☐	☐	☐
v ☐ Advocacy	☐	☐	☐	☐
vi ☐ Others:_____	☐	☐	☐	☐

24. Does your organization/ group have a website(s)?

(1) ☐ Yes. Does your organization/group update the website(s)?   (2) ☐ No, we do not have a website. Reason:_____

(1) ☐ Yes, we update the website(s) regularly. How often?

    (i)   ☐ Daily   (iv)   ☐ Half-yearly
    (ii)   ☐ Monthly   (v)   ☐ Yearly
    (iii)   ☐ Bi-monthly   (vi)   ☐ Other, please specify:_____

(2) ☐ Yes, but we update our website(s) only when necessary
(3) ☐ No, we do not update our website(s)

25. Through what channel(s) does your organization/group promote your activities (e.g. programmes, fundraising, advocacy, etc.)? Please indicate frequency of use in order. Please rank (with "1" being the most frequently used and skip the ones that do not apply)

    (1) Membership network   ( )
    (2) Emailing and mobile phone messages   ( )
    (3) Online social networking tools (e.g. Facebook, Twitter) , please specify:_____   ( )
    (4) Direct mailing   ( )
    (5) Promotion on the street   ( )
    (6) Advertising   ( )
    (7) Mass media (press, radio and television)   ( )
    (8) Other, please specify:_____   ( )
    (9) We do not promote our activities at all   ☐

26. Over the last 12 months, has your organization/group carried out or participated in (either on your own or with other organizations/groups) any advocacy activities?

(1) ☐ Yes   (2) ☐ No

⬇

	(May choose more than one)	On what issue	Number of event(s)	Total number of participant(s)
(i)	☐ Protest(s) or demonstration(s)			
(ii)	☐ Signature petition(s) on the street			
(iii)	☐ Signature petition(s) on the Internet			
(iv)	☐ Forming oppositional organizations/groups on Facebook or other online tools			
(v)	☐ Press conference(s)			
(vi)	☐ Submission(s) to government			**Not applicable**
(vii)	☐ Other activities, please specify: _____ _____			

27. Through which channel(s) did your organization/group **communicate** with the target community(ies) and the general public? Please indicate frequency of use in order. <u>Please rank (with "1" being the most frequently used and skip the ones that do not apply.)</u>

Type of channel	Target community(ies)	The general public
(1) Face-to-face communication	( )	( )
(2) Mass media (press, radio and television)	( )	( )
(3) Online means (websites, email, social media, etc.)	( )	( )
(4) Publications and printed materials	( )	( )
(5) Events and activities	( )	( )
(6) Other, please specify:_____	( )	( )
(7) We do not communicate with them at all	☐	☐

28a.   In the past 12 months, how many programmes/projects/events has your organization/group organized?

Number: _____

28b.   In the past 12 months, how many people in total have been served by or have participated in the programmes/projects/events organized by your organization/group?

Number: _____

E.   External Relationship with Other Organizations/Groups

29.   Please answer the following and fill out the relevant details.

	In the past 12 months,	Yes	Please provide THREE names of most frequent organizations/groups	No
(i)	In addition to our overseas headquarters or chapters, we have **regular** contact with international non-profit organizations/groups outside Hong Kong	☐	Name(s) of international non-profit organizations/groups 1._____ 2._____ 3._____	☐
(ii)	We have regular contact with intergovernmental organizations (e.g. UN, WHO, ASEAN etc.)	☐	Name(s) of supranational organizations 1._____ 2._____ 3._____	☐
(iii)	We have **regular** contact with non-profit organizations/groups in Mainland China	☐	Name(s) of non-profit organizations/groups in Mainland China 1._____ 2._____ 3._____	☐
(iv)	We have **regular** contact with other non-profit organizations/groups in Hong Kong	☐	Name(s) of non-profit organizations/groups in Hong Kong 1._____ 2._____ 3._____	☐
(v)	We have **regular** collaboration with other non-profit organizations/groups in organizing our events and programmes	☐	Name(s) of non-profit organizations/groups 1._____ 2._____ 3._____	☐
(vi)	We have **occasional** collaboration with other non-profit organizations/groups in organizing our events and programmes	☐	Name(s) of non-profit organizations/groups 1._____ 2._____ 3._____	☐
(vii)	We compete with other non-profit organizations/groups on securing resources (financial or manpower)	☐	Please elaborate 1._____ 2._____ 3._____	☐

F.   External Relationship with Hong Kong SAR Government

30.   Do you think your organization/group operates independently, free from Hong Kong SAR government intervention, during the **routine operation** or **decision-making** of your organization/group?

(1)☐   Very autonomous   (5)☐   Unknown / no opinion

(2)☐   Autonomous   (6)☐   Not applicable

(3)☐   Not autonomous   (7)☐   Other comments, please
(4)☐   Very not autonomous   specify:_____

31.   In the last five years, you regard the mutual trust between the Hong Kong SAR government and your organization/group as

(1)☐   Increased   (4)☐   Unknown / no opinion
(2)☐   About the same   (5)☐   Not applicable
(3)☐   Decreased

32.   In your opinion, your organization's/group's relationship with <u>HKSAR officials</u> is in general

(1)☐   Very good   (6)☐   Not Applicable
(2)☐   Good   (7)☐   Other comments, please specify: _____
(3)☐   Neutral
(4)☐   Poor
(5)☐   Very poor

33.   With regard to your missions and activities, does your organization/group consider that it has to play a role in monitoring the HKSAR government and holding the government accountable?

(1)☐   Yes, is that effective?   (2)☐   No

☐(i)	Very effective	☐(iv)	Very ineffective
☐(ii)	Effective	☐(v)	Unknown / no opinion
☐(iii)	Ineffective		

G. External Relationship with the Business Sector

34. In the last 12 months, has your organization/group cooperated with any business companies (in or outside Hong Kong) for the following purpose(s)?
    (May choose more than one)
    - (1) ☐ Fundraising, donation or sponsorship
    - (2) ☐ Advocacy, please specify:_____
    - (3) ☐ Recruitment of volunteers from business companies, please specify:_____
    - (4) ☐ Joint projects, please specify:_____
    - (5) ☐ Setting up social enterprises, please specify:_____
    - (6) ☐ Other collaboration, please specify:_____
    - (7) ☐ No cooperation

35. Does your organization/group have a list of business companies which are regular donors?

    - (1) ☐ Yes, number of companies on the list: _____
    - (2) ☐ No

36. Does your organization/group think it has to play a role in monitoring the business companies?

    - (1) ☐ Yes, is that effective?   (2) ☐ No

☐ (i)	Very effective		☐ (iv)	Very ineffective
☐ (ii)	Effective		☐ (v)	Unknown / no opinion
☐ (iii)	Ineffective			

37. Overall, what is the general attitude held by the business sector towards your organization/group? (May choose more than one)

    - (1) ☐ Supportive with concrete action and a willingness to donate
    - (2) ☐ Supportive in name only
    - (3) ☐ Indifferent
    - (4) ☐ Not supportive
    - (5) ☐ Hostile
    - (6) ☐ Other comments, please specify: _____
    - (7) ☐ Not applicable **(please go to Question 39)**

38. Compared with five years ago, how would you describe the above situation?

    - (1) ☐ Improved
    - (2) ☐ About the same
    - (3) ☐ Deteriorated
    - (4) ☐ Other comments, please specify: _____

H. Self-evaluation

39. In the last 12 months, do you think:

	Adequate (4)	Just adequate (3)	Not adequate (2)	Seriously inadequate (1)	Not applicable (0)
i. your organization/group has had an adequate number of staff to carry out the organization's/group's activities?	☐	☐	☐	☐	☐
ii. the staff in your organization/group has had adequate professional training?	☐	☐	☐	☐	☐
iii. your organization/group has secured adequate donations to carry out the organization/group's activities?	☐	☐	☐	☐	☐
iv. your organization/group has had adequate office space/facility to carry out the organization/group's activities?	☐	☐	☐	☐	☐
v. your organization/group has had an adequate number of volunteers to deliver the organization's missions?	☐	☐	☐	☐	☐

40. You think that in **the past 5 years** your organization/group has:

	Very much agree (4)	Agree (3)	Disagree (2)	Very much disagree (1)	Neutral / No comment (0)
a. achieved the mission(s) of your organization/group successfully	☐	☐	☐	☐	☐
b. addressed the needs of target communities successfully	☐	☐	☐	☐	☐
c. maintained good service quality	☐	☐	☐	☐	☐
d. generated income adequately	☐	☐	☐	☐	☐
e. spent expenditure cost-effectively	☐	☐	☐	☐	☐

I. Financial Resources, Hong Kong office

41.

	You think that in the **last financial year** your organization/group	Very much agree (4)	Agree (3)	Disagree (2)	Very much disagree (1)	Neutral / No comment (0)
i.	has had adequate financial resources to support the fulfillment of the missions and objectives of the organization/group.	☐	☐	☐	☐	☐
ii.	has had stable financial sources.	☐	☐	☐	☐	☐
iii.	could allocate financial resources flexibly.	☐	☐	☐	☐	☐

42. Does your organization/group disclose annual financial reports to the public?
　　　(1) ☐ Yes　　(2) ☐ No

43a. Your organization's/group's total income (HKD) in the last financial year was (please tick)

(1) ☐　$0 -$200,000　　　　　　(5) ☐　$10,000,001-$50,000,000

(2) ☐　$200,001 -$1,000,000　　　(6) ☐　$50,000,001-$100,000,000

(3) ☐　$1,000,001 -$3,000,000　　(7) ☐　$100,000,001-$500,000,000

(4) ☐　$3,000,001-$10,000,000　　(8) ☐　Over $500,000,000 or please specify _____

43b. The percentage distribution of your organization's/group's total income in the last financial year that came from: (Please write down the estimated percentage)

Sources of income	Percentage (estimated %)
Funding by government bodies	
(i) HKSAR Government regular subvention	
(ii) HKSAR Government funding for projects	
(iii) Funding from government(s) of other region(s)	
(iv) Subventions from intergovernmental organizations (e.g. UN, WHO, ASEAN etc.)	
Sponsorship or donations from the Business Sector	
(v) Local business	
(vi) Overseas business	
Sponsorship or donations from NGOs/Individuals	
(vii) Local foundations or NGOs	
(viii) Overseas foundations or NGOs	
(ix) Local individuals/public	
(x) Individuals overseas	
Others	
(xi) Membership fees	
(xii) Income-generating projects	
(xiii) Gift sales	
(xiv) Other, please specify: _____	
Total:	**100%**

- End of Questionnaire -
- Thank you very much for your help!   -

公民社會研究之國際及跨境非牟利機構調查

我們懇請閣下提供研究所需的資料。是次調查之主要目的是為了探討現時**國際及
跨境非牟利機構的香港辦事處**的情況。所有問題亦只會涉及香港辦事處的運作。
閣下所提供的資料均會絕對保密，並只會作研究用途，有關研究報告亦不會披露個
別機構的資料。我們衷心感謝閣下對是次調查的支持及協助。

A.　　組織成立目的及服務對象

1　貴組織 / 機構是根據香港那一項法律條例登記註冊？（**可選多項答案**）

(1)□　公司條例　　　　　　　　　　　　　(3)□　　特定法律註冊成法定機構
(2)□　根據《公司條例》註冊為擔保有限公司　(4)□　　社團條例
(5)□　其他，請註明：＿＿＿＿＿＿＿＿＿＿＿＿＿
(6)□　若 貴組織 / 機構沒有從以上途徑註冊，請描述 貴組織 / 機構的運作模式，如非正
　　　式團體、電子網絡、聯盟成員：

　　　＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿
　　　＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿

2.　　貴組織 / 機構在何年於香港成立？　　　＿＿＿＿年

3.　　貴組織 / 機構的性質是：**(只選其中一項)**
(1)□　　總部設置於香港的國際/跨境非牟利組織，
(2)□　　某國際非牟利組織的香港分會、附屬機構或附屬成員
(3)□　　其他，請註明：＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿

4. 請問 貴組織 / 機構的主要使命是什麼？**(請選出最接近的答案及可選多項答案)**
i)　　□文化及友好交流
ii)　　□經濟及社會發展援助
iii)　□救災服務
iv)　□維護國際人權及和平
v)　　□支援服務及設定水平
vi)　□其他，請註明：＿＿＿＿＿＿

5. 以下哪個地區是屬 貴組織 / 機構的服務範圍： **(請略過不適用的答案)**

	服務地區	為該地區人士提供服務/活動/節目的百分比 (%)
1.	香港	
2.	中國內地	
3.	亞洲東部 (不包括中國內地)	
4.	亞洲東南部及澳門 (不包括香港)	
5.	亞洲南部	
6.	非洲	
7.	亞洲及非洲以外的地方， 請註明：_____	
8.	未能確定	
		總數： 100%

6. 請就 貴組織 / 機構主要服務範疇，按其重要程度排列以下的選項。
   (在括號內填入數字，「1」為最重要，請略過非 貴組織 / 機構主要服務範疇的選項)

   次序
   (1) (　　) 提供服務（包括顧問服務），請註明服務：_____
   (2) (　　) 政策倡議，請註明政策：_____
   (3) (　　) 權益倡議，請註明議題：_____
   (4) (　　) 價值倡議，請註明價值：_____
   (5) (　　) 監察政府，請註明政策：_____
   (6) (　　) 監察商業機構，請註明項目/議題：_____
   (7) (　　) 建設社區，請註明項目：_____
   (8) (　　) 宗教，請註明項目：_____
   (9) (　　) 公眾教育，請註明：_____
   (10) (　　) 其他，請註明：_____

7. 請就 貴組織 / 機構香港辦事處的主要事務，按其重要程度排列以下的選項
   (在括號內填入數字，「1」為最重要，請略過非 貴組織 / 機構主要事務的選項)
   次序
   (1) (　　) 策略計劃
   (2) (　　) 籌款
   (3) (　　) 協調及實行香港以外地區的業務 / 項目
   (4) (　　) 實行香港地區的業務 / 項目
   (5) (　　) 其他，請註明：_____

B. 在香港辦事處的內部組織情況：

8. 在過去 12 個月，有多少名受薪職員於 貴組織／機構的香港辦事處工作？
   (若職員數目在其間有較大變動，請指出變動範圍)
   (1)□ 全職，總共＿＿＿＿＿名
   (2)□ 兼職 (固定)，總共＿＿＿＿＿名
   (3)□ 臨時/項目職員，總共＿＿＿＿＿名

9. 貴組織／機構在聘請或挽留員工方面有沒有困難？
   (1)□ 有
   (2)□ 沒有

10. 請問 貴組織／機構有沒有職員專責有關倡議及相關研究工作？有關職員參與倡議工作的時間，佔他們每月工作時數的百分比為多少？

   (1)□ 有，參與倡議工作的時間佔職員每月工作時數 **(請指出(i)至(iv)的資料)**
   　　　　　　　　　　　　　　　　　　　　　　　　平均佔每月工作時數的百份比

   　　i.　全職職員參與倡議及相關研究工作　　　　＿＿＿＿＿％

   　　ii.　兼職職員參與倡議及相關研究工作　　　　＿＿＿＿＿％
   　　iii.　僱用外部顧問　　　　　　　　　　　　＿＿＿＿＿％
   　　iv.　參與倡議及相關研究工作的義工　　　　　＿＿＿＿＿％

   (2)□ 沒有職員專責參與倡議及研究工作
   (3)□ 不適用，倡議並非本組織目標

11. 貴組織／機構有否於香港辦事處設立董事會？
   (1)□ 有，董事會成員數目為：＿＿＿＿＿＿名
   (2)□ 沒有，我們與海外總部屬同一個董事會
   (3)□ 沒有，沒有設立董事會 **(請跳答第 14 題)**

12. 貴組織／機構的董事會每年舉行多少次會議？
   (1)□ 從不　　　　　　　(4)□ 每季一次
   (2)□ 一年一次　　　　　(5)□ 每月一次
   (3)□ 一年兩次　　　　　(6)□ 其他，請註明：＿＿＿＿＿＿

13. 貴組織／機構的董事會轄下有多少個小組？
   (1)□ 沒有任何小組　　　(4)□ 3 個
   (2)□ 1 個　　　　　　　(5)□ 3 個以上，請註明：＿＿＿＿＿＿
   (3)□ 2 個

14. 貴組織 / 機構有否會員制度？

(1)□ 有 　　　　(2)□ 沒有，組織/機構沒有會員制度 (**請跳答第 17 題**)

---

a) (1) □ 個人名義的會員

　　　 請問 貴組織 / 機構有多少名以個人名義登記的會員？(**只包括在香港**)

(i) □ 10 名或以下 　　　　(v) □ 101 – 500 名

(ii) □ 11-30 名 　　　　(vi) □ 500 名以上，請註明：_____

(iii) □ 31-50 名

(iv) □ 51-100 名

(2) □ 我們沒有個人名義的會員

b) (1) □ 企業名義的會員

　　　 請問 貴組織 / 機構有多少名以企業名義登記的會員？(**只包括在香港**)

(i) □ 10 名或以下 　　　　(v) □ 101 – 500 名

(ii) □ 11-30 名 　　　　(vi) □ 500 名以上，請註明：_____

(iii) □ 31-50 名

(iv) □ 51-100 名

(2) □ 我們沒有企業名義的會員

15a. 貴組織 / 機構有否舉行定期的會員大會？

(1)□ 有 　　　　(2)□ 沒有

15b. 貴組織 / 機構有否為會員提供以下事項？（**可選多項答案**）

(1)□ 年報 　　　　(4)□ 電郵

(2)□ 事項報告 　　　　(5)□ 其他通訊方法

(3)□ 定期通訊或更新最新資訊

16. 貴組織 / 機構有沒有招收新會員？

(1) □如有，如何招收新會員？ 　　　　(2) □沒有招收新會員

(**可選多項答案**)

(i) □ 由現時的會員轉介

(ii) □ 透過大眾傳播媒體 (如報刊、電視、廣播等)

(iii) □ 透過互聯網的方法 (網頁、社交媒介等)

(iv) □ 其他，請註明：_____

C. 策略計劃

17. 貴組織 / 機構有沒有一個機制來評估工作計劃及方案的成效 (包括結果及影響)？
    (1) □ 有 (2) □ 沒有

18. 貴組織 / 機構如何找出目標社群的需要？**(可選多項答案)**
    (i)　　　　□ 與合作組織商討
    (ii)　　　　□ 直接與目標社群聯絡
    (iii)　　　　□ 透過專業顧問公司的評估
    (iv)　　　　□ 由員工搜集資料
    (v)　　　　□ 其他，請註明：_____

D.　　組織外部情況：與義工、捐款人士及目標社群的關係

19. 在過去 12 個月，大約一共有多少位義工曾參與 貴組織 / 機構的工作？
    義工人數(全職) _____
    義工人數(兼職) _____

20. 貴組織 / 機構有沒有固定義工的名冊？

    (1)□　　有，共多少位義工在名冊內：_____名
    (2)□　　沒有，本組織沒有固定義工的名冊
    (3)□　　不適用，本組織沒有招募義工

21. 貴組織 / 機構有沒有固定捐款人士的名冊？

    (1)□　　有，名冊內固定捐款人的數目：_____名
    (2)□　　沒有，本組織沒有固定捐款人的名冊
    (3)□　　不適用，本組織沒有籌款活動 **(請跳答第 23 題)**

22. 在過去 12 個月， 貴組織 / 機構有沒有舉行任何籌款活動？

    (1)□ 有　　　　　　　　　　　　　(2)□ 沒有
    請選有關籌款活動：(可選多項答案)

(1)	□	賣旗日	(6)	□	慈善獎券
(2)	□	捐贈者籌款晚宴	(7)	□	街頭籌款活動 (包括地區或屋村籌款)
(3)	□	網上籌款活動，請註明： _____	(8)	□	聯絡本地/海外/國際慈善家
(4)	□	電視慈善表演	(9)	□	申請非牟利基金的資助
(5)	□	小型慈善嘉年華會	(10	□	其他，請註明：_____

23. 貴組織 / 機構有否透過網絡(包括社交媒介)，手提電話或數碼媒介協助組織活動？
(可選多項)

(1)□ 有　　　　　　　　　　　(2)□ 沒有，為甚麼？＿＿＿＿＿＿＿＿

透過數碼媒介進行的活動	有效程度			
	非常有效 (4)	有效 (3)	無效 (2)	非常無效 (1)
i. □ 籌款	□	□	□	□
ii. □ 會員招募	□	□	□	□
iii. □ 義工招募	□	□	□	□
iv □ 宣傳節目及活動	□	□	□	□
v □ 倡議	□	□	□	□
vi □ 其他：＿＿＿＿＿＿	□	□	□	□

24. 請問 貴組織 / 機構是否設有組織/機構網站？

(1) □　有，貴組織 / 機構有否更新網　　(2)□　沒有, 貴組織 / 機構沒有設有網站
站內容？　　　　　　　　　　　　為甚麼？：＿＿＿＿＿＿＿＿＿＿＿

(1) □ 有, 我們定期更新組織/機構網站，多久更新一次？

    (i)　　　□ 每天　　　　　　　　(iv)　　□ 每半年
    (ii)　　 □ 每月　　　　　　　　(v) □ 每年
    (iii)　　□ 每半個月　　　　(vi)　□ 其他，請註明：＿＿＿＿＿＿

(2) □ 有，有需要的時候，才會更新網站內容
(3) □ 沒有，我們沒有更新網站內容

25. 貴組織 / 機構透過甚麼渠道推廣您們所舉辦的活動(例如： 節目、籌款、倡議
等)？請按使用的情況排序
(請排序，以 1 代表最常使用，並略過不適用的答案)

	排序
(1) 會員網絡	( )
(2) 電郵或電話訊息	( )
(3) 社交網站 (例如： Facebook、Twitter) 請註明：＿＿＿＿＿＿	( )
(4) 郵寄	( )
(5) 街頭宣傳	( )
(6) 廣告	( )
(7) 傳媒 (報刊，廣播及電視)	( )
(8) 其他，請註明：＿＿＿＿＿＿＿＿	( )
(9) 我們從未宣傳所舉辦的活動	□

26. 在過去 12 個月，貴組織 / 機構有沒有舉行或參與倡議工作？（包括自行或與其他機構合作）

v. ☐ 有　　　　　　　　　　　　　(2)☐ 沒有

(可選多項)	有關事件／倡議對象	事件次數	參加總人數
(i) ☐ 抗議或示威			
(ii) ☐ 街頭簽名請願			
(iii) ☐ 互聯網簽名請願			
(iv) ☐ 在 Facebook 或其他網上工具組織反對團體/同盟			
(v) ☐ 記者招待會			
(vi) ☐ 向政府提交意見書			**不適用**
(vii) ☐ 其他活動，請註明：_____ _____			

27. 貴組織 / 機構透過甚麼渠道與目標社群及公眾進行**溝通**？ 請按使用的情況排序

(請排序，以 1 代表最常使用，並略過不適用的答案)

	目標社群	公眾
(1) 面對面的溝通	（　）	（　）
(2) 透過大眾傳播媒體 (如報刊、電視、廣播等)	（　）	（　）
(3) 透過互聯網的方法 (網頁、社交媒介等)	（　）	（　）
(4) 刊物及印刷產品	（　）	（　）
(5) 活動	（　）	（　）
(6) 其他，請註明：_____	（　）	（　）
(7) 沒有進行任何溝通	☐	☐

28a. 過往 12 個月，貴組織 / 機構曾舉辦多少個節目/活動/項目？
數量：_____

28b. 過往 12 個月，有多少人受惠於或參與 貴組織 / 機構所舉辦的節目 / 活動/項目？
數量：_____

E. 與其他組織/機構的關係

29. 請回答以下選項及填寫有關資料

	在過去 12 個月，	是	請提供最常合作的 3 間組織/機構的名稱	否
(i)	除了我們在海外的總部／分會之外，我們**定期**接觸香港以外的國際非牟利組織	☐	國際非牟利組織/機構名稱 1.＿＿＿＿＿＿＿＿＿＿＿ 2.＿＿＿＿＿＿＿＿＿＿＿ 3.＿＿＿＿＿＿＿＿＿＿＿	☐
(ii)	我們**定期**接觸全球/區域性國際組織（intergovernmental organizations，如：聯合國、世界衛生組織、東盟等等）	☐	全球/區域性國際組織名稱 1.＿＿＿＿＿＿＿＿＿＿＿ 2.＿＿＿＿＿＿＿＿＿＿＿ 3.＿＿＿＿＿＿＿＿＿＿＿	☐
(iii)	我們**定期**接觸中國內地的非牟利組織	☐	中國內地的非牟利組織/機構名稱 1.＿＿＿＿＿＿＿＿＿＿＿ 2.＿＿＿＿＿＿＿＿＿＿＿ 3.＿＿＿＿＿＿＿＿＿＿＿	☐
(iv)	我們**定期**接觸香港的非牟利組織/機構	☐	香港非牟利組織/機構名稱 1.＿＿＿＿＿＿＿＿＿＿＿ 2.＿＿＿＿＿＿＿＿＿＿＿ 3.＿＿＿＿＿＿＿＿＿＿＿	☐
(v)	我們**定期**與非牟利組織/機構合作舉辦活動	☐	非牟利組織/機構名稱 1.＿＿＿＿＿＿＿＿＿＿＿ 2.＿＿＿＿＿＿＿＿＿＿＿ 3.＿＿＿＿＿＿＿＿＿＿＿	☐
(vi)	我們**偶爾**與非牟利組織/機構合作舉辦活動	☐	非牟利組織/機構名稱 1.＿＿＿＿＿＿＿＿＿＿＿ 2.＿＿＿＿＿＿＿＿＿＿＿ 3.＿＿＿＿＿＿＿＿＿＿＿	☐
(vii)	我們與其他非牟利組織在爭取資源（財政或人力）方面存在競爭	☐	請說明競爭情況 1.＿＿＿＿＿＿＿＿＿＿＿ 2.＿＿＿＿＿＿＿＿＿＿＿ 3.＿＿＿＿＿＿＿＿＿＿＿	☐

F. 組織外部情況：與香港特區政府的關係

30. 請問您認為 貴組織 / 機構在**日常營運**或**決策**中是否屬於獨立自主及不受香港特區政府所影響呢？

(1)☐ 非常自主   (5)☐ 不知道/沒有意見

(2)☐ 自主   (6)☐ 不適用

(3)☐ 不自主   (7)☐ 其他意見，請註明：＿＿＿＿＿＿＿

(4)☐ 非常不自主

31. 在過去 5 年，請問您認為 貴組織 / 機構與香港特區政府之間的互信程度是？

(1)☐ 增加   (4)☐ 不知道/沒有意見

(2)☐ 沒有改變   (5)☐ 不適用

(3)☐ 減少

32. 整體來說，您認為 貴組織 / 機構與香港政府官員的關係是：

(1)☐ 非常好   (6)☐ 不適用

(2)☐ 好   (7)☐ 其他，請註明：＿＿＿＿＿＿＿＿＿

(3)☐ 一般

(4)☐ 差

(5)☐ 非常差

33. 就 貴組織 / 機構的使命及活動而言，您認為是否需要扮演監察政府的角色，以促使政府問責？

(1)☐ 是，是否有效？   (2)☐ 不是

(i)☐ 非常有效	(iv)☐ 非常無效
(ii)☐ 有效	(v)☐ 不知道/沒有意見
(iii)☐ 無效	

G. 組織外部情況：與商業機構的關係

34. 在過去 12 個月，貴組織 / 機構曾否與香港其他商業機構合辦以下活動？(可選多項)
    - (1) ☐ 籌款、捐款或贊助
    - (2) ☐ 倡議，請註明：＿＿＿＿＿＿＿＿
    - (3) ☐ 從商業機構招募義工，請註明：＿＿＿＿＿＿＿＿
    - (4) ☐ 合辦項目，請註明：＿＿＿＿＿＿＿
    - (5) ☐ 成立/經營社會企業，請註明：＿＿＿＿＿＿＿
    - (6) ☐ 其他協作，請註明：＿＿＿＿＿＿＿
    - (7) ☐ 沒有合作

35. 貴組織 / 機構有沒有『經常提供捐款的商業機構』的名冊？
    - (1) ☐ 有，機構數目：＿＿＿＿＿＿間
    - (2) ☐ 沒有

36. 貴組織 / 機構是否認為需要扮演監察商業機構的角色？
    - (1) ☐ 需要，成效如何？　　　　　(2) ☐ 不需要

(i) ☐ 很理想	(iv) ☐ 很不理想
(ii) ☐ 理想	(v) ☐ 不知道/沒有意見
(iii) ☐ 不理想	

37. 整體來說，您認為商界對 貴組織 / 機構所持的態度是？(可選多項)
    - (1) ☐ 有實際行動及願意捐獻的支持
    - (2) ☐ 只有名義 / 口頭上的支持
    - (3) ☐ 可有可無
    - (4) ☐ 不支持
    - (5) ☐ 不友善
    - (6) ☐ 其他意見，請註明：＿＿＿＿＿
    - (7) ☐ 不適用 (**請跳答第 39 題**)

38. 比較過去 5 年，您如何形容以上情況？
    - (1) ☐ 已改善
    - (2) ☐ 沒有改變
    - (3) ☐ 已惡化
    - (4) ☐ 其他，請註明：＿＿＿＿＿＿

H. 自我評估

39. 在過去 12 個月，您認為 貴組織／機構在以下情況的足夠程度：

貴組織／機構…	足夠 (4)	剛好足夠 (3)	不足夠 (2)	完全不足夠 (1)	不適用 (0)
i. 有足夠職員進行不同的活動嗎？	☐	☐	☐	☐	☐
ii. 職員有足夠的專業訓練嗎？	☐	☐	☐	☐	☐
iii. 是否獲得足夠的捐款，以進行不同的活動？	☐	☐	☐	☐	☐
iv. 是否有足夠的場地或設施以進行不同的活動？	☐	☐	☐	☐	☐
v. 是否有足夠的義工數目，以協助組織履行其使命？	☐	☐	☐	☐	☐

40. 您同意以下關於 貴組織／機構在**過去 5 年**的情況嗎？

	非常同意 (4)	同意 (3)	不同意 (2)	非常不同意 (1)	沒有意見 (0)
a. 成功體現了機構的使命	☐	☐	☐	☐	☐
b. 成功解決目標社群的需要	☐	☐	☐	☐	☐
c. 維持良好服務質素	☐	☐	☐	☐	☐
d. 收取到充足的收入	☐	☐	☐	☐	☐
e. 支出合符成本效益	☐	☐	☐	☐	☐

I. 香港辦事處的資源

41.

閣下認為 貴組織／機構在**上一個財政年度**	非常同意 (4)	同意 (3)	不同意 (2)	非常不同意 (1)	中立/無意見 (0)
i. 財政資源足以履行組織的使命及目標	☐	☐	☐	☐	☐
ii. 有穩定的財政資源	☐	☐	☐	☐	☐
iii. 能彈性運用財政資源	☐	☐	☐	☐	☐

42. 貴組織／機構有否向公眾公開財政年報？

(1) ☐ 有 　　　　　　　　　　(2) ☐ 沒有

43a. 貴組織 / 機構上一個財政年度總收入以<u>港幣計算</u>為：

(1)☐ $0 -$200,000   (5)☐ $10,000,001-$50,000,000

(2)☐ $200,001 -$1,000,000   (6)☐ $50,000,001-$100,000,000

(3)☐ $1,000,001 -$3,000,000   (7)☐ $100,000,001-$500,000,000

(4)☐ $3,00,001-$10,000,000   (8)☐   超過 $500,000,000 或請註明：_____

43b. 貴組織 / 機構上一個財政年度總收入來源的百分比。（請寫出估計的百分比）

收入來源	百分比 (估計 %)
政府的資助	
(i) 香港特區政府固定資助	
(ii) 香港特區政府項目的收入	
(iii) 其他地區的政府資助	
(iv) 全球/區域性國際組織的資助（如聯合國，世界衛生組織，東盟等）	
商業機構的贊助或捐款	
(v) 本地商業機構	
(vi) 海外商業機構	
非牟利機構/個別人士的贊助或捐款	
(vii) 本地基金或非牟利機構	
(viii) 海外基金或非牟利機構	
(ix) 本地人士/公眾	
(x) 海外人士	
其他	
(xi) 會員費用	
(xii) 獲利項目收入	
(xiii) 禮品銷售	
(xiv) 其他，請註明：_____	
Total：	100%

- 問卷完畢 -
- 多謝閣下的合作! -

Appendix C
List of INGOs by Sub-category

Exchange/friendship/cultural programmes

AFS Intercultural Exchanges
Asia and Pacific Alliance of YMCAs
Asia Education Foundation (亞洲教育慈善基金)
Asia House Hong Kong (亞歐協會)
Asia Society Hong Kong Center (亞洲協會香港中心)
Asian Art Foundation
Asian Cultural Council (亞洲文化協會)
Asian Youth Orchestra
C S Culture Foundation (香江文化交流基金會)
CEDAR Network International (國際施達)
Chi Chai Chinese Education Association (博愛天下中華教育慈濟會)
China Synergy Programme for Outstanding Youth (海外傑青匯中華)
Chinateam International Services (東福國際服務社)
Chinese World Cultural Heritage Foundation (中華世界文化遺產保護基金)
East Gates International (Hong Kong) (東門國際(香港))
English Language Institute in China
English-speaking Union (Hong Kong)
Foundation for the Arts and Music in Asia
Hong Kong-America Center (港美中心)
Hong Kong-Shanghai Youth Exchange Promotion Association (滬港青年交流促進會)
Hong Kong Worldlink Funds (香港國際交流基金會)
Hong Kong-Hubei Youth Exchange Promotion Association (鄂港青年交流促進會)
ICI International Cultural Institute (國際文教基金會)
Institute of International Education
International Colere Exchange (Hong Kong) (艾斯爾國際文化交流 (香港))
International Culture and Education Association (國際文化教育協進會)
International Education Association (國際教育協會)
International Life Development Foundation (國際生命發展基金會)
International Youth Cultural Exchange Association (Hong Kong) (國際青年文化交流中心 (香港))
Jiangsu Hong Kong Cultural Association (江蘇香港文化促進會)
Pan Asian e-Commerce Alliance (PAA)
Raleigh International (Hong Kong) (國際雷利計劃(香港))
Servas
UNESCO Hong Kong Association (香港聯合國教科文組織協會)
Wheat International Foundation (天恩國際基金會)
Yale-China Association (雅禮協會)
YCECEA (雲彩教育及文化交流協會)

Economic/social development assistance

A Drop of Life (LLC) (點滴是生命 (華光會))
Aide et Action International (AEA教育基金會)
Aids Care China (中國愛之關懷)
Angels for Orphans
Asia Agricultural Research Development Fund (亞洲農業研究發展基金)
Asia Water Foundation
Asian Compassionate Touch Foundation (亞洲博愛救助基金會)
Asian Encounters
Asian Foundation for the Prevention of Blindness (亞洲防盲基金會)
Asian Outreach International
Asian Regional Exchange for New Alternatives
Asian Services & Projects (亞細亞事業服務與策劃)
Care for Children (Hong Kong)
Centre for Development of Transformation Ministry International (國際更新事工發展中心)
Changing Young Lives Foundation (成長希望基金會)
Child Welfare Scheme (樂幼計劃)

Children of the Mekong
China Aids Info　　　　　　　　　　　　　　(中國愛滋病資訊)
China Care Fund　　　　　　　　　　　　　　(培苗行動)
China Cultural Health
Charity & Foundation　　　　　　　　　　　　(中華文化健康慈善基金會)
China Hands United　　　　　　　　　　　　 (守助會)
China Labour Bulletin　　　　　　　　　　　 (中國勞工通訊)
Chinese Medicine for All　　　　　　　　　　(全仁中醫)
Christian Action　　　　　　　　　　　　　　(基督教勵行會)
INCLUDED Hong Kong　　　　　　　　　　　 (活力社區)
Couleurs de Chine - Hong Kong　　　　　　 (中國色彩)
CSR Asia Community Development Foundation
East Asian Educational Association　　　　　(東亞教育促進會)
Embrace International
Engineers Without Borders　　　　　　　　　(無國界工程師)
Evangelical Medical Aid Society of Canada (Hong Kong)　(加拿大傳愛醫援會 (香港))
Fountainhead Association　　　　　　　　　　(思源協會)
Friends of Northern Thailand Association　　 (泰北同路人協會)
Friends-International
Global Shift Alliance
Habitat for Humanity China　　　　　　　　　(中華仁人家園協會)
Half the Sky Public Education　　　　　　　 (半邊天公益)
Heart Navigation　　　　　　　　　　　　　　(無國界心靈導航)
Heifer International Hong Kong　　　　　　　(國際小母牛香港分會)
Help International Hong Kong　　　　　　　　(國際援助協會)
Hong Kong Friends of Guangming Association　(香港光明之友協會)
Hope for Children (Hong Kong)
House of Learning　　　　　　　　　　　　　 (腦之家)
Humanity in Focus　　　　　　　　　　　　　(青希會)
Institute for Integrated Rural Development, Hong Kong　(香港沃土發展社)
International Boundless Dreams Come True Foundation　(國際無國界夢想成真基金)
International Care Ministries
International Children's Care Hong Kong　　　(國際兒童關注 (香港))
International China Concern　　　　　　　　　(國際關心中國慈善協會)
International Needs Hong Kong
International Ren Ai Foundation　　　　　　　(國際仁愛基金會)
International Social Service (Hong Kong Branch)　(香港國際社會服務社)
International Vedic Centre
Karuna-Shechen Asia
Links International (Community Development)
Lisac International　　　　　　　　　　　　　(國際活泉基金會)
Love-Bridge for Children in China　　　　　　(愛心之橋)
Mercy Corps　　　　　　　　　　　　　　　　(國際美慈組織)
New Horizon International　　　　　　　　　　(國際新天)
Nyema (Hong Kong) Association　　　　　　　(太陽協會)
Operation Concern　　　　　　　　　　　　　(關懷行動慈善基金)
Opportunity International Hong Kong
Oxfam Hong Kong　　　　　　　　　　　　　　(香港樂施會)
Peace and Development Foundation (Hong Kong)
Plan International Hong Kong　　　　　　　　(國際培幼會)
Rainbow Missions　　　　　　　　　　　　　 (彩虹工程)
Leprosy Project　　　　　　　　　　　　　　 (清風福康計劃)
Salvation Army　　　　　　　　　　　　　　　(救世軍)
School for Yunnan
Sichuan Teachers　　　　　　　　　　　　　 (四川老師)
Solar Leap
Sun Village (China) Children Backer Programme　(中國太陽村兒童服務中心)

Teen Challenge International   (國際青年挑戰)
The GAP Foundation   (鴻雁基金會)
Uniskies   (同一藍天)
United Way Worldwide (Asia)
Village Focus International
Village People Project   (農村村民項目)
Warmhearters   (暖心族)
Watoto Hong Kong
World Eye Organization (WEO)   (世界眼科組織)
Zigen Fund (Hong Kong)   (滋根基金會 (香港))

Disaster relief

ADRA   (安澤國際救援協會)
Children's Hope Fund (Hong Kong)   (兒童希望基金 (香港))
China Rural Social Welfare Services Associations   (中國農村社會福利服務社)
Christian Education Development and Relief (CEDAR Fund)   (施達基金會)
Feed the Hungry
Filmaid Asia
Food for the Hungry International (Hong Kong)   (香港國際飢援會)
Gandhi World Hunger Fund Hong Kong   (甘地全球賑饑基金 (香港))
Give2Asia Foundation
Global Children Foundation (Hong Kong)
H.K.S.K.H. Archbishop World Relief Fund   (香港聖公會大主教世界援助基金)
Hope Worldwide   (寰宇希望)
International Home of Mercy and Counselling   (國際慈愛輔導之家)
International Relief and Development Foundation
International Tin Lang Ministry   (國際天糧事工)
Kids Alive International
Love Qinghai Tibet Rescue & Aid   (藏族地區愛施貧困救助中心)
Medecins Sans Frontieres (Hong Kong)   (無國界醫生組織 (香港))
Medical Mission International-Hong Kong   (國際醫療使命 (香港))
Office of the United Nations High Commissioner for Refugees   (聯合國難民事務高級專員署)
Orbis International   (國際奧比斯)
S.O.S. Lanka Action
Save The Children Hong Kong   (香港救助兒童會)
Schools Relief Initiative
Shelterbox (Hong Kong)
Smiling Rainbow   (愛晴天)
Social Workers Across Borders   (無國界社工)
Sunshine Action   (耀陽行動)
The Shamdasani Foundation
Viva Network (Hong Kong)
World Food Programme Hong Kong   (世界糧食計劃署 (香港))
Zaka Hong Kong, Macau and China

International human rights and peace

Amnesty International Asia-Pacific Regional Office   (國際特赦組織亞太區辦事處)
Amnesty International Hong Kong Section   (國際特赦組織-香港辦事處)
Asia Foundation
Asia Monitor Resource Centre (AMRC)   (亞洲專訊資料研究中心)
Asia Pacific Mission for Migrants (APMM)
Asian Center for the Progress of Peoples (ACPP)   (民族發展亞洲中心)
Asian Human Rights Commission (AHRC)
Asian Legal Resource Centre (ALRC)
Asian Migrant Centre (AMC)
Asian Students Association   (亞洲學生協會)
Asian University For Women Support Foundation (Hong Kong)
Christian Solidarity Worldwide (Hong Kong)   (國際無聲者之友 (香港))

Documentation for Action Groups in Asia (DAGA)
East-West Institute Hong Kong
Globalization Monitor (全球化監察)
Hong Kong Committee for UNICEF (聯合國兒童基金會)
Hotline Asia (HLA)
Human Rights in China (HRIC) -Hong Kong Office (中國人權 - 香港辦事處)
Human Rights Watch
ICO Institute for Social Agenda (艾珂社會議程研究所)
International Council of Toy Industries Care Foundation Asia
International Republican Institute
ITUC Hong Kong Liaison Office (國際工會聯盟香港聯絡處)
Labour Action China (中國勞動透視)
Labour Education and Service Network (LESN) (勞工教育及服務網絡)
Mekong Migration Network (MMN)
National Democratic Institute for International Affairs (NDI) (美國國際民主研究院)
Peace International Foundation
Students and Scholars Against   Corporate Misbehavior (SACOM) (大學師生監察無良企業行動)

Support, service and standards-setting

Ashoka China
Asia Securities Industry and Financial Markets Association (ASIFMA)
Asian Consultancy on Tobacco Control (ACTC) (亞洲反吸煙咨詢)
Asian Corporate Governance Association (ACGA)
Asian Domain Name Dispute Resolution Centre (亞洲域名爭議解決中心)
Association for International Teaching,
Educational and Curriculum Exchange (國際教學教育課程協會)
Cable and Satellite Broadcasting Association of Asia (CASBAA)
Contesa
Hong Kong International Arbitration Centre (香港國際仲裁中心)
International Advocacy Training Council (國際訟辯培訓學會)
International Association of Schools of Social Work Foundation (國際社會工作學院聯會基金會)
International Human Rights Forum
Transported Asset Protection Association Asia (TAPA)
Wrap Asia

Multipurpose

Action Asia Foundation Limited
Amity Foundation Hong Kong (愛德基金會香港辦公室)
Best Unions (百譽聯盟)
China Human Rights Lawyers Concern Group (中國維權律師關注組)
China World Peace Foundation (中國世界和平基金會)
Comic Relief (Asia)
Compassion International (East Asia) (國際希愛會 (東亞))
Cornerstone Association (房角石協會)
Crossroads Foundation (國際十字路協會)
Future World Foundation (未來世界基金會)
Hong Kong Red Cross (香港紅十字會)
International Children's Fund (國際兒童基金)
International Society of Compassion and Wisdom Association (國際慈慧會)
MSI Professional Services (國際專業服務機構)
Project Little Dream (夢‧行動)
Rotary D3450 China Services (Hepatitis B) (扶輪中國服務 (乙肝免疫))
Shining Light Development Association (光亮發展協會)
Splash
Women's Federation for World Peace, Hong Kong (香港世界和平婦女聯合會)
World Vision Hong Kong (香港世界宣明會)
Yellow House (土房子)

Name of Intergovernmental Organization in which Hong Kong Government Participated	Before Handover (Year of First Participation)	After Handover (Year of First Participation)	Uncertain	Remarks
Membership for sovereign states only (Total number: 36 as at August 2014)				
ASEAN+3 Finance Ministers' Process		✓ (2005)		
Asian Organization of Supreme Audit Institutions (ASOSAI)	✓ (1988)			
Asian-Pacific Postal Union (APPU)	✓ (1985)			
Asia-Pacific Telecommunity (APT)	✓ (1979)			HKSAR participates as an Associate Member
Codex Alimentarius Commission (Codex)		✓ (1998)		
Economic and Social Commission for Asia and the Pacific of the United Nations (ESCAP), the United Nations	✓ (1947)			HKSAR participates as an Associate Member
Food and Agriculture Organization (FAO), the United Nations	✓ (1956)			
General Conference on Weights and Measures (CGPM)		✓ (2000)		HKSAR participates as an Associate Member
Group of Twenty (G-20)		✓ (1999)		
Heads of National Drug Law Enforcement Agencies, Asia and Pacific (HONLEA, Asia and Pacific)	✓ (1974)			HKSAR participates as an Associate Member
International Atomic Energy Agency (IAEA)	✓ (Early 1960s)			
International Civil Aviation Organization (ICAO)	✓ (Late 1940s)			
International Criminal Police Organization (Interpol)	✓ (Early 1970s)			HKSAR participates as INTERPOL Hong Kong China, Sub-Bureau of National Central Bureau China

International Health Terminology Standards Development Organization		✓ (2007)		HKSAR participates as an Ordinary Member
International Hydrographic Organization (IHO)	✓ (1992)			
International Labour Organization (ILO), the United Nations	✓ (1963)			
International Maritime Organization (IMO)	✓ (1967)			HKSAR participates as an Associate Member
International Monetary Fund (IMF)	✓ (Before 1997)			
International Oil Pollution Compensation Funds Committee			✓	Hong Kong joined in 1997 but uncertain if before or after the Handover
International Organization of Supreme Audit Institutions (INTOSAI)	✓ (1989)			
International Telecommunication Union (ITU)			✓	Hong Kong joined in 1997 but uncertain if before or after the Handover
International Telecommunications Satellite Organization (ITSO)	✓ (1972)			
Organization for the Prohibition of Chemical Weapons (OPCW)		✓ (2007)		
Regional Cooperation Agreement on Combating Piracy and Armed Robbery against Ships in Asia		✓ (2007)		
The Hague Conference on Private International Law			✓	Hong Kong joined in 1997 but uncertain if before or after the Handover
The International Organization of Legal Metrology (OIML)	✓ (1982)			HKSAR participates as a Corresponding Member
The World Bank Group (WB)	✓ (Before 1997)			
United Nations Commission on Narcotic Drugs (UNCND)	✓ (On or before 1965)			
United Nations Commission on the Status of Women (UNCSW)		✓ (2001)		
United Nations Statistical Commission (UNSC)			✓	Hong Kong joined in 1997 but uncertain if before or after the Handover
Universal Postal Union (UPU)	✓ (1877)			

Organization				
World Health Organization (WHO), United Nations		✓ (2000)		
World Health Organization Collaborating Centre for Risk Analysis		✓ (2010)		
World Intellectual Property Organization (WIPO)	✓ (1988)			
World Organization for Animal Health (OIE)	✓ (1995)			
World Tourism Organization (UNWTO)		✓ (1999)		HKSAR participates as an Associate Member
Membership not limited to sovereign states *(Total number: 41 as at August 2014)*				
Advisory Centre on WTO Law		✓ (1999)		Full Member
Asia-Pacific Economic Cooperation (APEC)	✓ (1991)			Member
Asia Pacific Heads of Maritime Safety Agencies Forum	✓ (1996)			Full Member
Asia Pacific Legal Metrology Forum (APLMF)	✓ (1994)			Member
Asia/Pacific Group on Money Laundering (APG)			✓	Member. Hong Kong joined in 1997 but uncertain if before or after the Handover
Asian and Pacific Conference of Correctional Administrators (APCCA)	✓ (1980)			Member
Asian Development Bank (ADB)	✓ (1969)			Full Member
Asian Harmonization Working Party (AHWP) under the Global Harmonization Task Force (GHTF)		✓ (2000)		Member
Bank for International Settlements (BIS)	✓ (1996)			Full Member
C40 Cities Climate Leadership Group		✓ (2007)		Member City
C40 Steering Committee		✓ (2011)		Member City
Corporate Registers Forum		✓ (2003)		Member
Cyber Crime Technology Information Network System (CTINS)		✓ (2001)		Full Member

Organization				Status
Egmont Group of Financial Intelligence Units	✓ (1996)			Full Member
Executives' Meeting of East Asia-Pacific Central Banks (EMEAP)	✓ (1996)			Full Member
Financial Action Task Force on Money Laundering (FATF)	✓ (1990)			Member
Financial Stability Board (FSB) (Formerly Financial Stability Forum)		✓ (1999)		Full Member
G8 24x7 High Tech Crime Sub Group	Unknown	Unknown		Full Member
Governmental Advisory Committee of the Internet Corporation for Assigned Names and Numbers (GAC of ICANN)		✓ (1999)		Member
International Association of Insurance Supervisors (IAIS)	✓ (1994)			Full Member
International Forum of Insurance Guarantee Schemes (IFIGS)		✓ (2013)		Associate Member
International Civil Aviation Organization (ICAO) Public Key Directory (PKD)		✓ (2010)		Non-state Participant
International Satellite System for Search and Rescue (Cospas-Sarsat)	✓ (1988)			Ground Segment Operator
Memorandum of Understanding on Port State Control in the Asia - Pacific Region (Tokyo MOU)	✓ (1994)			Full Member
Network of Aquaculture Centres in Asia and the Pacific (NACA)	✓ (1988)			Full Member
Northeast Asia Food Data Systems (NEASIAFOODS)		✓ (2002)		Full Member
Organization for Economic Co-operation and Development (OECD) Global Forum on Tax Administration (FTA)		✓ (2006)		Member
Organization for Economic Co-operation and Development (OECD) Global Forum on Transparency and Exchange of Information for Tax Purposes		✓ (2009)		Member
Organisation for Economic Co-operation and Development (OECD) - Trade Committee	✓ (1994)			Participant

Regional Committee of United Nations Global Geospatial Information Management for Asia and the Pacific (UNGGIM-AP)	✓ (1994)			Member
South East Asia, New Zealand, Australia (SEANZA)	✓ (1995)			Member
Study Group on Asian Tax Administration and Research (SGATAR)		✓ (2000)		Member
The International Association of National Public Health Institutes (IANPHI)		✓ (2006)		Institutional Member
Typhoon Committee (under the auspices of UNESCAP and WMO)	✓ (1968)			Member
United Nations (Regional) Cartographic Conference for Asia and the Pacific (UNRCC - AP)	✓ (1982)			Participating Member
United Nations Environment Programme - Infoterra: the Global Environmental Information Exchange Network (INFOTERRA)	✓ (1995)			National Focal Point
Western Pacific Regional Forum for the Harmonization of Herbal Medicines (FHH)		✓ (2002)		Full Member
World Customs Organization (WCO)	✓ (1987)			
World E-governments Organization of Cities and Local Governments		✓ (2010)		Full Member
World Meteorological Organization (WMO)	✓ (1948)			Member (Territories)
World Trade Organization	✓ (1995)			Full Member

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Disaster Relief Fund, Hong Kong SAR Government
http://www.admwing.gov.hk/eng/links/drfund.htm#info

Hong Kong Basic Law, http://www.basiclaw.gov.hk/en/

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Workshop on 'The Set Up and Operation of Charities: An Outline of the Law' at the University of Hong Kong on 3 September, 2012

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