At a Glance

500+ NGOs
SERVED SINCE INCEPTION
IMPACTING OVER
1,000,000
BENEFICIARIES
ACROSS DIFFERENT CAUSES

2016 IN REVIEW

ON AN ANNUAL BUDGET OF HK$2.7M

70 NGOs
SERVED
THROUGH ACS WORKSHOPS
AND SEMINARS

136
ACTIVE VOLUNTEERS
WITH AVERAGE 17 YEARS
OF WORK EXPERIENCE

RELAUNCHED
IGNITE LEADERSHIP
TRAINING SEMINARS
WITH MULTI-YEAR GRANT

6,800+
VOLUNTEER HOURS

TRANSLATING TO HK$13.7M OF PRO BONO SERVICES

9 IN 10 NGOs
FIND ACS WORKSHOPS PROVIDE
SIGNIFICANT LEARNINGS

WILL ENROLL IN ACS
TRAINING AGAIN

WILL RECOMMEND ACS
TO THEIR FRIENDS

WE BUILD CAPACITY
TO ENHANCE ORGANIZATIONAL
EFFECTIVENESS  EFFICIENCY  SUSTAINABILITY
Dear Friends of ACS,

In 2016, we continued our mission to train and equip leaders of mainly small and medium-sized NGOs to better serve the community. During the year, we served 70 NGOs through our development workshops, leadership seminars and consulting projects.

Apart from conducting our signature Strategic Planning, Fundraising Strategy and Board Governance Workshops, we also ran Power Up, a donor communications improvement program sponsored by Macquarie Group Foundation. We are pleased to have received a new multi-year grant from Drs Richard Charles & Esther Yewpick Lee Charitable Foundation in the second half of 2016, enabling us to relaunch our highly successful half-day Ignite Seminar Series which provides training to instill new insights on topical strategic and leadership issues.

As in previous years, we continued to partner with multinational companies in conducting CSR projects which supported the capacity building needs of NGOs. We also collaborated with the Chinese University of Hong Kong (Department of Social Work) by providing curriculum and training support to the Operation Santa Claus/UBS NGO Leadership Programme in 2016. A total of 133 NGO leaders participated in these sponsored projects and programs.

I would like to take this opportunity to thank all the NGO leaders who have participated in our programs during the past year for their great passion, commitment and perseverance in serving the neediest and most vulnerable in our society. They continue to inspire us each day to press on with our mission to “serve those who serve”.

I also wish to thank all our dedicated and enthusiastic volunteers who have generously contributed over 6,800 hours of their time, talents, professional skills and experience to serve through facilitating ACS workshops, seminars and other special projects in 2016.

My sincere thank you too goes to our partnering organizations, program and venue sponsors, as well as our generous donors. We would not have been able to serve those who serve without your kind support throughout the year.

Finally, I would like to express my heartfelt thanks to our Board members for their advice and unstinting support to me and the ACS team. Last but not least, many thanks to my ACS colleagues for their dedication, loyal support, and commitment to joyfully serve alongside me especially during the evening and weekend workshops.

I invite you to partner with ACS to continue our journey to empower an increasing number of NGOs to deepen their positive impact on the communities they serve, and to make Hong Kong a more equitable and compassionate society.

John Louie
Executive Director
About Us

Serving those who serve sums up the heart of ACS

At ACS, we serve those who serve by bringing talents from the business community to empower the nonprofit sector to address challenging and pressing social needs.

The journey began in 2007 when two business professionals saw the thirst of small to medium-sized nonprofit leaders who wanted to serve the community to their full potential, but found their organizations struggling to thrive due to minimal resources and support. We fill the need to equip nonprofit leaders by providing them with the necessary skills and tools so as to exert a bigger and more sustainable impact on society.

Our Vision

We envision excellence in the standards and operations of the nonprofit sector, which maximizes its positive impact on people, communities and nations, cultivating a more empathetic and serving society.

Our Mission

Our mission is to effect change and raise standards and professionalism of small to medium-sized NGOs, enabling them to become more effective, efficient and sustainable in serving our communities.

Our Values

» Integrity
» Excellence
» Accountability
» Creativity
» Purpose

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Our Community

Diverse social causes and beneficiaries
NGO leaders get the necessary training and skill sets and are inspired to run their organizations more effectively to better serve their causes.

Those who serve are being served

Skill-based Volunteers
Deep talent pool of volunteers
Volunteers who are seasoned business professionals are willing to donate their time, energy and skills to help serve the community. To many of the volunteers, their skills are put to good use and their time is well spent.

Partnering Organizations
Generous sponsors and supporters
Corporates, Foundations & other Institutions partner with ACS by providing resources as well as their talent pool to sustain the programs that we run for NGOs.

Together they help fuel the ACS Engine

ACS connects NGOs, Skill-based Volunteers, and Partnering Organizations so that our collective talents and resources can be pooled together to build up NGOs, and ultimately create a more empathetic society.

We serve those who serve
NGOs

ACS offers three main programs to guide NGOs to address their major strategic and organizational issues, equipping them to grow more sustainably.

**NGO Development Workshops**
ACS curriculum-based workshops are designed for NGO leadership teams. This eight-week program begins with a Situational Assessment exercise to diagnose the current state of each participating organization followed by three workshop sessions facilitated by Volunteer Consultants to collaboratively come up with appropriate strategies to improve the effectiveness of respective NGOs. ACS offers three different types of development workshops on:

- Strategic Planning
- Fundraising Strategy
- Board Governance

**Ignite Seminar Series**
First launched in 2012, Ignite is a series of half-day training seminars for NGO board members, CEOs, executive directors and senior staff to learn about top of mind organizational development topics.

ACS received a new multi-year grant from Drs Richard Charles & Esther Yewpick Lee Charitable Foundation in the second half of 2016, enabling us to relaunch the Ignite Seminar in November with topic “Strategic Fundraising: Getting the Right Grant at the Right Time”.

**Power Up – Boost Your Donor Communications**
Sponsored by Macquarie Group Foundation and first launched in 2015, Power Up is an eight-week planning project designed to help NGOs better communicate and engage with their donors.

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**THE CHALLENGE**
Smaller NGOs lack resources to grow their organizations.
Many face funding and staff shortages, and cannot afford professional services.

**THE SOLUTION**
ACS offers structured NGO Development Workshops & Leadership Seminars to address NGOs’ major strategic and organizational issues.
NGO leaders found their engagement with experienced business professionals through the ACS programs enlightening and transformative for themselves and their organizations.

In 2016
- 28 NGOs completed Situational Assessments
- 27 NGOs completed Development Workshops

In 2016
- 5 NGOs completed Power Up

In 2016
- 56 NGO leaders attended the Ignite Seminar
Volunteers

ACS provides volunteer training, coaching and project management support to enable our volunteers to utilize their time and skills effectively and efficiently to empower and inspire NGO leaders.

**Volunteer Recruitment and Development**
- Skill-based volunteers are recruited through multinational and local companies, as well as through personal referrals
- Online application process enables ACS to streamline the volunteer registration and selection process
- ACS equips volunteers to become more effective facilitators and consultants
- Experienced and committed volunteers are selected and trained as Project Advisors to lead workshops and other projects

**The Challenge**
Hong Kong has a large number of experienced business professionals willing to serve the community but have limited access to NGOs and are very stretched on time

**The Solution**
ACS has an established network of 500+ NGOs serving diverse social causes and beneficiaries
ACS provides structured programs to enable business professionals to volunteer their time and expertise effectively and efficiently to empower and inspire NGO leaders

In 2016
- 156 New volunteers registered
- 136 Volunteers contributed 6,864 hours
  Equivalent to HK$13,728,000 of Consulting Value
Partnersing Organizations

ACS connects socially responsible organizations to NGO networks and facilitates their contribution to the long-term development of local communities.

Sponsored NGO projects in 2016

- PwC Hong Kong – “Strengthening Donor Communications” Seminar
- MTR Corporation – “Youth Connect Pathway to Employment” Project
- ACS as member of Community Advisors’ panel to assess and shortlist over 80 NGO grant applicants
- Developed and conducted training workshop for shortlisted NGOs to refine their final program proposal and pitch to MTR Corporation
- Operation Santa Claus / UBS / The Chinese University of Hong Kong NGO Leadership Programme – Training Seminar on “Generating Mission Resources: Fund and Friend Raising”
- The Yeh Family Philanthropy – Year-end Review Report on “Nurturing Social Minds” Program

THE CHALLENGE

Corporations and foundations are increasing community engagement through their philanthropic initiatives

Many organizations lack their own NGO network and need advice on selecting suitable NGOs to support

THE SOLUTION

ACS connects socially responsible organizations to NGO networks and facilitates implementation of their CSR and community development projects

ACS provides a platform for corporations to engage and develop their middle and senior management staff in skill-based volunteering to benefit NGOs and the community

In 2016

133 NGO leaders participated in sponsored projects
Our Impact

**WE ASPIRE TO EQUIP NGOs TO BECOME MORE EFFECTIVE, EFFICIENT AND SUSTAINABLE.**

---

**We Equip**

- **90%** improved
- **90%** agree
- **86%** are using

- **Source:** 2016 ACS Post Workshop Survey

- The quality of their programs after attending ACS workshops & 74% agree the positive impact is attributed to ACS
- The workshop provided significant learnings to the board, management and key staff
- The techniques, processes and concepts learned

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**We are Trusted**

- **90%** of NGOs

- **Source:** 2016 ACS Post Workshop Survey

- Are satisfied with their ACS workshop experience, will consult ACS again in the future and recommend ACS to other NGOs.

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**We Inspire**

- **Source:** 2016 ACS Post Workshop Survey

- The ACS team is very professional in providing us with constructive feedback.
- We got a lot of inspirations on how to raise funds through the workshop.
- We appreciate the consultants offering different perspectives and insights during the Workshop.

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**We help Organizations become more Sustainable**

- **76%** of NGOs

- **Source:** 2016 ACS Post Workshop Survey

- Agree that ACS workshop has had a positive effect on their organizational sustainability

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**We improve Organizational Effectiveness**

- **81%** of NGOs

- **Source:** 2016 ACS Post Workshop Survey

- We understand our goals and limitations better so that we can be more focused on managing our internal operations.
- Board Member
  - Arts & Culture NGO

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**We enhance Organizational Efficiency**

- **71%** of NGOs

- **Source:** 2016 ACS Post Workshop Survey

- The workshop has helped the Board, Key Staff members and Frontline Staff to analyze organizational capacity. It helps improve communication and efficiency.
- Executive Director
  - Arts & Culture NGO

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**We are still living out the workshop findings which were extremely well organized and planned.**

- **Source:** 2016 ACS Post Workshop Survey

- Founder & Board Chair
  - Environmental NGO

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**The expert advice from volunteers was incredibly important in giving us guidance and confidence in our future plans, especially in areas where our expertise is limited.**

- **Source:** 2016 ACS Post Workshop Survey

- CEO
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**The moderators were passionate, coming from different backgrounds. We felt like it was a candid discussion and their willingness to understand our goals and objectives were impressive.**

- **Source:** 2016 ACS Post Workshop Survey

- CEO
  - Rights & Opportunities NGO

---

**We are putting in place some of what we have learned to become more efficient with our resources.**

- **Source:** 2016 ACS Post Workshop Survey

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**Comments from NGO leaders**

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In the beginning...back in 2003

The Vine Church (The Vine) saw the growing need among refugees and asylum seekers in Hong Kong, and began to help them by providing pastoral care as well as financial assistance.

Fast forward to 2010

The Vine enrolled in an ACS Strategic Planning Workshop. We together identified the need to set up a separate NGO focusing on running refugee related programs while The Vine should continue to provide ministry support to refugees and asylum seekers.

In 2012, VCSL was born!

2013

Early in the year, VCSL enrolled in its first ACS Fundraising Strategy Workshop to raise funds for three core initiatives: 1) Refugees and Asylum Seekers Ministry, 2) School of Opportunity which focuses on providing educational opportunities to those with limited or no access to quality education and 3) STOP “Stop Trafficking Of People”, a program that fights against human trafficking.

After attending the Ethnic Minority Sector Collaboration Workshop organized and facilitated by ACS in December 2013 together with seven other NGOs serving this sector, the refugee work team was able to apply the learnings right away in the field!

2014

The Ignite Seminar “Leverage Your Likes on Social Media” had given VCSL practical steps to turn social media followers to supporters.

2015

VCSL hired its first CEO to head and manage the organization.

2016

VCSL restructured their organization by creating a fundraising department as a result of joining another ACS Fundraising Strategy Workshop in early 2016.

VCSL successfully revamped their communications strategy for different stakeholder groups through joining the ACS Power Up, a donor marketing and communications training program in September 2016.

Fiscal year 2016-2017 was the first year that VCSL had money in the bank! From initially relying exclusively on giving from The Vine, VCSL now has a more diversified donor base which includes fundraising events, grants from corporates and foundations, and giving from high net worth donors.

Our journey continues...
Financial Highlights

ACS Income Sources

- Individual: 54%
- Corporate: 36%
- Foundation: 8%
- Other: 2%

ACS Expenses by Program

- Workshops: 37%
- Sponsored Projects: 34%
- Ignite: 19%
- Power Up: 11%
- Development: 3%
- Other: 2%

**2015**

- Total HK$2,343,299

**2016**

- Total HK$2,915,794

**2015**

- Total HK$2,547,111

**2016**

- Total HK$2,687,555
Looking Ahead

One small idea, one big dream.

We started as an idea sparked between two business professionals seeing the need to build up the capacity of NGOs so that they can become more effective, efficient and sustainable. We are honored to have served over 500 NGOs to date, representing merely 5% of all registered NGOs in Hong Kong. This also means that there are many more untouched lives in the city.

Together, we can achieve more.

There is still a long way to go to touch more lives together. Our journey in serving those who serve in the past nine years has equipped and shaped us to play the connector’s role to match philanthropic goals with community needs. In the coming year, we hope to further facilitate, support and promote cross-sector collaboration to collectively exert bigger impact on the society.

NGOs

We hope to make more new NGO friends in the coming year to understand their capacity building needs and to invite them to join the appropriate ACS programs.

We will continue walking together with our fellow NGO friends to help further develop and deepen their impact and effectiveness in serving the community through updating our current core curriculum and introducing relevant new training programs and tools that can cater to different stages of organizational development.

Volunteers

We are committed to recruiting, training and equipping skill-based volunteers to share their professional experience and insights with NGO leaders through ACS workshops, seminars and other programs.

We will further build up this network of like-minded and passionate business professionals, introduce them to the societal needs through ACS programs and encourage them to make use of their talents to serve the community.

Partnering Organizations

We will continue our collaboration with corporate and foundation partners to design and introduce programs to enhance the professionalism and effectiveness of the NGO community. We will also support CSR initiatives to promote skill-based volunteering among their staff members enabling them to serve the community as well as develop their own leadership and influencing skills.

ACS is turning ten years old in 2017. We look forward to serving with you to create a more empathetic society as we continue to walk and evolve with the community.
Our Team

Our Board

David Sutherland  Nancy Yang  Jayson Kyle  Scott Ohman

Our Staff

John Louie
Executive Director

May Wong
Associate Director

Peter Li
Finance Director

Gary Morris
Manager, Strategic Training Projects

Linda Yau
Program Manager

Marilyn Ng
Assistant Project Manager

Isobel Mak
Project Executive

Acknowledgments

We would not have been able to serve those who serve without our sponsors, event speakers and volunteers.

Thank you for serving and journeying alongside us to empower NGOs to magnify their caring effort and bring about impactful solutions to the society.
Thank You

PwC Seminar Speakers

Bryan Wong
Hong Kong Jockey Club

David Sun
Audit Commission, HKSAR Government

Ellen Yeung
South China Morning Post

Hugh Chiverton
Radio Television Hong Kong

Sammin Leung
PriceWaterhouseCoopers

Ignite Seminar Speakers

Alia Eyres
Mother’s Choice

Jill Tucker
GICA Foundation

Sky Su
KELY Support Group

Susan Clear
Macquarie Group Foundation, Asia

Frederic Mortier

Garrick Chung

Gayatri Bery

Glenda Yu

Hendro Santoso

Henry Tsang

Hoi Lai Yeung

Ida Cheung

Isabelle Ensarguet

Jane Chan

Janice Ng

Jason Cheung

Jason Liu

Jeffrey R. Ronan

Jenny Wong

Jennie Oswald

Jenny Chang

Jenny Sutton

Jessica Lau

Jessica Wong

Jessica Zhang

Jessie Ching

Joanna Leung

Joanne Walpole

Joe Chan

Karen Kwan

Karen Yu

Kari Entwisle

Karl Fu

Kerry Ho

Kimberley Bojan

Kunj Gandhi

Lance Lan

Lauren Houghton

Le Xu

Liaokuo Dings

Libby Vaughan

Linda Luk

Lora Chow

Man Pan Sit

Masy Lo

Melody Ma

Michael Tse

Mindy Kwan

Ming Chen

Myron Cheung

Natalie Chan

Natalie Tse

Neha Kapur

Nicole Li

Nyla Ng

Noel Chetty

Owen Yeung

Patricia Lau

Patrick Mankhanamba

Paul Chung

Peggy Shaw

Penelope Van Niel

Philip Wai

Pieter van der Schaft

Volunteers in 2016

Ada Chan

Agnese Tse

Alexander Wang

Alice Au Yeung

Amar Patel

Andrew Li

Angela Ma

Anne Lin

Annie Chuk

Anthony Ho

Arnold Poon

Ben Yip

Bernice Yung

Betty Lee

Betty Tsoi

Amanda Fong

Acarria Lee

Cecilia Mok

Celina Ma

Charles Wong

Charlotte Mery

Cherry Ren

Claire Cheng

Claire Hsiao

Claire Turner

Clara To

Cleire Sheung

Connie Yip

Cynthia Wan

Cyrus Ho

Daniel Chan

Data Fok

David Wong

Dickson Tsang

Donald Tse

Dorothy Chan

Edith Chen

Edmond Lee

Edward Lam

Edward Zhao

Eleanor Lennie

Eric Kong

Eugenia Lo

Farida Lau

Flora Li

Florence Fong

Frances Wong

Frederic Mortier

Garrick Chung

Gayatri Bery

Glenda Yu

Hendro Santoso

Henry Tsang

Hoi Lai Yeung

Ida Cheung

Isabelle Ensarguet

Jane Chan

Janice Ng

Jason Cheung

Jason Liu

Jeffrey R. Ronan

Jenny Wong

Jennie Oswald

Jenny Chang

Jenny Sutton

Jessica Lau

Jessica Wong

Jessica Zhang

Jessie Ching

Joanna Leung

Joanne Walpole

Joe Chan

Karen Kwan

Karen Yu

Kari Entwisle

Karl Fu

Kerry Ho

Kimberley Bojan

Kunj Gandhi

Lance Lan

Lauren Houghton

Le Xu

Liaokuo Dings

Libby Vaughan

Linda Luk

Lora Chow

Man Pan Sit

Masy Lo

Melody Ma

Michael Tse

Mindy Kwan

Ming Chen

Myron Cheung

Natalie Chan

Natalie Tse

Neha Kapur

Nicole Li

Nyla Ng

Noel Chetty

Owen Yeung

Patricia Lau

Patrick Mankhanamba

Paul Chung

Peggy Shaw

Penelope Van Niel

Philip Wai

Pieter van der Schaft

Pin Duangdee

Rachel Troubliaewitch

Rachel Yung

Rando Yuen

Ricky Cheung

Ronald Siu

Rosa Chiu

Rosanna Mak

Rosemary Madagwa

Roxanne Chan

Ryan McCarthy

Sabina Fung

Sara Bosco

Simone Loke

Stephanie Poon

Stephen Tsui

Sujata Ramakrishna

Sun Kim

Sylvia Yeung

Tai Ki Share

Teresa Chu

Vanessa Ho

Wai Yee Lam

Wenjing Rao

Winnie Lam

Yu Chan

Yvonne Chan

Zoe Lee
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