BRINGING TOGETHER NGO LEADERS AND BUSINESS PROFESSIONALS FOR A BETTER HK
Dear Friends of Asian Charity Services,

These are challenging times for the leaders of NGOs in Hong Kong. There’s more competition for aid dollars, more complex demands made of staff, and a rise in societal issues that place greater demands on the services provided by NGOs. Thankfully, the team of volunteers and staff at Asian Charity Services (ACS) has been able to meet these greater demands with an increase in programs, experts, information and materials. We, like our fellow NGOs, are all rising to the challenge. As with every year, we have seen change and progress – but not always in equal measure. We’re challenging ourselves to better meet the needs of NGOs in Hong Kong.

Looking back at the highlights of last year, ACS has since doubled the programs on offer. Almost 200 NGO professionals participated in our new Sprint hackathons focused on design thinking and fundraising. We introduced Engage, which hosts nearly 50 NGO leaders per session, teaching NGO leaders how to digitally market to various stakeholder groups. In the end, 3 NGOs can earn video production services totalling over $200,000. We also introduced Ignite Next Generation with more peer-to-peer learning, more cutting edge topics taught by top-flight experts in a new venue sponsored by Fu Tak lam. In addition, we revamped our Strategic Planning and Fundraising ASCEND workshops to help senior leaders and board members grow their organizations more thoughtfully and collaboratively.

In the last year, we have committed more time and resources to reaching out to NGOs and volunteers, in-person and online. Our community outreach team of volunteers and staff are conducting field visits to NGOs to best understand their organizational challenges so we can better adapt our offerings. We now provide information about ACS via LinkedIn, Facebook and Instagram. We are also redesigning our website and expect to launch the new site in the coming weeks.

While we serve NGOs with the pro bono assistance of our volunteers from a variety of business fields, our community extends into corporations and foundations across Hong Kong. We have been meeting donors and partners regularly. We even spoke before a group of foundations to let them know more about the Hong Kong NGO community, its vitality and challenges, and explore opportunities for collaboration.

At ACS, we take time to be grateful and express our thanks. Our community appreciation evening was a wonderful chance to give thanks to the people in our network of volunteers, NGOs, and corporates that enable us to thrive. We are very grateful for everyone’s support.

I had the privilege to be Interim Executive Director these past 8 months following John Louie’s dedicated and transformative leadership. Together with the staff and volunteers, both existing and new, we have worked to cater to the evolving needs of NGOs across Hong Kong.

Thank you for your support of Asian Charity Services. We serve those who serve – and cannot do it without your kind support. As NGOs rise to the challenge of increased demand, ACS is here to help them build capacity and better support the numerous demands on their services.

With warm regards,

Lauren Houghton
親愛的ACS朋友們，

近年來，香港的非牟利機構面臨各類型的挑戰 — 申請資助的競爭越趨激烈，對僱員的需求越增複雜，以及社會問題不斷上升，導致社會對非牟利機構的服務需求日益增長。感謝我們ACS的義工和員工團隊，除了增加服務項目，更一直致力改善我們的項目、提升專業水平及提供更多相關資訊，以致我們能夠應對以上種種對行業的需求。與其他機構一樣，縱然我們的進步未必經常能趕得上社會的變化，但我們會繼續以為香港的非牟利機構提供更優質的服務為目標，不斷挑戰和鞭策自己。

過去一年的成長令人鼓舞，ACS的服務項目由2個增至4個，接近200位非牟利機構工作者參加了我們的新項目Sprint Hackathon，學習籌款技巧和應用設計思維。我們亦推出了賽馬會創意數碼計劃，教導非牟利機構如何運用數碼營銷工具和技術與不同持份者作出有效的溝通。此項目每次都選出近50位非牟利機構工作者參與其中，而當中3間傑出的參與機構能獲得數碼宣傳短片製作服務，總值超過20萬港元！同時，我們也重新啓動Ignite Next Generation。此項目由傳統錄基金有限公司贊助，會邀請來自不同領域的專業人士分享一些具有前瞻性的主題，並鼓勵參加者互相切磋、學習。此外，我們還改善了原有的項目 — ASCEND 的策略規劃工作坊和籌款策略工作坊，使非牟利機構領導層和董事會成員在擴展其機構的過程中能有更全面的考慮和協作。

自去年開始，我們決意投放更多的時間和資源走進社區，與非牟利機構和義工交流。由ACS員工和義工組成的社區外展隊會主動約見不同非牟利機構，更深入地了解他們面對的問題，從而提供更適切的解決方案。我們亦建立了不同的社媒媒體，包括LinkedIn、Facebook，以及Instagram，並在這些平台上分享有關ACS的資訊。與此同時，我們也正在重新設計我們的網站，新網站預計会在未來幾周內推出。

ACS在一班服務商界不同領域的專業人士協助下為各非牟利機構提供更優質的專業服務，現在我們更深覺這個社區擴展至各大企業和基金會。我們除了一直與捐助者和合作夥伴保持緊密聯繫，最近更在一個基金會活動上分享一眾非牟利機構的現況和挑戰，並探索跨界別的合作機會。另外ACS更舉辦了社區感謝晚會（Community Appreciation Evening）向我們的義工們、非牟利機構，以及各企業表達最誠摯的謝意。因他們的支持，才讓ACS得以繼續發展。

當張文先生於在任期間全心奉獻，機構在他的領導下作出不少改革。我有幸在他卸任後擔任8個月的臨時執行總監，與我們的員工和義工們並肩，繼續努力回應香港各非牟利機構的需要。

感謝你對ACS的支持，使我們可以實踐We serve those who serve的使命。在當下各個非牟利機構面對挑戰之時，ACS將會繼續致力幫助各非牟利機構能力建設，以使他們能以不同形式惠澤社群。

Asian Charity Services 執行總監
Lauren Houghton
誰敬
Leaders of small to medium-sized NGOs lack access to the professional training needed to grow their organizations, better help vulnerable beneficiaries and alleviate complex societal issues. Asian Charity Services offers a variety of free management seminars and strategic workshops -- from marketing to fundraising, strategic planning to communications -- for today’s NGO leaders. To do this, we rely on the help of our deep network of passionate, skilled volunteers and generous corporate and foundation sponsors. Asian Charity Services has been a Hong Kong registered NGO since 2007.

ACS 成立於2007年，是一間於香港註冊的非牟利機構。
Mission 使命

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

我們的使命是提高中小型非牟利機構的管理和服務的專業水平，以致他們能更持續、有效地為社區提供有影響力的服務。

Vision 願景

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

我們冀望整個非牟利機構界別能在服務水平和機構營運方面能有卓越表現，從而對市民、社區及國家產生更大的影響力，以建設一個更具同理心及為人服務的社會。

Values 核心價值

Integrity · Creativity · Accountability · Excellence · Purpose

誠信 · 創新 · 責任 · 卓越 · 目標導向
OUR COMMUNITY
我們的社群

NGOs

In Hong Kong, there are over 9000 registered NGOs. They have strong demand for their services and limited resources. We help NGOs better serve more beneficiaries by providing management training workshops with expert trainers and skilled volunteers – all at no cost. We prepare today’s NGO leaders to face ongoing challenges and make a greater impact in their communities.

“Volunteers don’t just come and give advice, they actually create a relationship with the people in the workshop. The volunteers were as invested in it as we were and they really wanted to see the NGO change for good. There is a desire to bring NGOs to work together for the common good of our city.”

- Nicholas Cotton, Outward Bound

“Through participation in ACS activities, the Chatteris Educational Foundation has been able to significantly develop the scope and quality of our impact on our beneficiaries. ACS provides invaluable skills training, professional development, and networking opportunities and we thank them for their considerable service and support.”

- Ben Weetman, The Chatteris Educational Foundation

非牟利機構

現時有超過9000關於本港註冊的非牟利機構。他們以有限的資源應對大量的服務需求。我們與不同範疇的專家和義工聯手，為非牟利機構提供無償的管理培訓工作坊，旨在裝備非牟利機構領導迎接挑戰，為社區作出更大的影響。

“義工不僅是來給予指導意見，通過工作坊他們與志同道合的義工建立著真摯的關係。我們與他們對此都全心投入，而且義工們亦願意看到機構有正面的改變。他們冀望讓更多非牟利機構走到一起，共建美好社會。”

- Nicholas Cotton, Outward Bound

“透過參與ACS的活動，The Chatteris Educational Foundation能夠有效地擴展受惠者範疇，以及提升影響力。ACS提供寶貴的技巧培訓、專業發展及拓展網絡的機會，我們在此感謝ACS提供的服務和支持。”

- Ben Weetman, The Chatteris Educational Foundation
Volunteers

Volunteers from a wide range of disciplines find ACS a meaningful way to use their skills in the NGO sector. They help deliver our training workshops and seminars by offering their expertise and skills to NGOs’ leaders to help them make greater impact in their communities.

Partner Organizations

At Asian Charity Services, we are empowered by generous donors at corporations and foundations. We partner with them to provide results-oriented programs that help build the societal fabric that underpins Hong Kong. Their long-term vision and dedication inspires and funds our work.

"Incredible to be engaged in such a meaningful workshop because not only did I personally learn a lot, but also they [the volunteers] are so inspired by all the NGOs contributing to our community and all the great work they do. I feel really compelled to do more.
- Stefanie Chiu, Li & Fung Sourcing"

"We are glad to see that different NGOs exchanged their ideas and shared their proposals. Each works very hard to be able to contribute to the elderly sector in Hong Kong.
- Catherine Cheng, Hong Kong Club Foundation"
Asian Charity Services (ACS) provides free management consulting services and training to non-profit organizations (NGOs) in Hong Kong. We connect dedicated NGO leaders and pro bono business consultants in our proven training seminars and workshops. They address a wide range of management and strategic issues, including fundraising, strategic planning, digital marketing and more. Together, we build the capacity and capabilities of Hong Kong’s numerous diverse non-profits, creating a better Hong Kong for all.

ACS為香港的非牟利機構提供免費管理諮詢服務及培訓項目。我們在不同類型的能力建設工作坊及研討會上，連結非牟利機構工作者與願意提供無償服務的商界義工，讓他們攜手解決一系列機構管理和策略性的問題，包括籌款、策略規劃、數碼營銷等等，合力共建美好香港。

**ASCEND**

**Strategic consulting-style workshops 策略顧問式工作坊**

ASCEND Workshop Series offers management consulting-style workshops aimed at improving NGO’s strategy capability in fundraising, strategic planning and board leadership.

**To help NGOs**
- plan their organization’s strategy
- develop a fundraising plan, or
- improve board governance

ASCEND工作坊系列提供管理顧問服務，幫助慈善機構制定提升機構效能的有效策略。

**幫助 貢獻機構**
- 訂立機構策略
- 訂立籌款方案，
- 改善董事會管治

**ENGAGE**

**Experiential workshop to upskill digital marketing capabilities 提升數碼營銷能力的實踐性工作坊**

ENGAGE is an experiential learning series that trains leaders of NGOs. We leverage digital marketing tools to improve NGOs’ communications to stakeholders.

**To help NGOs better engage stakeholders and to win budget for a marketing video focusing on**
- crowdfunding
- corporate communications
- volunteer recruitment
- beneficiary outreach

賽馬會匯創數碼計劃讓參與機構透過一系列實踐性訓練，學習運用數碼營銷工具與不同類型的持份者溝通。

**幫助 貢獻機構學習與不同持份者溝通，並贏得製作數碼宣傳短片之資金。主題包括**
- 筹籌
- 企業傳訊
- 義工招募
- 受惠拓展
Ignite Next Generation is a topical leadership development series consisting of half day seminars for NGO leaders.

Enable NGO leaders to acquire knowledge in unfamiliar areas and develop a better understanding of strategic topics, as well as providing them with practical applications that they can utilize in their NGO.

Ignite是一個為期半天的研討會，目的為幫助慈善機構領導者建立領導才能。

讓非牟利機構領導者能夠獲得不同知識，更了解先導議題，同時可以讓他們於非牟利機構中實踐所學。

Sprint is a hackathon for social good. It brings together a community of NGOs and volunteers to develop key growth skills such as fundraising and design thinking. NGOs collaborate through "learn-by-doing" and take away immediate, direct applications.

Sprint是為社會公益而舉辦的黑客松。在義工隊伍的支持下，非牟利工作者在活動中建立各種有助機構運作的技能，包括籌款、設計思維和協助，歷時一整天的活動讓參加者以「邊學邊做」的方式把所學到的知識立即實踐在他們的機構上。

To help
- jumpstart fundraising
- innovate programs to better meet beneficiaries’ needs
- collaborate with other NGOs in the same sector

幫助 資善機構
- 立即展開籌款行動
- 完善機構項目，使其更貼近受益群體之需求
- 與同一界別的機構之間建立協作關係
On a budget of **HKD 4.6 million** 港幣460萬預算

We aspire to equip NGOs to become more effective, efficient and sustainable. 我們立志幫助非牟利機構變得更有成效、更具效率、並以可持續的方式發展。

15 Training Events

2 Marketing Strategy

9 Organizational Strategy

4 Operational Strategy

**22,187,000**

HKD $ value in pro bono consulting

無償性顧問服務價值港幣

313 Volunteers

12,000 Volunteer hours
143 NGOs Served

10 Art & Culture
文化藝術

11 Animals & Environment
環境動物

7 Religious Charities
宗教慈善

8 Poverty and Disaster Relief
扶貧救災

18 Education and Training
教育培訓

10 Medical and Emotional Health
醫療及心理健康

4 Right and Opportunities
權利及機會

54 Social Service for Community
社區服務

21 Children and Youth
兒童及青少年
FINANCIAL HIGHLIGHTS
財務摘要

Sources of Income 收入來源

2018
Total HK$ 3,074,969
- Individuals 21%
- Foundations 75%
- Corporates 1%
- Others 3%

2017
Total HK$ 4,652,123
- Individuals 69%
- Foundations 14%
- Corporates 15%
- Others 2%

Expenses by Program 項目支出

2018
Total HK$ 4,595,831
- Engage 41%
- Ignite 12%
- Workshops 14%
- Development 20%
- Sprint 14%

2017
Total HK$ 3,073,822
- Ignite 27%
- Power Up 8%
- Workshops 20%
- Development 33%
- Special Projects 12%

Note: 2017 funds raised included designation for 2018 program expense
MESSAGE FROM THE BOARD
董事的話

Drawn by the opportunities to use my business skills to serve a wide variety of Hong Kong NGOs, my journey with ACS started as a volunteer in the delivery of its programmes. In the 5 years since then, reflecting on how ACS leverages the “gifts” of its volunteers, I have helped with strategy development, the design and launch of new programmes, grant applications, and improving aspects of operational efficiency.

Joining the Board in 2018 amidst a season of many great changes for ACS was a tremendous honor. We have seen the launch of 2 new programmes - Sprint and Engage; our work widened to new funders including the Hong Kong Jockey Club Charities Trust and Fu Tak lam Foundation; our community outreach further deepened to grass-root NGOs and the relationship with our volunteers was enhanced.

The Board and the team at ACS are committed to "serve those who serve" and see continuous needs and opportunities to build up the capacity in the Hong Kong NGO sector. Together with our pool of skilled volunteers, we hope to make our home city a better place for all of our communities.

Wai Yee Lam
Board Member, Asian Charity Services

ACS in 2018年經歷了各種巨大的變化和成長，我十分榮幸在此時成為ACS董事會的一員。首先，我們推出了2個全新項目——Sprint和賽馬會匯創數碼計劃。另外，我們的工作更受到新贊助商的肯定，包括香港賽馬會慈善信託基金與傅德霖基金有限公司。除此之外，我們的外展服務進一步擴展到基層非牟利機構，而我們和義工之間的感情亦加深了不少。

ACS的董事會和團隊致力於「服務為社會提供服務的人」(Serve those who serve)，並著眼於香港非牟利界別在能力建設上延綿不斷的需求和機遇。我們期望和義工團隊攜手，使香港成為一個更美好的地方。

林慧儀女士
Asian Charity Services 董事

David Sutherland
Nancy Yang
Jayson Kyle
Wai Yee Lam
Across Hong Kong, NGOs see demand rising for their services. The complex environment in which NGOs operate keeps evolving due to the stresses and strains of several major factors. Asian Charity Services (ACS) supports NGO leaders as they build their capabilities while managing these tough challenges. We want to highlight four such areas as follows:

First is a shift in demographics in Hong Kong. There are new issues emerging and existing issues that are worsening, such as the chronic low supply of housing, increasing income inequality and an ageing population. This places tougher demands on NGO staff as they face greater demand and more complex cases. They need to learn resilience and to pivot from issue to issue. That is why, amongst other things, ACS continues to improve its in-depth strategic planning workshops.

Second is the increased fragmentation of the non-profit sector, with more specialised NGOs rising to meet these shifting societal issues. For our clients, that means greater competition for funding and more grant proposals to manage. With the overlap comes a greater need to collaborate and find mutually beneficial outcomes for the NGOs, their beneficiaries and their donors. Indeed, ACS is innovating to provide opportunities to collaborate and pivot in its Sprint hackathons.

Third is the proliferation of social media and the demand for increased transparency as well as accountability. Few NGO leaders were born in a digital world and many are playing catch-up to understand the tools available and how to use them to their best advantage. At ACS we're introducing more social media learning modules to our Ignite curriculums and our Engage digital marketing programming.

The fourth issue is the increased complexity of managing resources -- whether it is staff, volunteers, “in-kind” donations, and grants. Addressing more complex needs requires better-trained people and more resources. This challenge inspired the founding of ACS over ten years ago and remains core to our mission today. Meeting the numerous demands of constituents in a time of rising complexity makes the work of NGO leaders more difficult.

At ACS, we are working tirelessly to be equal to the challenge. We're improving our capabilities, offering new programs, sharing more via social media, and meeting in-person with NGO leaders to ensure our offerings remains relevant and helpful. With the support of our strong network of volunteers and staff, Asian Charity Services is well-placed to help Hong Kong’s NGO leaders build their offerings in the face of these and other emerging issues as we look ahead.

縱觀香港，社會對非牟利機構的服務需求持續上升。複雜的社會狀況因著不同社會因素所施加的壓力與限制而不停演變。ACS在其中扮演著支援者的角色，提升非牟利機構領袖的能力去應付這些嚴峻的問題。

首先，社會問題隨著人口特徵的轉變愈趨嚴重，例如房屋供應量持續供不應求、貧富差距懸殊及人口老化等。因此，非牟利機構工作者更需迎難而上，以靈活及不屈的態度面對日漸複雜的社會問題。有見及此，ACS不斷完善策略規劃工作坊的內容。

第二，為要對應這些不斷演變的社會問題，愈來愈多非牟利機構成立，加深了非牟利界別分散的情況。這意味著非牟利機構申請資助的競爭越趨激烈，同時亦需要管理更多的撥款申
請。由於當中不少服務內容重疊，因此他們需要互相合作，尋求讓機構、受益群體和贊助人達致最佳效益的方法。ACS於SPRINT Hackathons 增設交流環節，提供空間讓非牟利機構尋求合作的機會。

第三，社交媒體的廣泛應用，以及社會對非牟利機構管理透明度及問責態度嚴格，使整個業界都需要學習以新的方式面對公衆。現在只有少數非牟利機構領袖生於數碼年代，而很多領袖正學習如何善用不同社交媒體以達致其目標。ACS於Ignite及Engage的項目規劃中，加入了更多關於社交平台的元素，希望藉此幫助各機構領袖掌握有關知識和技巧。

第四，內部員工、義工、捐贈物資、申請撥款等各項資源的管理方式變得複雜。為機構員工提供培訓及爭取更多資源是解決以上困難的方法之一。種種挑戰促使ACS於12年前成立，而背後的理念未有因困難而改變。

在問題日益複雜的同時要兼顧衆多需求使非牟利機構領導者的工作難上加難。ACS的團隊迎難而上，不斷提升我們能力，增設新項目、透過社交媒體分享更多ACS資訊，以及與其他非牟利機構會面，以確保我們的服務可以為他們提供最適切的幫助。

在強大的義工網絡和ACS團隊的努力下，ACS有信心能夠幫助香港的非牟利機構領袖裝備和加強他們機構的能力以迎接當下和未來的挑戰。
ACKNOWLEDGEMENTS

Seminar Speakers

Ignite Speakers

Ms. Anne de Marmiès
Former Director (Firm Reach & Relevance and Knowledge Dissemination), McKinsey & Company

Mr. Vikram Kapur
Partner, Bain & Company

Mr. Ben Evetts
Executive Director, Golin Hong Kong

Mr. Patrick Eastwood
Partner, MerchantCantos

Mr. NiQ Lai
CEO, Hong Kong Broadband Network

Ms. Carole Lewis
Executive Coach & Consultant, CLC Limited

Mr. Gary Lo
Managing Director & Principal Instructor, GloConsulting

Engage Speakers

Tom Dawkins
Co-founder & CEO, StartSomeGood

Yeone Fok
Founder, SparkRaise

Walter Jennings
Management Consultant, Tantalus Group

Yuri van der Leest
Senior Vice President, Teneo Strategy
ACKNOWLEDGEMENTS

Partner Organizations 企業夥伴

Credit Suisse

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Fidelity

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FountainInvest Partners

恒隆地產
HANG LUNG PROPERTIES

The Hong Kong Club Foundation Limited

Ivey

Business School
WESTERN UNIVERSITY - CANADA

MACQUARIE

Morgan Stanley
摩根士丹利

UBS

THE YEH FAMILY PHILANTHROPY
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