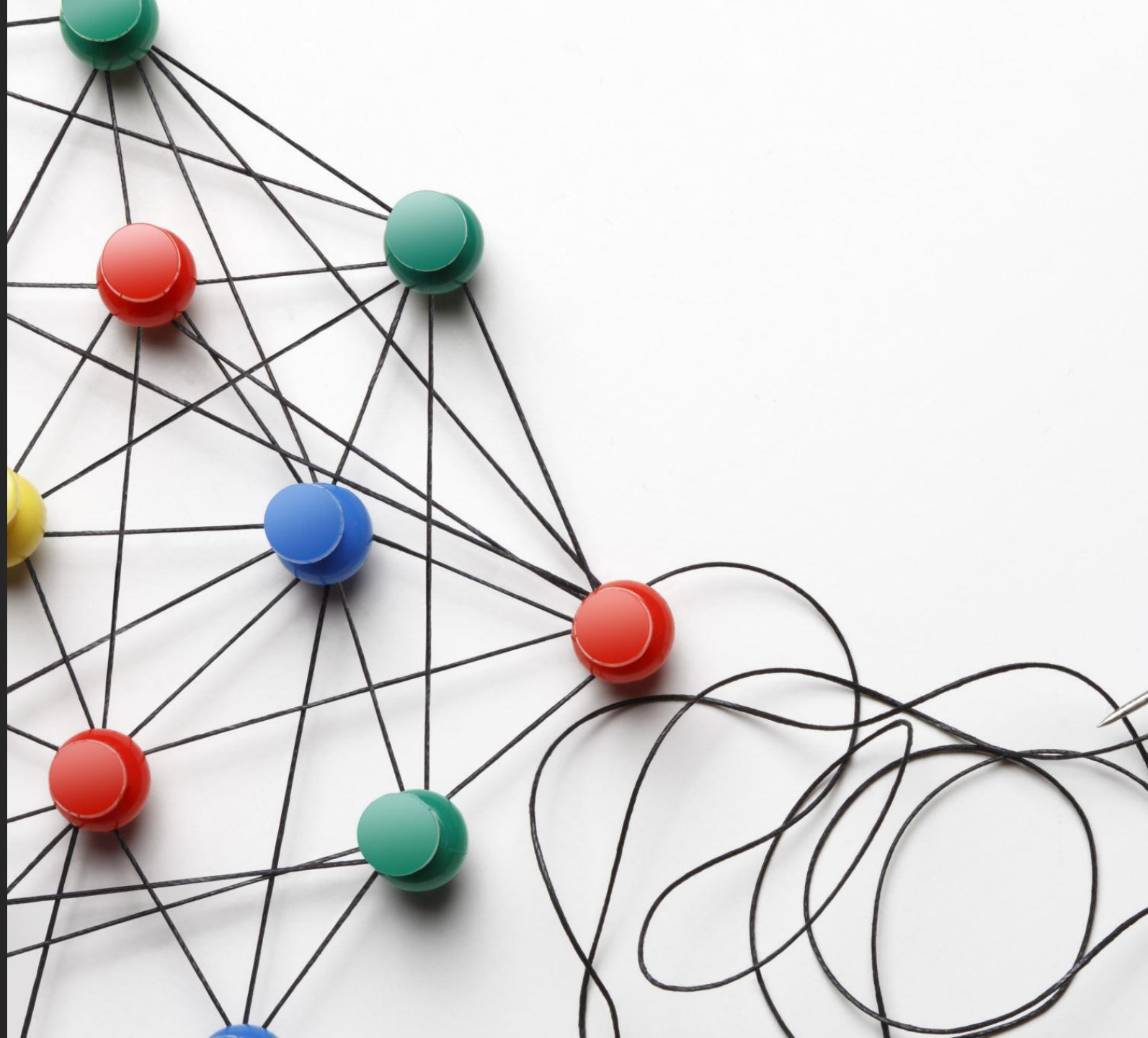


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# SOCIAL CAPITAL & CORPORATE SOCIAL RESPONSIBILITY

LILIAN LAW

SEP 3, 2020



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# BUILDING SUSTAINABLE PARTNERSHIP WITH CHARITIES AND NGOS

- A PERSONAL SHARING FROM A NGO PERSPECTIVE



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## A PERSONAL EXPERIENCE SHARING

- **Importance of long-term partnership**
- commercial & social service sectors : two different worlds
- bridging of the two and making it long lasting

Home

What's New

About CIIF

Social Capital Development Projects

Project Highlights

Approved Project List

Funding Application

Promotional & Educational Activities

SC.Net

Grantee Platform



推行機構: 香港小童群益會  
香港理工大學應用社會科學系

推行地區: 深水埗區元州邨及麗閣邨

對象: 低收入、有服務需要之家庭

主要協作夥伴: 學校、地區組織、商界

推行時期: 01/04/2009 – 31/03/2012 (共3年)

資助金額: \$2,000,000

Project Title : Child-Family Safety Network

Name of Organization : The Boys' & Girls' Clubs Association of Hong Kong  
The Department of Applied Social Sciences, Hong Kong Polytechnic University

Grant Approved : HKD\$2,000,000

Project Duration : 01/04/2009 – 31/03/2012 (3 years)

Target Groups : -Deprived and services needed families living in Sham Shui Po  
Different kinds of system such as government and non-government organizations, private enterprises, schools, medical sectors, residential organizations

Location of the Project : Sham Shui Po

### 1. Objective

- To provide a platform for the deprived families which have received the services in the previous project named Shamshui Po Child-Friendly Community Network, to consolidate and strengthen the community network that has built, to change it into community dynamic, and



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## CORPORATE-NGOS --- IMPORTANCE OF LONG-TERM PARTNERSHIP

1. Social and Environmental concerns take time to tackle and creating long-term impact

■ CSR....

Companies integrate social and environmental concerns in their business operations and interactions with their stakeholders

# CORPORATE-NGOS --- IMPORTANCE OF LONG- TERM PARTNERSHIP



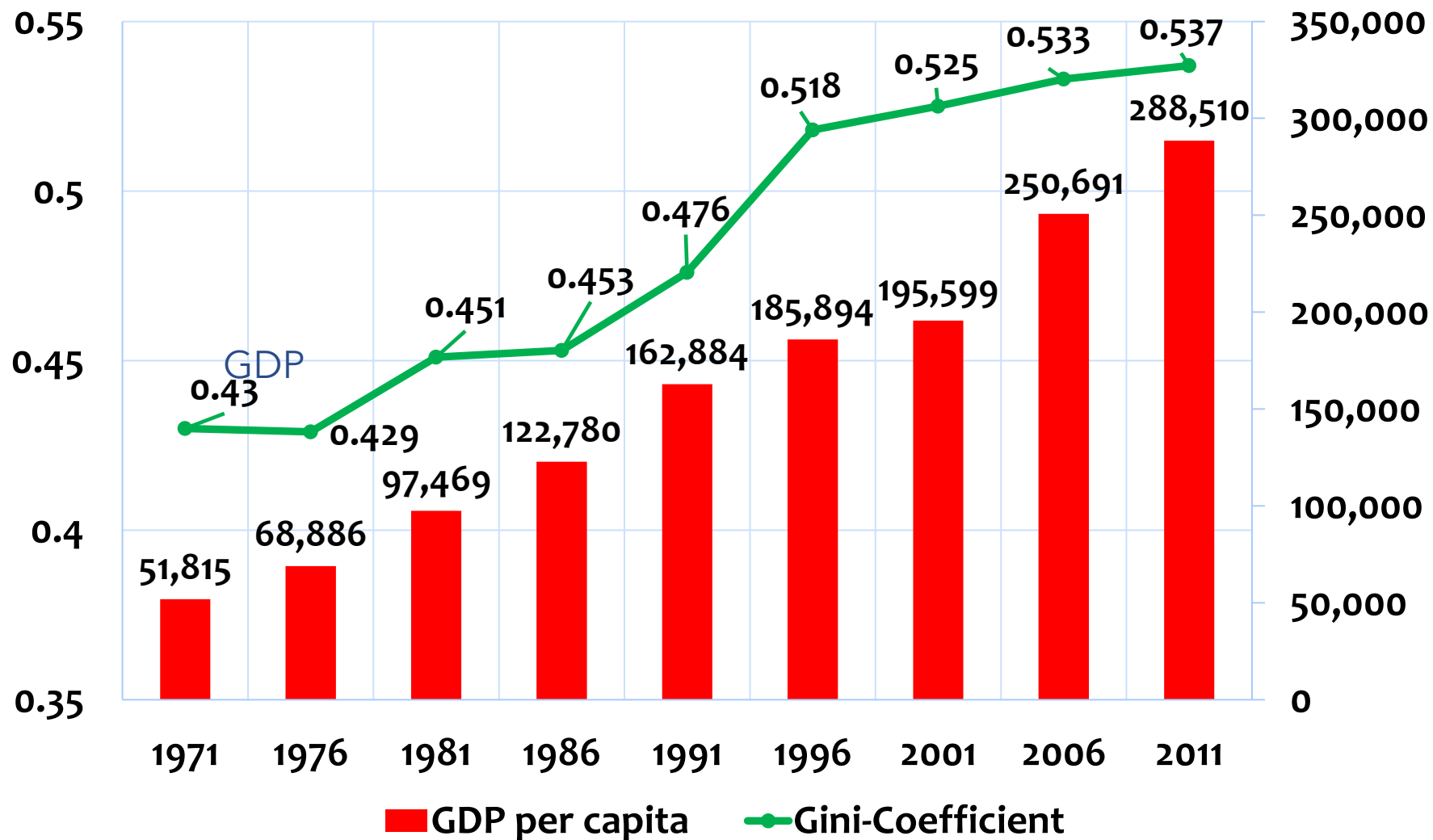
# TACKLING POVERTY

- The situation will not be eradicated within a short-term



# Increasing GDP per capita and raising Gini Coefficient of Hong Kong: 1971- 2011

2016  
0.539



Source: Census and Statistics Department, HKSAR



## PARENTS TRAINED AS TOUR-GUIDES FOR CORPORATE LEADERS TO VISIT THE COMMUNITY THEY LIVE

- Volunteers and service recipients need time to nurture





CORPORATE  
LEADERS, AFTER  
THE TOUR,  
GIVING POSITIVE  
FEEDBACK

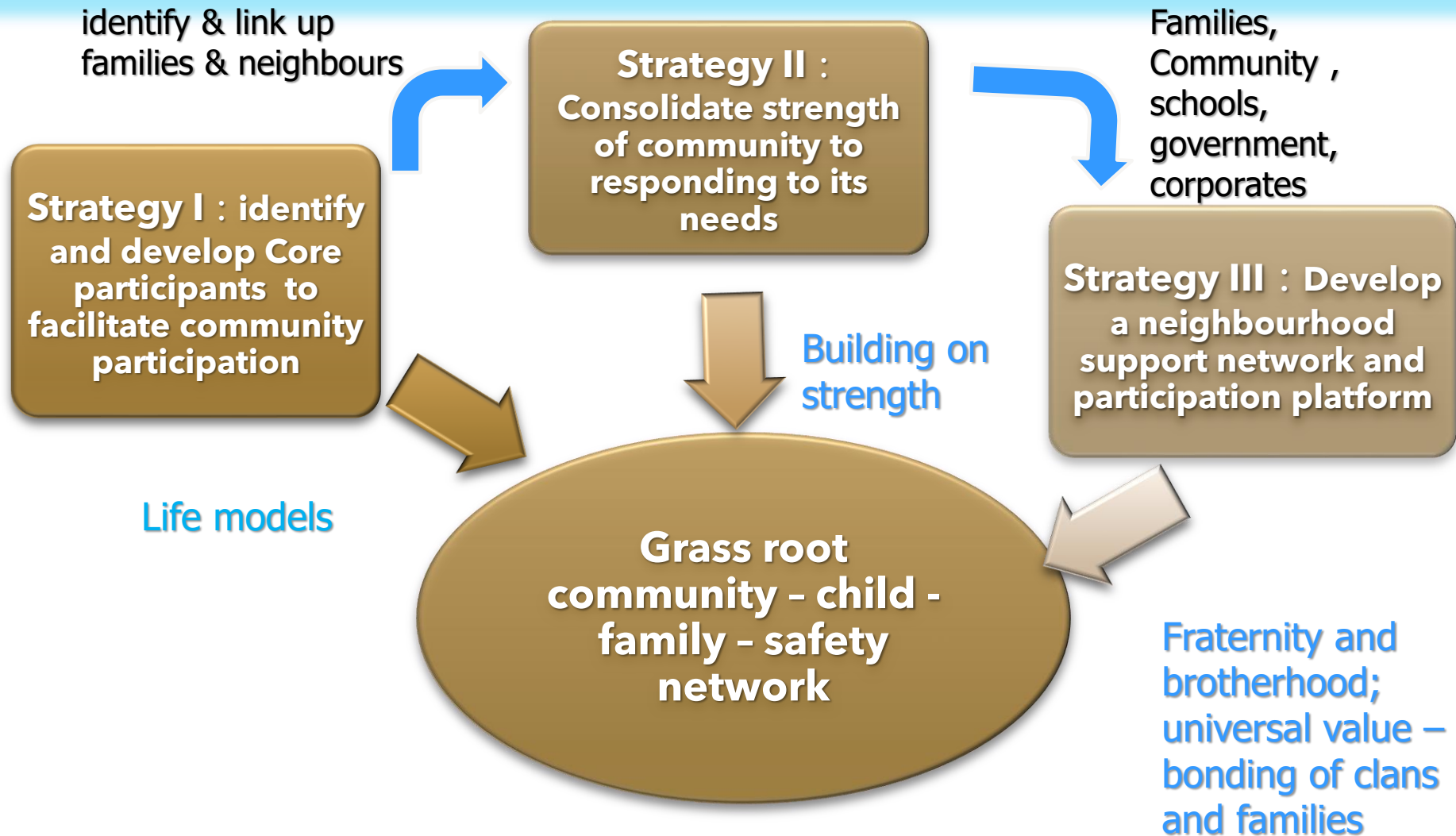
PARENTS  
BECOME  
VOLUNTEERS TO  
ORGANIZE  
ACTIVITIES AND  
SERVE AT A  
LOCAL ELDERLY  
HOME





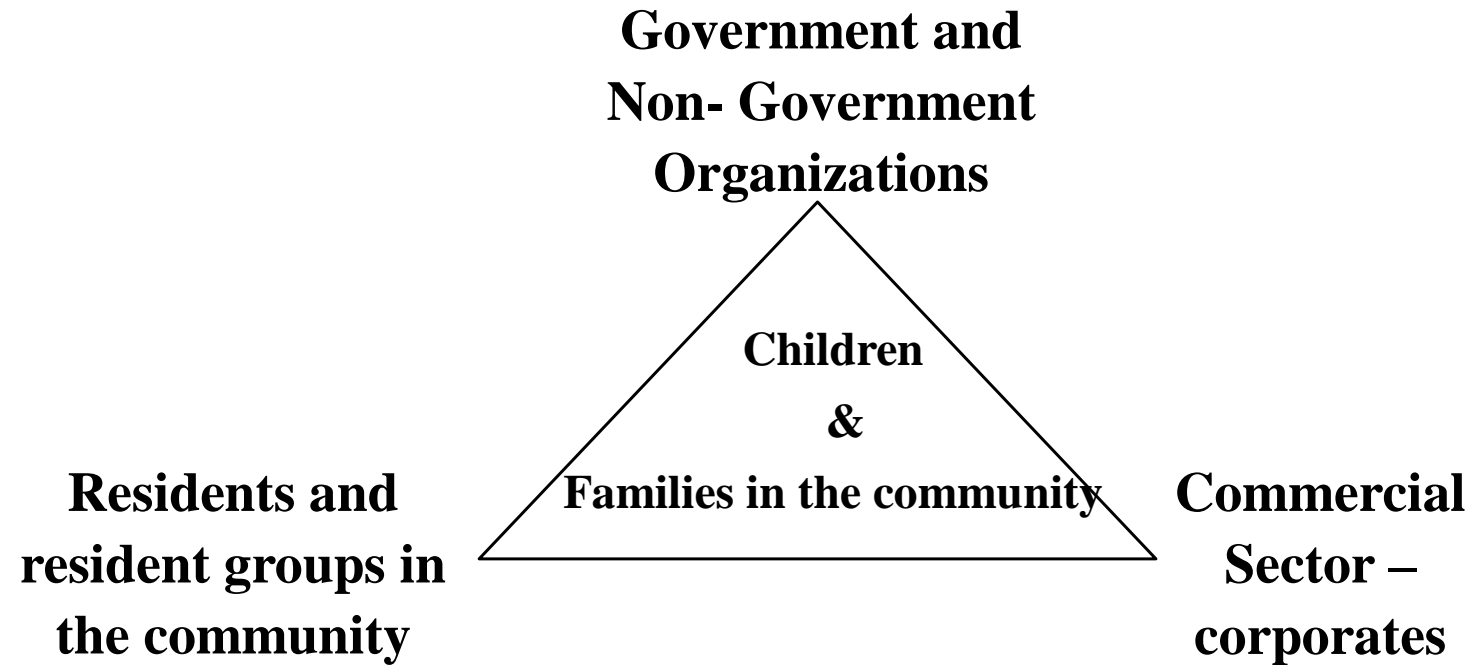
ENHANCING THEIR  
POTENTIALS: STORY  
TELLING MOMS  
PERFORMING AT A  
LOCAL NURSERY

# AN AWARD WINNING PROJECT -- CHILD - FAMILY SAFETY NETWORK



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# **BUILDING A Child-friendly community network**



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## SOME OBSERVATIONS

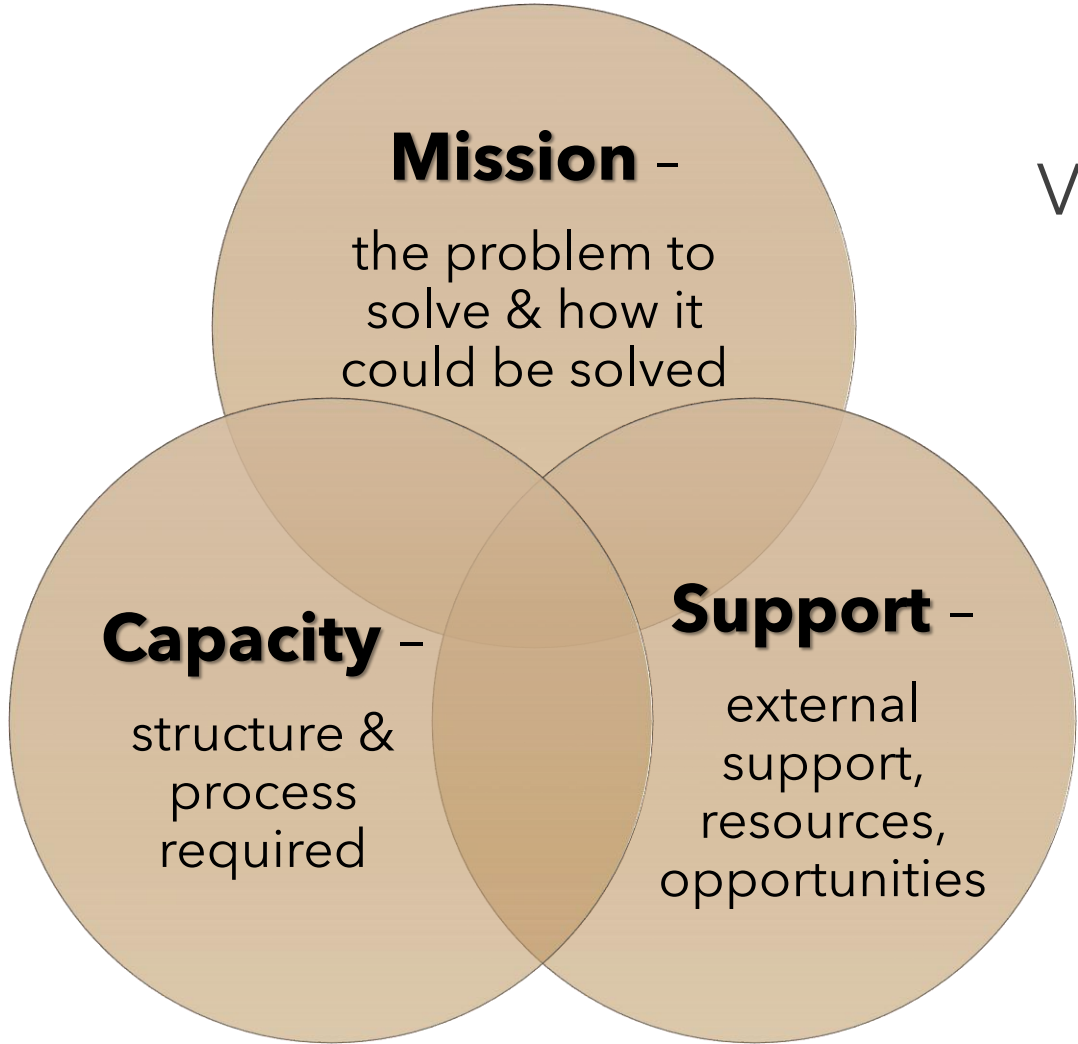
### 1. Stage of development -

- good, bad, understanding of difference and mutual respect, further collaboration
- Length of relationship in CSR programme: \_\_\_\_\_ years in average (shortest: 1 programme; longest.....)

### 2. Differences -

- in strength and working style
- In motive/intention
- in value and organizational culture





## VALUE & ORGANIZATIONAL CULTURE

Understanding of  
the Social Service  
Organization:

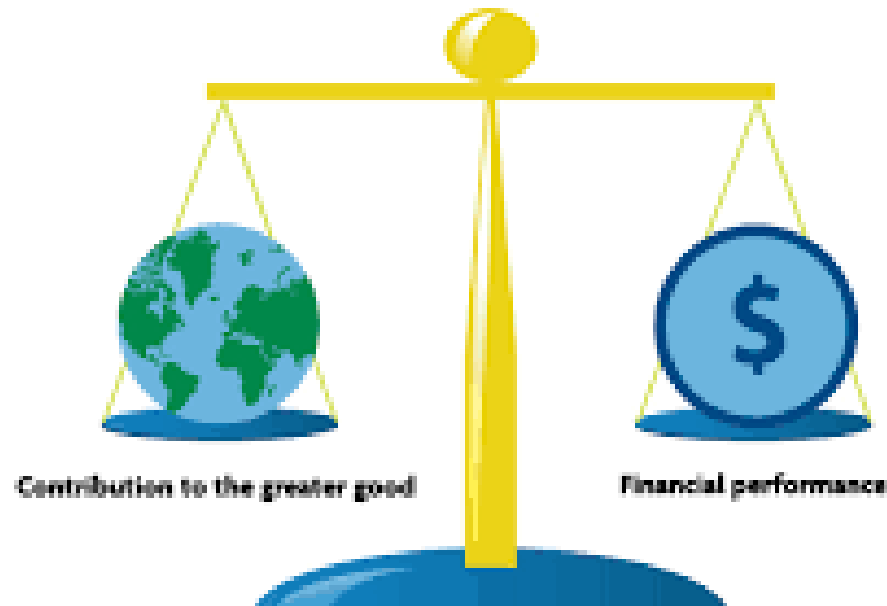
The 3 circles

Human resources management in Charities/NGOs involves “the design of *formal* systems ... to ensure the effective use of knowledge, skills, abilities, and other characteristics ... to accomplish organizational goals”

(Pynes, 2

### The double bottom line-a perfect balance

Professional Quality service



Efficiency & Productivity

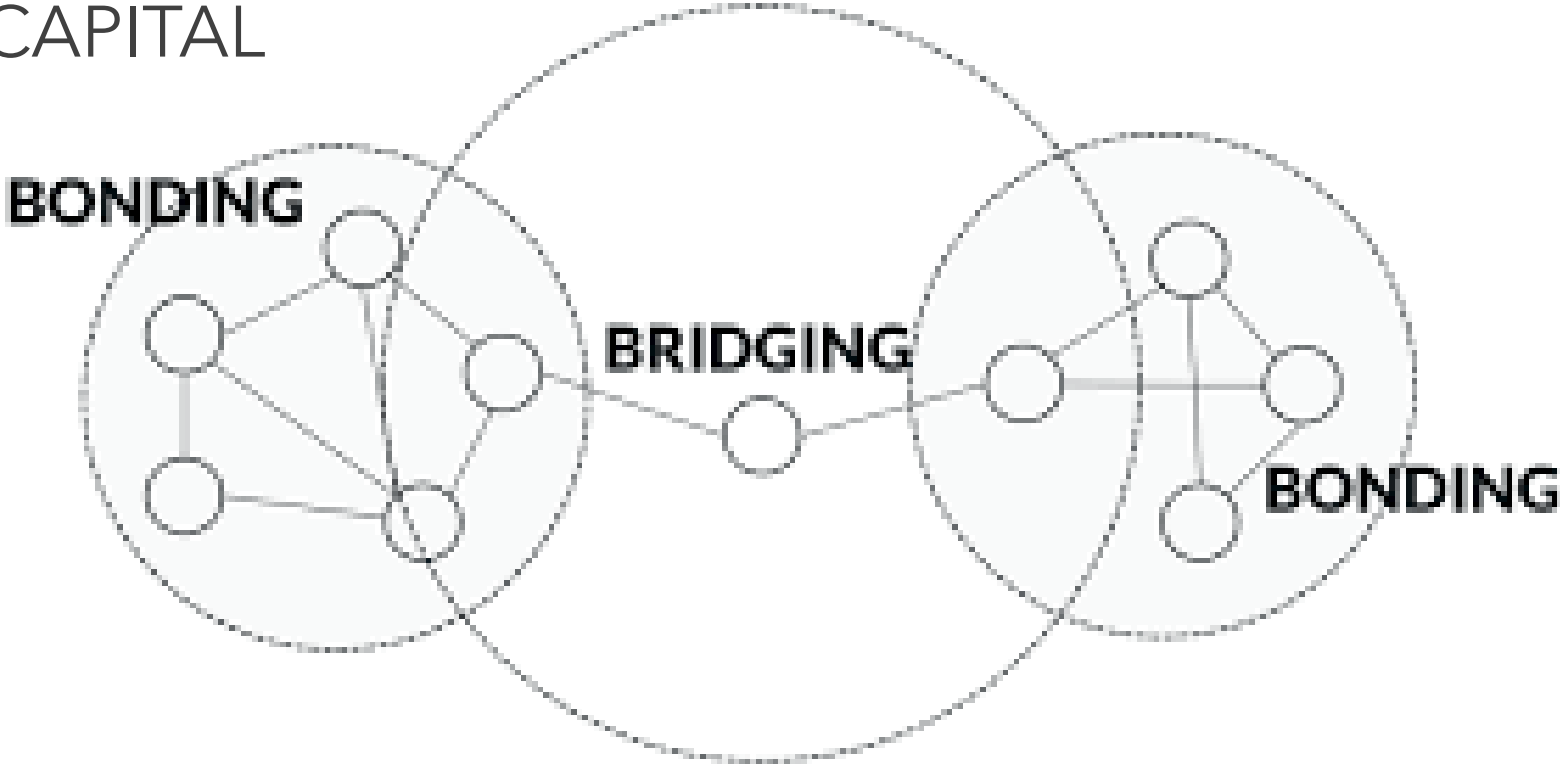
	Continuum of Options		
	Purely Philanthropic	Hybrid	Purely Commercial
General motives, methods and goals	Appeal to goodwill	Appeal to mixed motives	Appeal to self-interest
	Mission driven	Balance of mission and market	Market driven
	Goal is social value creation	Goal is social and economic value creation	Goal is economic value creation
Key stakeholders			
Beneficiaries	Pay nothing	Subsidized rates and/or a mix of full payers and those who pay nothing	Pay full market rates
Sources of capital	Make gifts and grants	Below-market capital and/or a mix of below-market capital, market-rate capital, and gifts	Charge market rates
Workforce	Volunteers	Below-market wages and/or a mix of volunteers and paid staff	Market-rate compensation
Suppliers	Make in-kind gifts	Special discounts and/or a mix of full price, discounts, and in-kind gifts	Charge market prices

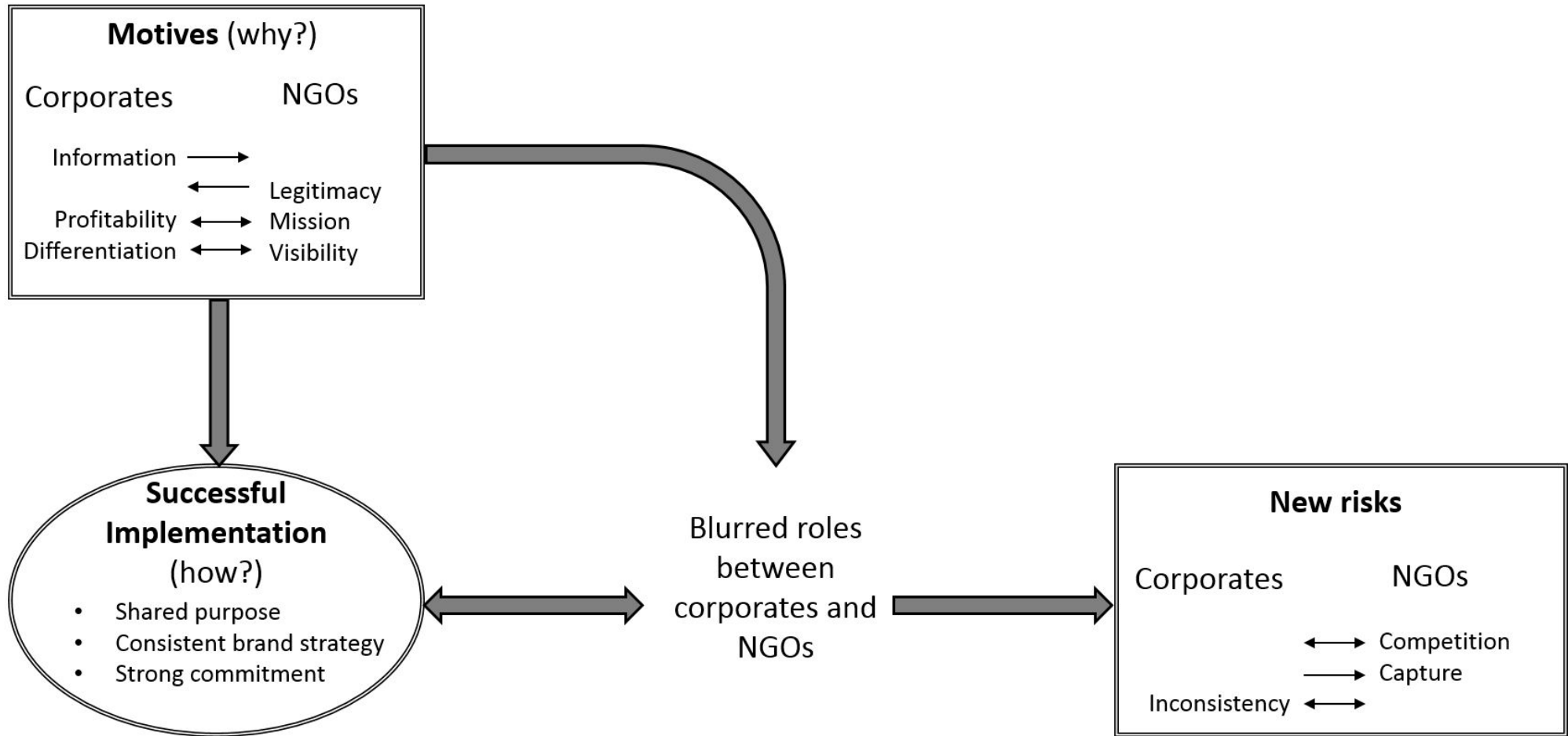
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## A PERSONAL EXPERIENCE SHARING

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SOCIAL CAPITAL





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# SOME SUGGESTIONS FOR BUILDING SUSTAINABLE PARTNERSHIP

1. Choosing the right partner
  1. Expertise & impact
  2. Government & local connections in the target geographies or issues
  3. Scalability (?/!)
    - Special note: small & lesser known NGOs - niche and innovative
2. Leverage the strength of both parties to create unique value
  - Strategic partner for long-term impact, deeper problem-solving collaboration .
  - More than financial support only

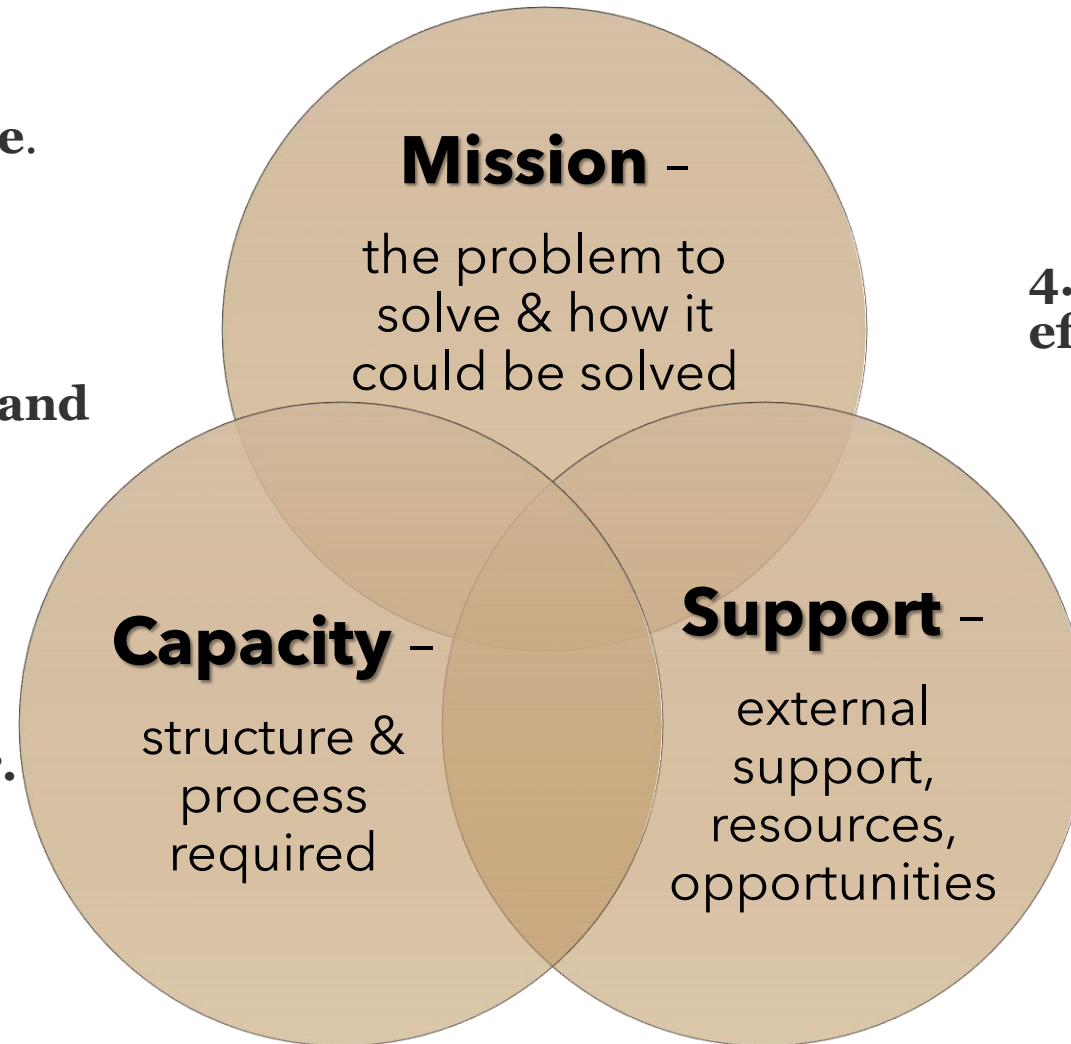
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# SUCCESSFUL FACTORS

**1. A common objective.**

**2. Different, yet complementary skills and goals.**

**3. Different levels of the organization working together.**



**4. Shared advocacy efforts.**

**5. Recognizing the intangibles of partnership.**



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