

SEMINAR ON NGO BOARDS' GOVERNANCE ROLE IN FUNDRAISING:

GOVERNORS' ROLE IN OVERSEEING RISKS IN AGENCY FUNDRAISING

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BOARD'S FOCUS



RISKS

- ⦿ Prefer NO risks; or
- ⦿ Risks that are:
 - Preventable
 - Manageable

TYPE OF RISKS

1. Financial Risks
2. Brand and Reputational Risks
3. Compliance Risks
4. Operational Risks

IMPACTS THAT BOARD CONCERNS

- ◉ Financial (e.g. donations)
- ◉ Donors (e.g. loss of donors, loss of income)
- ◉ Reputation/image

5 ASPECTS OF FUNDRAISING THAT MAY LEAD TO RISKS

1. Fundraising operations
2. Brand and reputation
3. Fundraising strategies
4. Fundraising performance
5. Compliance of regulations

1. FUNDRAISING OPERATIONS

Running/hiking fundraising event

今日舉行的第15屆渣打馬拉松共有4.6萬人參加，是第二次有跑手於進行比賽時死亡。2011年時，一名22歲男跑手同樣參加半馬賽事，在完成賽事後死亡。

有目擊者將事發相片上載到網上，相片中死者雙眼半合，意識模糊，正接受急救。

目擊者指，事發時死者於距離終點約賽道20.5公里處突然暈倒，目擊者當時與另一參賽者即時呼叫救護人員進行急救。暈倒男子經搶救及送院，惜終告不治。



網民表悼、狠批大會安排

有網民在新加坡渣馬FB批評，「今年組織得很差勁！開始時安排不善，水站亦非常亂，主辦機構未有好好處理混亂情況」、「我對今次主辦機構感到非常失望，沿途無足夠水站，令我極為虛脫。」亦有網民向死者表示表悼，「我向死者的親人表示真誠的慰問，我非常悲傷，大會請張貼任何有關可以幫助到死者家人的消息。」

Source:

<https://www.hk01.com/%E6%B8%AF%E8%81%9E/58020/29%E6%AD%B2%E5%B1%85%E6%B8%AF%E8%8B%B1%E7%94%B7%E5%8D%8A%E9%A6%AC%E7%8C%9D%E6%AD%BB-%E6%9C%89%E7%9B%AE%E6%93%8A%E8%80%85%E6%89%B9%E8%A9%95-%E6%95%91%E8%AD%B7%E8%BB%8A15%E5%88%86%E9%90%98%E5%BE%8C%E6%89%8D%E5%88%B0%E9%81%94>

Ambassador trips



辛潘坐頭等唯慈善機構錢

[2016-01-14]



男星辛潘 (Sean Penn) 最近是非多多，先有他秘訪大毒梟古茲曼，前日再有報道指他是偽慈善家！因為他為海地籌款成立的慈善機構 Haitian Relief Organization 的收支報稅表曝光，過去一年他花了機構 126,150 美元 (約 132 萬港元) 坐頭等出遊。有指因他是名人身分，顧及他的人身安全，所以有需要坐頭等。文件又顯示機構花了 278,069 美元 (約 216 萬港元) 請製作公司搞慈善晚宴。

另外，劉嘉玲、妮歌潔曼、碧咸、瑪麗嘉兒等前日在比華利山出席 UNICEF 的慈善活動，劉嘉玲更向妮歌及歌手 Lionel Richie 「集郵」。

Source: <http://vancouver.singtao.ca/397069/2016-01-14/post-%E8%BE%9B%E6%BD%98%E5%9D%90%E9%A0%AD%E7%AD%89%E5%98%A5%E6%85%88%E5%96%84%E6%A9%9F%E6%A7%8B%E9%8C%A2/?variant=zh-hk>

【收市閒情】真富貴！捐錢畀「救助兒童會」佢哋豪食Ritz-Carlton（千頌C）

👁 265,625

👍 讚 1.6 萬

捐錢當然係好事，不過你「每月捐出50蚊」背後，佢不單抽起16蚊做行政費，當中仲有啲錢，有可能已經成為「豪食Ritz-Carlton擦鞋基金」了。

上星期二《蘋果日報》頭版報道，STC大花筒，每花費100元，只有67.7元作公益用途。根據2015年報，全年總支出1.27億元，其中有4088萬元用於籌款或行政開支。

機構當然例牌否認自己亂掏錢，不過事實係點？用一個例子答你！話說，STC喺2016年底搞咗個籌款晚宴，當日星光熠熠，當然呀STC大金主徐子淇、大使甄子丹都有出席。

你可能以為：

話晒慈善機構，晚宴會場頂盡都係普通酒店宴會廳？

咁你就錯了！當日晚宴假座Ritz-Carlton鑽石廳舉行！冇錯，呢個「慈善機構」晚宴仲豪到擺40圍！如果擺婚宴去講，Ritz-Carlton一圍入場費最少16000蚊起跳，假設買17000蚊一圍，粗略計呢度都近70萬元，未計台、燈、聲、佈置使費。

你又可能會話，係咪有酒店Sponsor？

絕大部分慈善機構，搞晚宴時，都會搵肯贊助嘅酒店。不過，據消息人士透露，救助兒童會的確曾經同Ritz Carlton傾過Sponsor，但酒店唔制！



Street collection of donations

認賣旗後失11旗袋 1月發生未通報



【明報專訊】仁濟醫院今年1月底舉辦賣旗活動，其間遺失11個裝有善款的旗袋，仁濟報警處理後未有對外公布，其年報及活動核數報告亦無交代事件，本報及多間傳媒機構前日收到匿名信，指仁濟遺失旗袋，傳媒向仁濟查詢後，仁濟昨承認事件，仁濟醫院董事局主席鄭承緯稱，已依足程序，按社署規定報警處理，社署亦未有要求鄭就遺失善款向公眾交代。

社署發言人稱，仁濟醫院未有就事件通報社署，現正與仁濟醫院跟進個案，並會考慮檢視現行的發證條件，及有關嚴重事故的通報機制，社署過去一年未接獲其他賣旗機構報告遺失旗袋。

警方發言人回應稱，葵涌分區警署今年1月30日下午4時收到一名49歲女子報案，稱在交還旗袋的過程中，將11個旗袋遺留在的士內，案件列作遺失財物處理。

義工即時通報仁濟 當日下午報警

仁濟醫院董事局主席鄭承緯昨日出席仁濟活動時稱，當日的籌款活動共發出9114個旗袋，畢發時有數名義工準備乘的士返回旗站時，將一個黑色皮箱放上的士，內有11個旗袋，其後一輛援撞未有上車，的士司機駕車離開，義工才發現遺失旗袋，已即時通報仁濟醫院，仁濟亦透過的士聯合報失服務中心追蹤旗袋，並於當日下午報警，以當日籌得約262萬元計算，每個旗袋平均載有善款約287元。

Source: https://news.mingpao.com/pns/dailynews/web_tc/article/20160513/s00002/1463075641491

RISKS AND IMPACTS

- Risks: reputational, financial, operational
- Impacts: reputation, loss of donors and donations

GOVERNANCE ROLES

| | Governors | Management |
|--------------------------------|--|--|
| Running/hiking events | <ul style="list-style-type: none"> - Establish stewardship frameworks - Monitoring | <ul style="list-style-type: none"> - Operational manual - Risk management guidelines |
| Ambassador trips | <ul style="list-style-type: none"> - Establish stewardship frameworks - Monitoring | <ul style="list-style-type: none"> - Travel policy - Image guidelines |
| Banquet fundraising | <ul style="list-style-type: none"> - Establish stewardship frameworks - monitoring | <ul style="list-style-type: none"> - Purchasing policy - Image guidelines |
| Street collection of donations | <ul style="list-style-type: none"> - Establish stewardship frameworks - Monitoring | <ul style="list-style-type: none"> - Operational manual - Risk management guidelines |
| | | |

2. BRAND AND REPUTATION

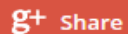
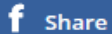
Corporate sponsorship/donations

COMPANY CULTURE / OCT. 10, 2016

10 Companies That Still Use Child Labor



Hannah Lamarque



Despite global efforts and petitions from humanitarian groups, there are still many major companies around the world that employ child labour in order to make a profit. With overhead costs and an increasingly competitive market to think of, many major companies turn to young labourers in order to get their products made quickly, and incredibly cheaply. With business on their minds, however, these companies fail to recognise the humanitarian implications that their choices have. By funding child labour in the international business field, they make it the industry norm and in turn, grant permission for other companies to use the same workforces. While major charities are doing their best to change the world of child labour, it remains a **key social challenge**, no thanks to the involvement of certain international companies. Many companies actually make it their mission and part of their **company culture** not to employ child labor.

Although, as consumers, it might be easy to turn a blind eye to the world of child labour, it is something that deserves international attention and concern. These major companies might be doing great things in their field but, by using work crews of some of the youngest around, they are helping to fund a questionable and illicit industry. Drawing attention to their activity might be our best hope of making a real and lasting change.

Source: <http://www.careeraddict.com/10-companies-that-still-use-child-labor>

Similar logo or name with the agency or its fundraising event

慈善机构施乐会涉骗捐:募捐21万 拿18万"置顶费"

2014-11-08 03:32:40 来源: 观察者网(上海)

970

易信

微信

QQ空间

微博

更多

The screenshot shows the website for Shilehui (施乐会), a charity organization. At the top, there is a banner for a temple construction channel. Below that is the organization's logo and name, along with the slogan "首家免手续费爱心平台, 善款100%到达受助人!". A navigation bar includes links for Home, Donate, Request Help, Donation Methods, Daily Plan,功德簿, and About Us. The main content area features a large image of a family with a child, accompanied by the text "黑龙江齐齐哈尔 救救白血病孩子 给这一家三口一个完整的家". On the right side, there are three prominent buttons: "我要行善" (I want to do good), "我要求助" (I want to ask for help), and "资助施乐会" (Fund Shilehui). Below these buttons, statistics are provided: "成立于2007年4月28日", "累计捐款 103177015 元", and "已有 49509 个家庭得到帮助".

Source: <http://news.163.com/14/1108/03/AAGG9FL70001124J.html>



Arthur Tsui ▸ Oxfam Trailwalker HK

September 3, 2010 · 🌐

各位注意，有公司以「澳門毅行者」名義搞活動，樂施會已經發嚴正聲明劃清界線。



樂施會：樂施會就「澳門毅行者」之嚴正聲明

樂施會注意到一項由澳門UBU登峰有限公司、澳門每日時報（英文報章）合辦的戶外遠足活動，取名為「撲克之星澳門毅行者」。本會對此深表關注，並作出以下嚴正聲明：

OXFAM.ORG.HK

👍 Like

➦ Share

RISKS AND IMPACTS

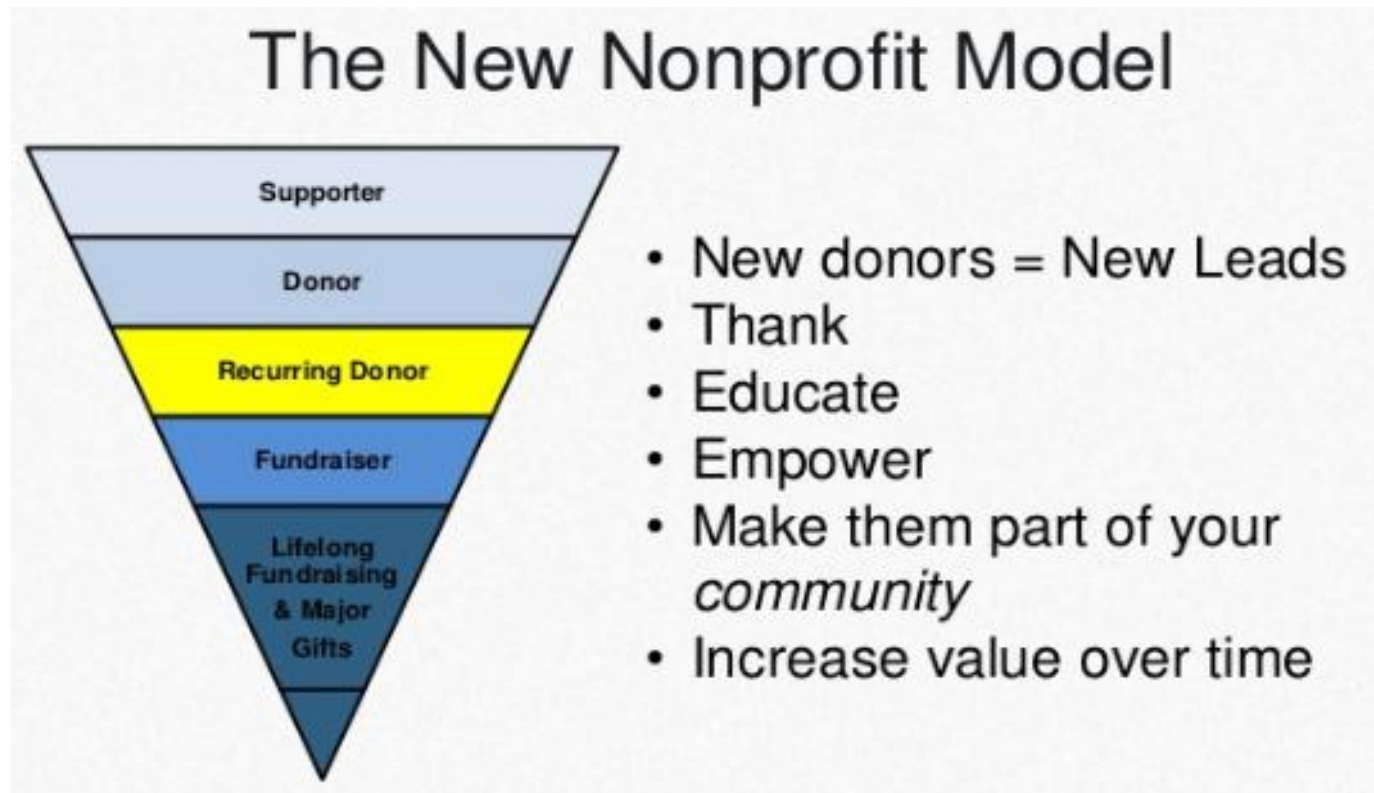
- ⦿ Risks: reputational
- ⦿ Impact: reputation

GOVERNANCE ROLES

| | Governors | Management |
|---|--|--|
| Corporate sponsorship/donations | <ul style="list-style-type: none">- Establish stewardship frameworks- Monitoring | <ul style="list-style-type: none">- Corporate Fundraising policy |
| Similar logo or name with the agency or its fundraising event | <ul style="list-style-type: none">- Enhance and protect the reputation of NGO in the community | <ul style="list-style-type: none">- Risk Management Guidelines- Crisis Management |

3. FUNDRAISING STRATEGIES

Non-implementation of strategies



https://www.google.com.hk/search?q=fundraising+models+for+nonprofits&source=lnms&tbm=isch&a=X&ved=0ahUKEwiVqOaCsoDWAhXLVbwKHdEpDI0Q_AUICigB&biw=1432&bih=708#imgrc=zTdPuVZcG-DOMM:&spf=1504145392917

Donor recruitment by external agencies

王小姐早前在街頭遇上慈善組織的募捐大使，在對方游說下登記成為每月捐款者，及後從友人得知，不少慈善團體的募捐大使為受薪職員，部份慈善機構更會聘請中介公司，在街頭游說市民登記成定期捐款者，中介公司則聘請職員任職「募捐大使」，行時薪金制。



籌款大使有薪有佣

「籌款大使除咗每個鐘頭有底薪，成功搵到人登記，部份公司仲可能從捐款抽佣。佢哋着住慈善組織嘅制服，戴住工作證，容易令人誤會係義工；既然係受薪職員應該主動講清楚；而且啲捐款被用作支持中介公司嘅營運同薪金，唔係全部落到有需要人士手中。」她質疑這種籌款方式，政府有否監管。

本報曾向本港八間規模較大的慈善機構了解，除奧比斯表示暫未有在街頭招募定期捐款者外，樂施會、香港紅十字會及香港世界宣明會均表示有僱用受薪職員負責街頭籌募工作；而無國界醫生、聯合國難民署、聯合國兒童基金會及世界自然基金會香港分會則表示聘用籌款顧問公司代勞（詳見附表）。

綜合各慈善機構的資料，聘請籌募員游說市民定期捐款，能確保機構有長遠穩定的捐款來源。籌募員除負責在街頭招募，也需向公眾宣傳及介紹機構的工作及使命，並解答市民的疑問，故需接受培訓，確保對機構的工作有深入了解。

定期捐款毋須申請

RISKS AND IMPACTS

- ⦿ Risks: financial, reputation
- ⦿ Impact: loss of income, growth, loss of donors, reputation

GOVERNANCE ROLES

| | Governors | Management |
|--|--|---|
| Non-implementation of strategies | <ul style="list-style-type: none">- Evaluating/ monitoring marketing strategies/KPIs | <ul style="list-style-type: none">- Regular reports- Mid-year and Year end review of the implementation |
| Donor recruitment by external agencies | <ul style="list-style-type: none">- Evaluating/ monitoring marketing strategies- Establish stewardship frameworks | <ul style="list-style-type: none">- Justification of using agencies- Evaluation of impacts on agency- Operational guidelines- Risk Management Guidelines |

4. FUNDRAISING PERFORMANCE

Fundraising/Admin.
cost ratio



Poor KPIs compared with similar organizations

- ⦿ Donation growth
- ⦿ Return on investment
- ⦿ Fundraising cost ratio (cost per dollar raised)
- ⦿ Donor retention rate
- ⦿ Donor growth

RISKS AND IMPACTS

- Risks: reputational, compliance
- Impacts: reputation

GOVERNANCE ROLES

| | Governors | Management |
|---------------------------------|---|--|
| Fundraising / Admin. cost ratio | <ul style="list-style-type: none">- Establish stewardship frameworks- Monitoring the agreed performance measures | <ul style="list-style-type: none">- Budgeting- Cost control- Yearly operational Plan- Monthly financial statements- Monthly report- Year end review |
| KPIs | <ul style="list-style-type: none">- Establish stewardship frameworks- Monitoring the agreed performance measures | <ul style="list-style-type: none">- Budgeting- Cost Control- Yearly operational Plan- Monthly financial statements- Monthly report- Year end review |

5. COMPLIANCE OF REGULATIONS

Data Privacy Ordinance



Donor data

捐款資料被竊 港大報警 14,125

讚 4



AA ■戴耀廷被指曾以「無名氏」名義先後四次向港大捐款。資料圖片 f 🐦 🔗

<http://hk.apple.nextmedia.com/news/art/20150318/19080710>

License or Public Subscription Permit (PSP)

為加強社會福利署職權範疇內
監管在公眾地方進行一般慈善籌款活動而修訂的措施
(由 2017 年 7 月 1 日起生效)
**Revised Measures to Enhance the Monitoring of
General Charitable Fund-raising Activities in Public Places
under the purview of the Social Welfare Department
(with effect from 1 July 2017)**

| <p style="text-align: center;">修訂措施 Revised Measures</p> | <p style="text-align: center;">在已修訂的公開籌款 許可證申請須知中提 及的部分 Reference in the Revised Explanatory Notes on Application for Public Subscription Permit</p> |
|---|---|
| <p style="text-align: center;">申請手續 Application Procedures</p> | <p style="text-align: center;">項目 Item</p> |
| <p>1. 申請機構須在擬舉行的活動開始前最少<u>四個星期</u>(但不超過兩個月), 將已填妥的申請表格正本, 連同一切所須文件, 交回社會福利署。</p> <p>The completed original application form, together with all the required information, should reach the Social Welfare Department (SWD) at least <u>four weeks</u> (but not more than two months) before the commencement of the proposed activity.</p> | <p>A(2) 及/& A(3)</p> |
| <p>2. 獲發許可證的機構可於批准舉行的籌款活動開始日期前<u>三個工作天</u>到社會福利署獎券基金計劃組領取許可證正本。</p> <p>The Permittee can collect the original copy of Permit(s)</p> | <p>A(4)</p> |

RISKS AND IMPACTS

- Risks: compliance, reputational,
- Impacts: offense*, reputation

*the maximum penalty for the offense is a fine of HK\$1,000,000 and imprisonment for 5 years.

GOVERNANCE ROLES

| | Governors | Management |
|------------------------|---|---|
| Data Privacy Ordinance | <ul style="list-style-type: none">- Establish stewardship frameworks- Monitoring | <ul style="list-style-type: none">- Compliance- Operational manual |
| License or Permit | <ul style="list-style-type: none">- Establish stewardship frameworks- Monitoring | <ul style="list-style-type: none">- Compliance- Operational manual |

CONCLUSION

- **Fundraising:**
 - obtains the sources of income for the agency
 - also creates the source of risks for the agency.
- **Governors play an important role in overseeing the potential risks and ensure management has put in place**
 - the corresponding policies and guidelines
 - policies on risk management
 - financial controls
 - internal operational controls
 - compliance
 - public reporting

~ End ~