NGO GOVERNANCE HEALTH INDEX
The governance of the surveyed NGOs was generally in good health and the NGOs were also satisfied with their governance performance.

<table>
<thead>
<tr>
<th>Category</th>
<th>Average Score</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Board Leadership</td>
<td>3.79</td>
<td></td>
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<tr>
<td>Board Engagement</td>
<td>3.85</td>
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<tr>
<td>Board Development</td>
<td>3.30</td>
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<tr>
<td>Board Composition</td>
<td>3.67</td>
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<tr>
<td>Board Structure</td>
<td>3.87</td>
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<tr>
<td>Board Processes</td>
<td>4.01</td>
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<tr>
<td>Steer Mission and Direction</td>
<td>3.84</td>
<td></td>
</tr>
<tr>
<td>Monitor Organizational Risk &amp; Performance</td>
<td>3.59</td>
<td></td>
</tr>
<tr>
<td>Ensure Executive Leadership &amp; Resource</td>
<td>3.78</td>
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</tbody>
</table>

Note: Large NGOs have an annual expenditure of ≥HK$20M, small ones have an annual expenditure of ≤HK$20M.

PERCEIVED STRENGTHS IN GOVERNANCE
The perceived strengths in governance with highest level of adoption were:

**TOP 3**

> 80%

“Always” or “Often” Adopted the Good Practices

- Constructive Partnership of Board with Management: 84.9%
- Motivation and Commitment of Board: 80.5%
- Provision of Expertise and Access by Board: 80.4%

PERCEIVED WEAKNESSES IN GOVERNANCE
The perceived weaknesses in governance with lowest level of adoption were:

**LEAST 3**

< 45%

“Always” or “Often” Adopted the Good Practices

- Board Succession Planning: 31.3%
- Board Capability Building: 36.3%
- Monitoring of Board Performance: 42.2%
GOVERNANCE HEALTH EXPECTATION GAPS
The top 5 practices with greatest gaps between perceived relevance and frequency of adoption were:

- Recruitment and development of potential board leaders (49%)
- Risk assessment and compliance (44%)
- Board governance performance evaluation (44%)
- Continuous and collective learning opportunities (39%)
- Rotation of committee assignments (38%)

Largest Differences

PRIORITY AREAS FOR IMPROVEMENT
The top 2 areas that the surveyed NGOs considered improvement needed:

- Board Recruitment and Development Practices: 51.1%
- Adequate Financial Resources and Oversight: 50.3%

RECOMMENDATIONS
With reference to the views collected from the surveyed NGOs and the analyses compiled, the research team suggests the following strategies to enhance governance standard of NGOs in Hong Kong:

- Invest in board development
- Regular review of board composition and structure to match organizational development needs
- Enhance board oversight in organizational risks and performance
- Improve accountability to stakeholders
- Develop and implement board succession planning
- Nurture a positive board culture to enhance impact and effectiveness of the board

The Survey Landscape Report is available online at https://governance.hkcss.org.hk/node/362.