

# Survey Report on IT Governance of NGOs in Hong Kong

April 2018

## **The Hong Kong Council of Social Service (HKCSS)**

HKCSS, established in 1947, is a federation of non-government social service agencies of Hong Kong representing more than 460 Agency Members, providing quality social welfare service through their 3,000 operating units in Hong Kong. HKCSS, under the below service teams, has been working on advocating the use of information and communication technologies (ICT) for welfare agencies with the purposes of increasing operational efficiency and promoting service quality and impacts.

### **NGO Governance Platform Project (The Project)**

Supported by the Lotteries Fund, the NGO Governance Platform Project (the Project) was launched in mid-2016. The four-year pilot Project encourages mutual learning among NGOs and among NGO governors, and promotes best practices in all aspects of NGO governance.

### **Information Technology Resource Centre (ITRC)**

ITRC is a limited company, wholly owned by HKCSS, established in 2001 with the mission to develop a facilitating environment for welfare agencies to adopt Information and Communication Technology (ICT).

## **Disclaimer**

The Project and ITRC have worked collaboratively on understanding the situation of information technology (IT) governance for NGOs. An online survey has been created primarily as an exploratory study and reference for NGOs. The survey result relies on the data collected from the respondents who generously participated and completed the survey. The report should not be considered inclusive of all proper information, procedures and tests or exclusive of other information, procedures and tests that are reasonably directed to obtaining the same results. NGOs should apply their own professional judgement to the specific circumstances presented by the particular systems or IT environment.

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## 1. Introduction

### 1.1 Background

IT governance is defined as the processes that ensure the effective and efficient use of IT in enabling an organization to achieve its goals (Gartner, 2018). It is part of corporate governance requiring the involvement and leadership of board of directors and senior management of an organization. IT governance rests on a border spectrum that involves a more high-level concerns and planning like IT direction, policies, strategies, performance assessment etc. IT management, on the other hand, involves the technical know-how; day to day operation; development and support.

In HKCSS's efforts to advocate ICT adoption amongst NGOs, various studies have been conducted, beginning from "Survey on IT development in the Social Welfare Sector" in 2009 to more recently "Survey on the Usage of Mobile Technology in Frontline Service" in 2016. Most of these studies, however, focus on IT management and there is no comprehensive local literature on IT governance of NGOs.

The "NGO and School IT Capacity Building Study" by IBM Global Business Services published in 2017 (IBM Global Business Services, 2017) covers the general IT landscape of NGOs with one of the foci on IT governance. The study, however, is more inclined to investigate the governance in IT project management, from how the IT needs are being identified and addressed; the process of exploring solution/ vendor options; the ways of connecting with prospective grant givers and submitting funding proposal.

The "Review of the Information Technology (IT) Strategy for the Social Welfare Sector" by The University of Hong Kong in 2012 (the 2012 Review) (The University of Hong Kong, 2012) is believed to be the latest study that is closest to IT governance guidelines for NGOs. It primarily dwelled on the 170 subvented agencies receiving subvention from the Social Welfare Department (Social Welfare Department, 2018).

IT governance, is traditionally more discussed in the private sector, has an increasing importance for the NGO sector. IT governance, if it is done strategically, helps NGOs make full advantages of technology to deliver their missions and better serve the communities. In general, it is a set of mechanism steering 2 major aspects of IT: (1) risk management; and (2) process management. The aspect of risk management has formerly and persistently been addressed in the work of ITRC and the Project, specifically through survey studies, conferences and workshops on cybersecurity, data privacy and risk management. The current study, therefore, attempts to fill the knowledge gap by looking into the aspect of process management via 3 major dimensions:

- IT investment – the resource (input and enabler) of the processes;
- IT leadership – the positioning of IT (i.e. objectives of IT and their importance); and
- IT practice – the implementation of the processes.

## 1.2 Objectives

The objectives of the study are:

- Survey and analyze the degree to which the concept of IT governance is recognized, established and accepted by NGO senior management and governors. This includes the perceptions of the importance of IT, the current contribution of IT to NGO's work, accountability for the governance of IT and integration with overall corporate governance
- Understand the current IT investment, IT leadership and IT practices of NGOs in Hong Kong
- Shed light on the best practices on the tactical use of IT with strategic mindset of NGO leadership

## 2. Methodology

### 2.1 Data Collection

The online survey was conducted from October to November 2017. The invitation with the survey web link was issued by ITRC as a memorandum, and dispensed through electronic direct mails (edms). The edm distribution lists included agency heads of all HKCSS agency members (the number of which then stood at 462), as well as individual subscribers of ITRC's newsletters.

The target respondents were NGO agency heads, directors, heads of IT, or senior management assigned by agency heads or directors with the majority from the social service sector and the remaining from other nonprofit sector such as religious organizations and advocacy bodies. Each NGO was to participate in the survey once only and that individual service units were not expected to join. The questionnaire was in English.

### 2.2 Questionnaire Design

IT governance is a relatively new concept for NGOs in Hong Kong. There is no previous local literature on this topic specifically for the NGO sector. In view of the lack of local references, the design of the questionnaire is referenced from two separate research projects by two professional entities in the United States: IT Governance Institute (ITGI) and Nonprofit Technology Network (NTEN).

ITGI ([www.itgi.org](http://www.itgi.org)) is a nonprofit, independent research entity that provides guidance for the global business community on issues related to the enterprise governance of IT assets. ITGI is established by the nonprofit membership association ISACA in 1998. The “Global Status Report on the Governance of Enterprise IT (GEIT)” published in 2011 is a large-scale global research covering more than 800 respondents from large and small business enterprises in 21 countries. Its questionnaire consists of 39 questions covering the key concepts of IT governance but the terms and emphases are more inclined to target business enterprises (IT Governance Institute, 2011).

NTEN ([www.nten.org](http://www.nten.org)) is a nonprofit organization with its mission to promote the strategic use of technology for nonprofits of all types and sizes. In the past decade, NTEN has been collecting data from NGOs across the globe on an annual basis. “The 10th Annual Nonprofit Technology Staffing & Investments Report” is published in 2017. The survey consists of 32 questions with terms and emphases more relevant for NGOs, but may not give a full coverage on IT governance (Robert Hulshof-Schmidt, 2017).

As a starting point for which the concept of IT governance is being introduced and discussed, the current questionnaire used comprises 29 questions (including 5 capturing respondents’ contact information for data clarification and future contacts) with reference taken from the above research reports and adjusted to local NGO jargons and context touching on the areas of (1) IT investment covers the capacity of human-ware and financial resource, and their allocation; (2) IT leadership covers the objectives and chief stewards of governance, the perceived objectives of IT governance, and the assessment of current IT performance; (3) IT practice covers the drivers and roles of IT in NGOs. A last part was added to collect the basic demographic information of the respondents and the organizations they represent. To motivate respondents’ participation, the questionnaire is kept in a way that it could most likely be completed in 15 to 20 minutes. The full questionnaire can be referred to Appendix 1.

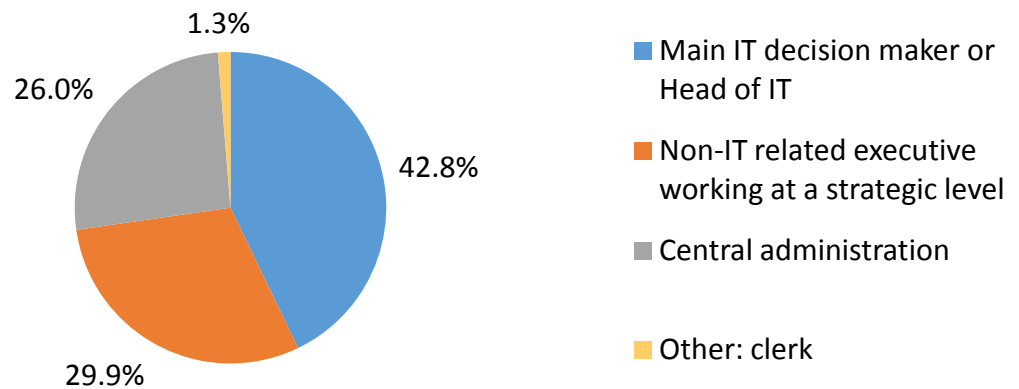
### **3. Major findings**

#### **3.1 Respondents’ profile**

An online questionnaire designed for NGO agency heads and senior management was conducted with 85 responses collected, among which 77 were effective.

A total of 42.9% of the respondents are main IT decision makers, and 29.9% are non-IT related executives who are involved in strategic planning for the organizations.

**Figure 1: Distribution by respondents' role within the NGO (N=77)**



Throughout the report, the size of NGOs is categorized and analyzed according to the amount of annual recurrent expenditure referencing from 2016-17 audited report.

**Figure 2: Size of NGOs (N=77)**

Size	Annual Recurrent Expenditure	% of Respondents
Small	< HK\$500,001	14.3%
	HK\$500,001 – 1,500,000	
Medium	HK\$1,500,001 – 5,000,000	41.5%
	HK\$5,000,001 – 10,000,000	
	HK\$10,000,001 – 50,000,000	
Large	HK\$50,000,001 – 100,000,000	19.5%
	HK\$100,000,001 – 250,000,000	
Very large	> HK\$250M	24.7%
Total		100%

### 3.2 IT investment

This survey area covers the capacity of human-ware and financial resource, and their allocation.

#### 3.2.1 IT staff by NGO size

The findings reveal that NGOs are IT-talent deprived. On average, the small and medium NGOs are less likely to employ IT staff whereas the large and very large NGOs have more IT staff (Average number of IT staff: Small - 0.36; Medium – 0.82; Large – 2.43; Very Large – 7.50) (Figure 3). However, as the size of organization grows, each IT staff on average has to support proportionally more staff internally.

### 3.2.2 IT staff by role

Disregard the size of the NGOs, most of the IT staff are responsible for providing end-user support while the least efforts are put on IT strategic planning (Figure 4). The NGOs in general have insufficient IT personnel and the responsibilities taken up by the IT staff tend to be operational rather than developmental and strategic.

### 3.2.3 Outsourced IT tasks/ projects

With limited human-ware support, NGOs may seek external support by outsourcing certain IT tasks and projects. Figures 5 and 6 portray the outsourcing practices of NGOs. On average, 68.8% of the surveyed NGOs outsource IT tasks or projects. Looking at the type of tasks outsourced, it is found that of the 3 types of tasks inquired about, “internal IT development” has the highest percentage (61.6%), followed by “end-user support” (30.4%); “IT strategic planning and risk management” (8.0%) comes last.

Comparing different size groups, it may be worth noting that smaller organizations are more likely to outsource “IT strategic planning and risk management”, which may again due to their IT talent deprivation.

### 3.2.4 IT budget and expenditure

In terms of financials, less than one third of the surveyed NGOs budget IT separately (29.9%) (Figure 7). A closer look at each size group as represented in Figure 8 shows that, nonetheless, establishing a separate budget for IT is way more common for very large NGOs than for smaller NGOs (69.2% compared with 18.6% to 33.3%).

Of the 6 expense categories, it is found that “hardware” makes the biggest expense category even by an obvious margin of more than 10% (“hardware” 32.8% vs “internal IT development” 21.2%; and it is the biggest across NGOs of all sizes), followed by “internal IT development”, “cloud services and software licenses”, “end-user support”, “web hosting and social media”; the least invested is “IT training for staff” (Figure 9).

### 3.2.5 IT funding

Overall speaking, about half of all IT expenses of the surveyed NGOs come from their recurrent expenditure (48.7%); and the other half, source of funding tends to be one-off grants (i.e. Social Welfare Development Fund (SWDF) and project funding) which fail to address NGO’s long-term IT needs (Figure 10).



### 3.3 IT leadership

This survey area covers the chief stewards of IT governance at both the governance and senior management levels, the perceived objectives of IT governance, and the assessment of the current IT performance.

#### 3.3.1 IT positioning in NGOs

The findings reveal that the larger the organization, the higher the possibility of IT being included in NGO's strategic leadership. For instance, larger organizations are more likely to include IT in their strategic or annual plan, have an IT subcommittee within their overall governance structure, as well as involve head of IT in strategic planning. For small NGOs, while none of the respondents indicated that they had an IT subcommittee, they would seek support from either a committee member or external consultant to compensate for the lack of designated governance structure on IT. (Figure 11).

#### 3.3.2 Perception of IT governance

Even though more than half of the organizations claim to include IT in the organizational strategic plan or annual plan, when asked about detailed manifestations, much less assert that "IT policies and standards" (27.3%), "defined and managed IT processes" (23.4%), and "overall IT performance monitoring practices" (20.8%) are in place; even more so, only 15.6% lays claim to having set out a "framework for IT governance" (Figure 12).

### 3.4 IT practice

IT practice covers the drivers and roles of IT in NGOs.

#### 3.4.1 Drivers of IT initiatives

The findings reveal that the majority of organizations considers "operational effectiveness/ cost reduction" as the biggest driver of IT initiatives (68.8%), and, overall speaking, "data privacy and security concerns" come second (39.0%), "service needs/ end user feedbacks" third (33.8%), "NGO's strategic direction" fourth (26.0%), "service innovation" fifth (20.8%), and "recent technological trends" last (5.20%) (Figure 13).

The pattern of the drivers is not consistent in all size groups. Comparatively speaking, the very large and large NGOs tend to give more emphasis on "NGO's strategic

direction” and “service innovation” while the small and medium NGOs rate higher on “data privacy and security concerns” (Figure 14).

This, echoing what is shown in Figure 15, may hint that larger, more resourceful organizations tend to give IT a more proactive role (relatively to smaller organizations); and, in determining their IT initiatives, tend to be more independent from just following trends external of and less relevant to the needs of the organizations. Very large NGOs are in a more privileged position to use IT as the means to fulfill their strategic direction and ultimately their vision and mission as ends, than smaller NGOs do.

#### **4. Limitations**

The survey is positioned to be a small scale exploratory study conducted in order to kick start the discussion on the topic of IT governance in the local NGO sector and to engage relevant stakeholders and agency heads prior to proceeding to a full scale research project. The limitations of the current study are acknowledged in view of the following factors.

##### **4.1 Limited sample size**

The survey relies on the voluntary participation of NGOs and each NGO can only participate in the survey once. Considering the new topic of study which most NGOs tend to be unfamiliar with, together with the fact that the survey is not made anonymous (which may affect the incentive of participation), a total of 77 effective responses were collected. The number of data collected may affect the representativeness of this study.

##### **4.2 Respondents’ bias**

The survey analysis is based on the self-report data by the respondents. Even though the target respondents of this survey were set to be NGO agency heads, directors, heads of IT, or senior management assigned by agency heads or directors, which attempts to minimize respondents’ bias that may arise due to their different ranks and therefore perspective with regard to IT governance, there is still the possibility that respondents give partial or even inaccurate answers to some of the survey questions due to their different positions and hence understandings of their organizations.

## 5. Findings analysis and discussion

This section summarizes and elaborates on the major findings highlighted in Section 3.

### 5.1 NGOs underinvest in IT

NGOs consistently budgeted less, if not none, than required in IT. The human-ware and financial resources to support NGO's IT development are severely inadequate, especially for the smaller and non-subsided NGOs. Most of the IT resources are allocated on supporting and maintaining operations. With the current IT funding availability and scopes which will be discussed and elaborated more detailedly in the next section, NGOs find it challenging to acquire additional funding for IT which becomes a key barrier to success with IT governance implementation, requiring leadership and expertise to make the use of IT tactical and strategic.

### 5.2 Primitive in IT leadership and governance

A significant proportion of the surveyed NGOs do not include IT in their organization's strategic plan. The main dilemma is that organizations lack staff expertise with technology skills who also has intimate knowledge of the organization. Decision makers with limited knowledge in IT tend to focus on operational guidelines and cost reduction instead of tapping technology to fit organization's business objectives.

### 5.3 Reactive role of IT

The effective and sustainable use of IT crucially rely on NGO's capacity in IT strategic planning. With the lack of IT resources and governance mentioned above, NGOs generally tend to position IT in a reactive than proactive role. IT practices maintain the very basic operations of NGOs, and IT development, as compared to the provision of frontline services, shares a low priority in resource allocation.

### 5.4 Digital gap in IT governance and management

The maturity level of IT governance and management significantly varies for NGOs of different sizes. Large and very large NGOs have higher central control with their own developed governance mechanisms and would consider IT important to the realization of the business strategy and vision. Most small and medium NGOs, on the contrary, do not exercise governance over IT. Such digital gap has also been identified in the 2012 Review although the current survey fails to capture whether the awareness level has increased due to the differently framed questions and the differences in the sampling population.

## 6. Recommendations

This final section builds on the findings from the survey and translates them to recommendations.

### 6.1 Transitioning IT's role to a more proactive one

The lack of IT knowledge and resource constraints are seemingly the greatest barriers to new IT advancement and adoption amongst NGOs. Underneath these factors, the mindset of NGO leadership with different levels of IT literacy significantly influences how IT is positioned in the organization, whether IT is a priority or just a slice of a pie. To improve the quality and quantity of service delivery to disadvantaged populations, NGOs shall strengthen IT's role in the organization and integrate technological advancements into their practices, transitioning IT's role from reactive to a more proactive one. Training is needed for NGOs to bridge social missions with technology innovation, identify the causes and effects of IT investments that lead to intended social impacts.

### 6.2 Knowledge management platform

As technology advances, the role of IT in NGOs is of increasing importance. NGOs shall begin to look at IT as a strategic tool and investment rather than an operational expense or the money to spend when it is remaining at the end of the year. With the identified digital gap in IT governance and management within NGO community, a knowledge management platform or in the form of consortium shall be established in narrowing such gap. NGOs could share their best practices on IT governance such as how IT governance structures and management are formed; how IT budget could be made to match the NGOs' IT needs and directions; how IT tasks/ projects are better managed and evaluated especially when external vendors are commonly used; and how NGOs face the opportunities and challenges as IT continues to advance etc.

### 6.3 Building IT governance frameworks and standards for NGOs

The findings indicate that IT governance is not an explicit part of NGO's organizational strategy. It is rather uncommon, especially for the small and medium NGOs, to include IT in their strategic plan. It is, therefore, important for NGOs to set up the right mechanism to link technology to their strategic planning and governance.

Currently, there is no existing IT governance frameworks and standards specifically designed for NGOs. A few commonly used and internationally recognized approaches on IT governance such as COBIT; ITIL, ISO 20000; ISO 27000 are formulated and advocated for

business enterprises (IT Governance Institute, 2011). It is rather unrealistic and impractical to recommend NGOs to follow either of these frameworks and standards for the reason that these tools tend to be enterprise-oriented which may not be applicable and too sophisticated for NGOs. Further studies and in-depth researches may be required before a more structured and practical framework is to be proposed.

#### 6.4 The need of funding on IT development

IT governance involves NGOs developing their socio-technical infrastructure and capacity to meet changing societal demands. The shortages of human-ware and financial resources are two frequently mentioned obstacles that explain NGOs' inability to prioritize IT in their organizational development and management. The findings reveal that NGOs rely heavily on their recurrent expenditure and SWDF for IT development. The 2012 Review indicated that Lump Sum Grant (LSG) and SWDF are the two major sources of recurrent expenditures and capital expenditures for IT resources (The University of Hong Kong, 2012). These, however, are limited to the subvented NGOs only. Even though external IT funding is available, it is found that the funding for IT initiatives is mostly one-off; and around one third of IT expense goes to hardware, for both subvented and non-subvented organizations responded in this survey.

Echoing the 2012 Review, the available funding sources are not under regular review such that the funding scopes may not be able/ flexible enough to match with the recent IT advancement (i.e. cloud computing versus traditionally on-premises software) (The University of Hong Kong, 2012). With the fact that SWDF is coming to its completion of its three 3-year phases, it is imaginable that it will be becoming harder and harder for NGOs to have a long-term perspective in IT planning. The need of funding for agencies' IT development is critical for the success of continuing IT development in the NGO sector.

### 7. Concluding remarks

The current survey serves as a preliminary study and analysis of the current state of IT governance of NGOs in Hong Kong. More than 80 responses have been collected in just a two-month period via only edm outreach. IT governance is of NGOs' interest and concern which deserves further in-depth study to probe deeper into NGOs' needs and demands, difficulties and the possible ways forward in the establishment of IT governance and its practical guidelines. HKCSS, with a belief of IT achieving better service delivery, will continue to advocate for the needed resources from the government and other funding bodies, and to promote the adoption of better IT governance practices among NGOs.

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## Questionnaire on the Survey on IT Governance of NGOs in Hong Kong

Part 1: IT investment									
1.	How many full time IT staff do you have in your organization? (Remark: Part time IT staff equals to 0.5)								
2.	What are the roles and responsibilities (with weighing) of the IT staff team in your organization? <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 70%;">Job description</th> <th style="width: 30%;">Weighing</th> </tr> </thead> <tbody> <tr> <td>A. End-user support (i.e. IT help desk, hotline IT support for co-workers and/ or clients)</td> <td></td> </tr> <tr> <td>B. Internal IT development (i.e. Application and infrastructure development/ maintenance)</td> <td></td> </tr> <tr> <td>C. IT strategic planning and risk management</td> <td></td> </tr> </tbody> </table>	Job description	Weighing	A. End-user support (i.e. IT help desk, hotline IT support for co-workers and/ or clients)		B. Internal IT development (i.e. Application and infrastructure development/ maintenance)		C. IT strategic planning and risk management	
Job description	Weighing								
A. End-user support (i.e. IT help desk, hotline IT support for co-workers and/ or clients)									
B. Internal IT development (i.e. Application and infrastructure development/ maintenance)									
C. IT strategic planning and risk management									
3.	Do your organization have outsourced IT tasks/ projects to external IT companies? A. Yes B. No C. Other (Please specify)								
4.	If yes to Q3, what are the outsourced IT tasks (with weighing) in your organization? A. End-user support (i.e. IT help desk, hotline IT support for co-workers and/ or clients) B. Internal IT development (i.e. Application and infrastructure development/ maintenance) C. IT strategic planning and risk management								
5.	Does your organization in overall have a separate annual technology budget? A. Yes B. No C. Other (Please specify)								
6.	If yes to Q5, please state the amount of annual technology budget (with reference to the fiscal year 2016-17).								
7.	With reference to the fiscal year 2016-17, what aspects and weighing of expenses are there within the overall budget for IT (excluding salaries for IT staff)? A. Hardware (e.g. computers, printers, mobile devices, equipment etc.) B. Cloud services and software licenses C. Web hosting and social media D. End-user support (i.e. IT help desk, hotline IT support for co-workers and/ or clients) E. Internal IT development (i.e. Application and infrastructure development/ maintenance) F. IT training for staff								

8.	<p>Considering your organization’s technology budget, please indicate whether there has been any change between the previous fiscal year and the current fiscal year in your expenditures for: [Options: Decreased; stayed the same; increased; don’t know; N/A]</p> <p>A. Hardware (e.g. computers, printers, mobile devices, equipment etc.)</p> <p>B. Software licenses</p> <p>C. Cloud services</p> <p>D. Web hosting and social media</p> <p>E. End-user support (i.e. IT help desk, hotline IT support for co-workers and/ or clients)</p> <p>F. Internal IT development (i.e. Application and infrastructure development/ maintenance)</p> <p>G. Staff salaries</p> <p>H. IT training for staff</p>
<b>Part 2: IT leadership</b>	
9.	<p>Does your organization include technology in your organizational strategic plan/ annual plan?</p> <p>A. Yes</p> <p>B. No</p> <p>C. Other (Please specify)</p>
10.	<p>Does your organization have an IT steering committee/ sub-committee?</p> <p>A. Yes</p> <p>B. No</p> <p>C. Other (Please specify)</p>
11.	<p>Is there any board member/ consultant/ committee member credentialed technology professional in your organization?</p> <p>A. Yes</p> <p>B. No</p> <p>C. Don’t know</p> <p>D. Other (Please specify)</p>
12.	<p>Does the Head of IT participate in strategic and planning discussions with the executive team?</p> <p>A. Yes</p> <p>B. No</p> <p>C. Other (Please specify)</p>
13.	<p>Does your organization formulate the following IT practices?</p> <p>A. A framework for IT governance</p> <p>B. IT policies and standards</p> <p>C. Defined and managed IT processes</p> <p>D. Overall IT performance monitoring practices</p>



14.	<p>Please indicate if you agree with the following objectives of IT governance in your organization, on a scale of 1-5 stars, with 1 star being "Strongly Disagree" and 5 stars being "Strongly Agree".</p> <ul style="list-style-type: none"> <li>A. Managing IT risks and avoiding negative incidents</li> <li>B. Improving service/ operation efficiency</li> <li>C. Ensuring IT development and innovation are aligned with current organization's needs</li> <li>D. Complying with the sector and/ or governmental regulations</li> </ul>
15.	<p>Thinking about your nonprofit organization, please indicate the degree to which you agree or disagree with the following statements, on a scale of 1-5, with 1 being "Strongly Disagree" and 5 being "Strongly Agree"?</p> <ul style="list-style-type: none"> <li>A. Have the technology (hardware and software) to do our day-to-day work effectively.</li> <li>B. Have enough skilled staff to support technology functions/ needs.</li> <li>C. Have enough IT training to all staff for their day-to-day work.</li> <li>D. Effective use of technology for our programmatic work/ our services.</li> <li>E. Effective use of technology for our fundraising/ development work.</li> <li>F. Effective use of technology for our marketing/ communications work.</li> </ul>
<b>Part 3: IT practice</b>	
16.	<p>What are the TWO most important drivers of your nonprofit IT initiatives? Please select only two responses.</p> <ul style="list-style-type: none"> <li>A. NGO's strategic direction</li> <li>B. Recent technological trends</li> <li>C. Service innovation</li> <li>D. Operational effectiveness/ cost reduction</li> <li>E. Data privacy and security concerns</li> <li>F. Service needs/ end user feedbacks</li> </ul>
17.	<p>How would you describe the current role of IT, in overall, in your organization? (Answer in a scale from Insignificant value – reactive – pro-active)</p> <ul style="list-style-type: none"> <li>A. Reactive: responding to organization's needs. IT is technically focused on keeping the normal operations running and available.</li> <li>B. Pro-active: partnering with the organization to help it innovating and achieving strategic objectives.</li> <li>C. In between A &amp; B.</li> <li>D. Other (Please specify)</li> </ul>
18.	<p>With reference to the fiscal year 2016-17, what aspects and weighing of funding sources of the IT initiatives are there within the overall budget for IT (excluding salaries for IT staff)?</p> <ul style="list-style-type: none"> <li>A. Social Welfare Development Fund (SWDF)</li> <li>B. NGO's recurrent expenditure (每年經常費開支)</li> <li>C. Project funding</li> <li>D. Others</li> </ul>
19.	<p>If you have indicated "Others" in Q18, please specify the name/s of funding source/s.</p>

20.	In prioritizing and allocating the resources on IT initiatives, who are the major stakeholders involved? (Choices: Very involved; involved, kind of, not involved at all) A. IT steering committee/ sub-committee B. Board member/ consultant C. NGO's senior management (CEO/ Directors) D. Head of IT E. Central administration (Finance, administration, human resources etc) F. End users' feedbacks (frontline staff, clients)
<b>Part 4: Respondents' demographics</b>	
21.	Respondent's name
22.	Job title
23.	Name of organization
24.	Contact email
25.	Contact telephone
26.	Please select your role within your nonprofit. Please select only one response. A. Non-IT related executive working at a strategic level (such as CEO/ Director) B. Main IT decision maker or Head of IT C. Central administration (Finance, administration, human resources etc) D. Other (Please specify)
27.	What is your main area of responsibility? Please select only one response. A. Service management B. Information technology C. Central administration (Finance, administration, human resources etc) D. Other (Please specify)
28.	Please provide the annual recurrent expenditure (每年經常費開支) of your organization. You may take reference from your 2016-17 audited report. A. < HK\$500K B. HK\$500,001 – 1,500,000 C. HK\$1,500,001 – 5,000,000 D. HK\$5,000,001 – 10,000,000 E. HK\$10,000,001 – 50,000,000 F. HK\$50,000,001 – 100,000,000 G. HK\$100,000,001 – 250,000,000 H. > HK\$250M
29.	How many full time staff do you have in your organization?

## Figures and Tables of Major Findings

Figure 1

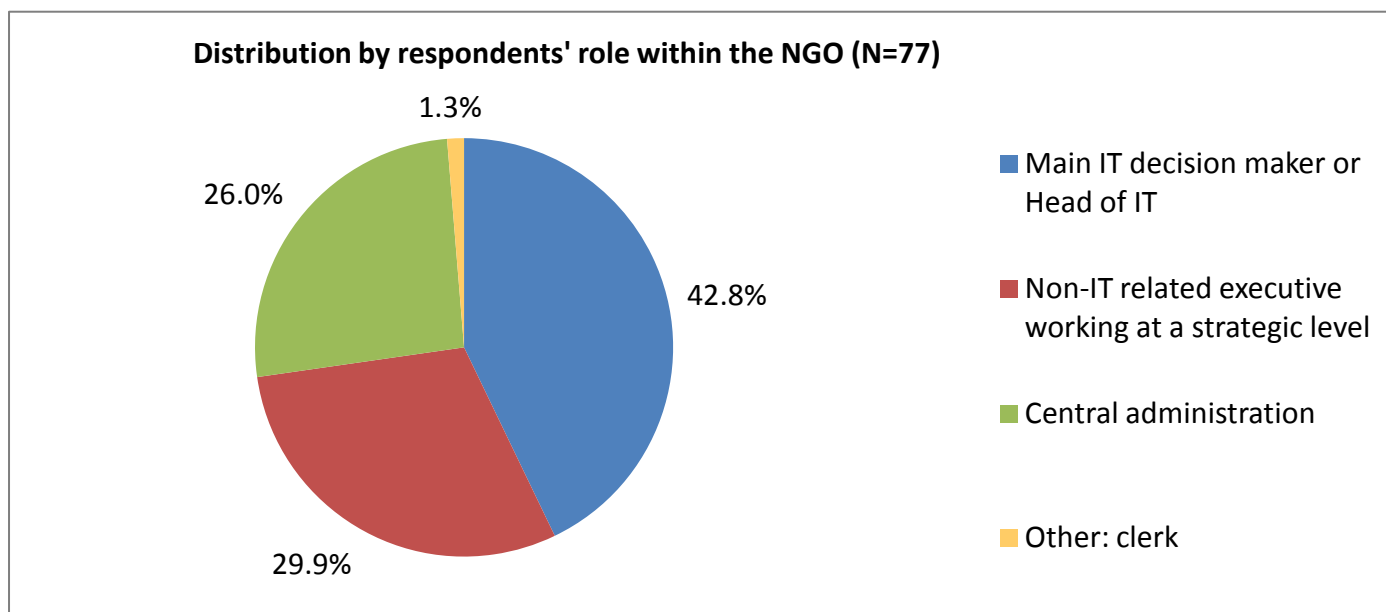


Figure 2 Size of NGOs (N=77)

Size	Annual Recurrent Expenditure	% of Respondents
<b>Small</b>	< HK\$500,001	14.3%
	HK\$500,001 – 1,500,000	
<b>Medium</b>	HK\$1,500,001 – 5,000,000	41.5%
	HK\$5,000,001 – 10,000,000	
	HK\$10,000,001 – 50,000,000	
<b>Large</b>	HK\$50,000,001 – 100,000,000	19.5%
	HK\$100,000,001 – 250,000,000	
<b>Very large</b>	> HK\$250M	24.7%
Total		100%

**Figure 3 Average number of IT staff and staff supported by each IT staff**

	Average # of IT Staff	Average # of NGO staff supported by each IT staff
<b>Small</b>	0.36	6
<b>Medium</b>	0.82	41
<b>Large</b>	2.43	155
<b>Very Large</b>	7.50	247

**Figure 4**

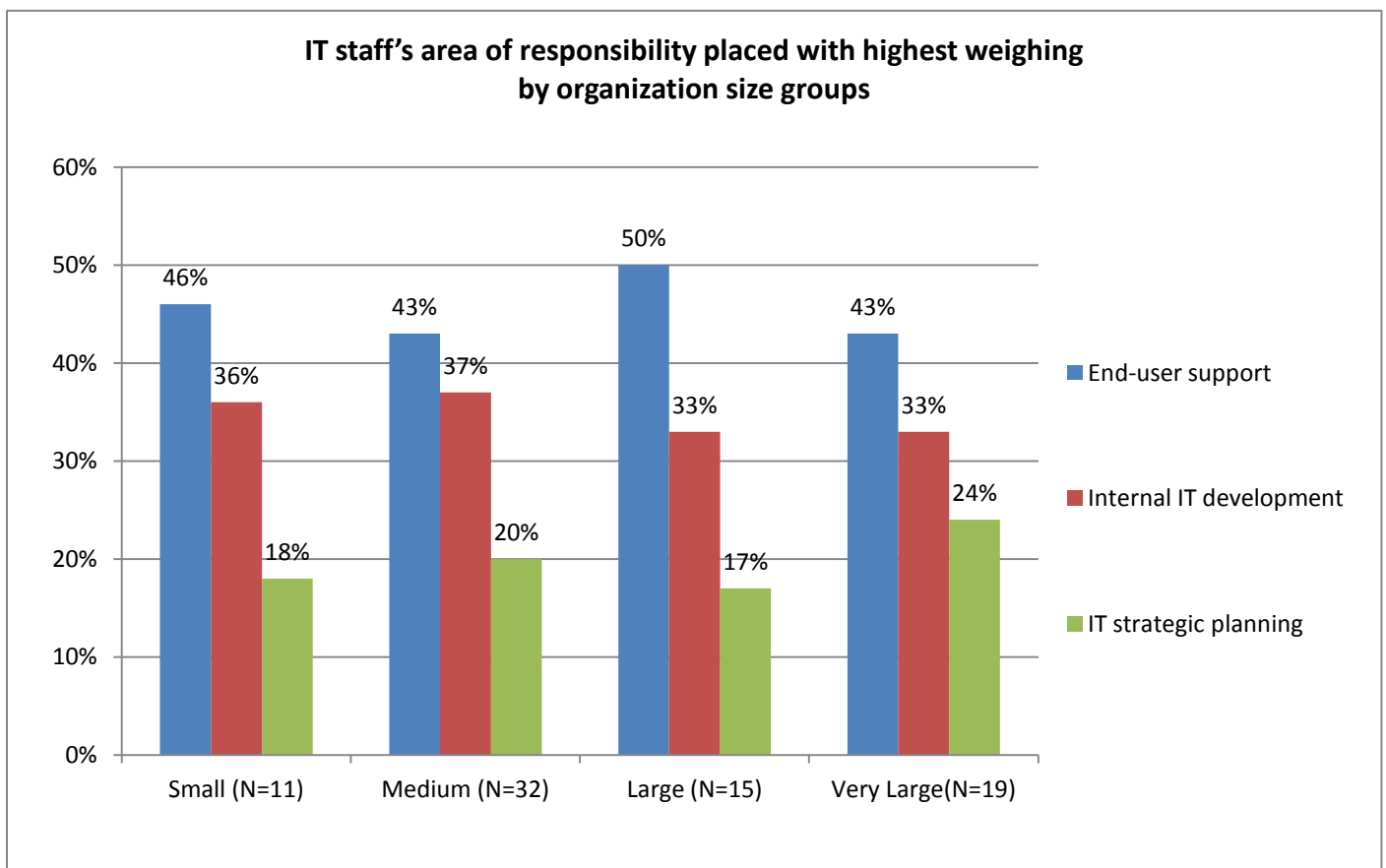


Figure 5

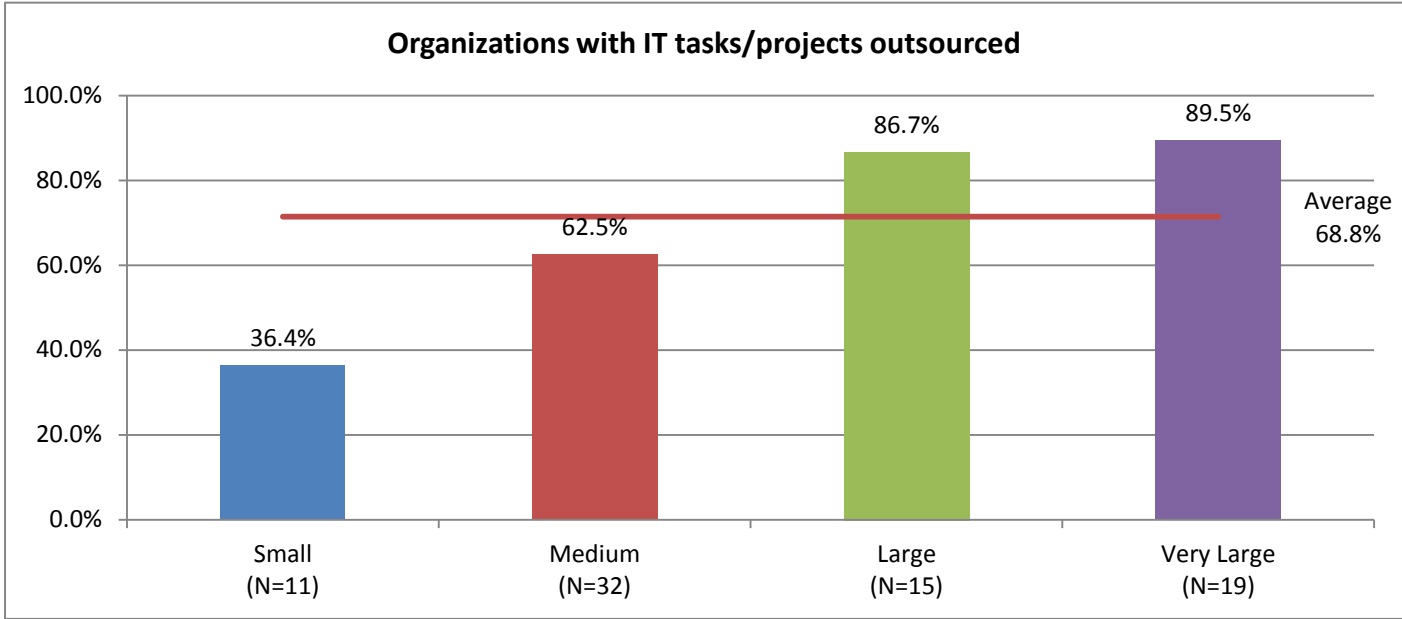


Figure 6

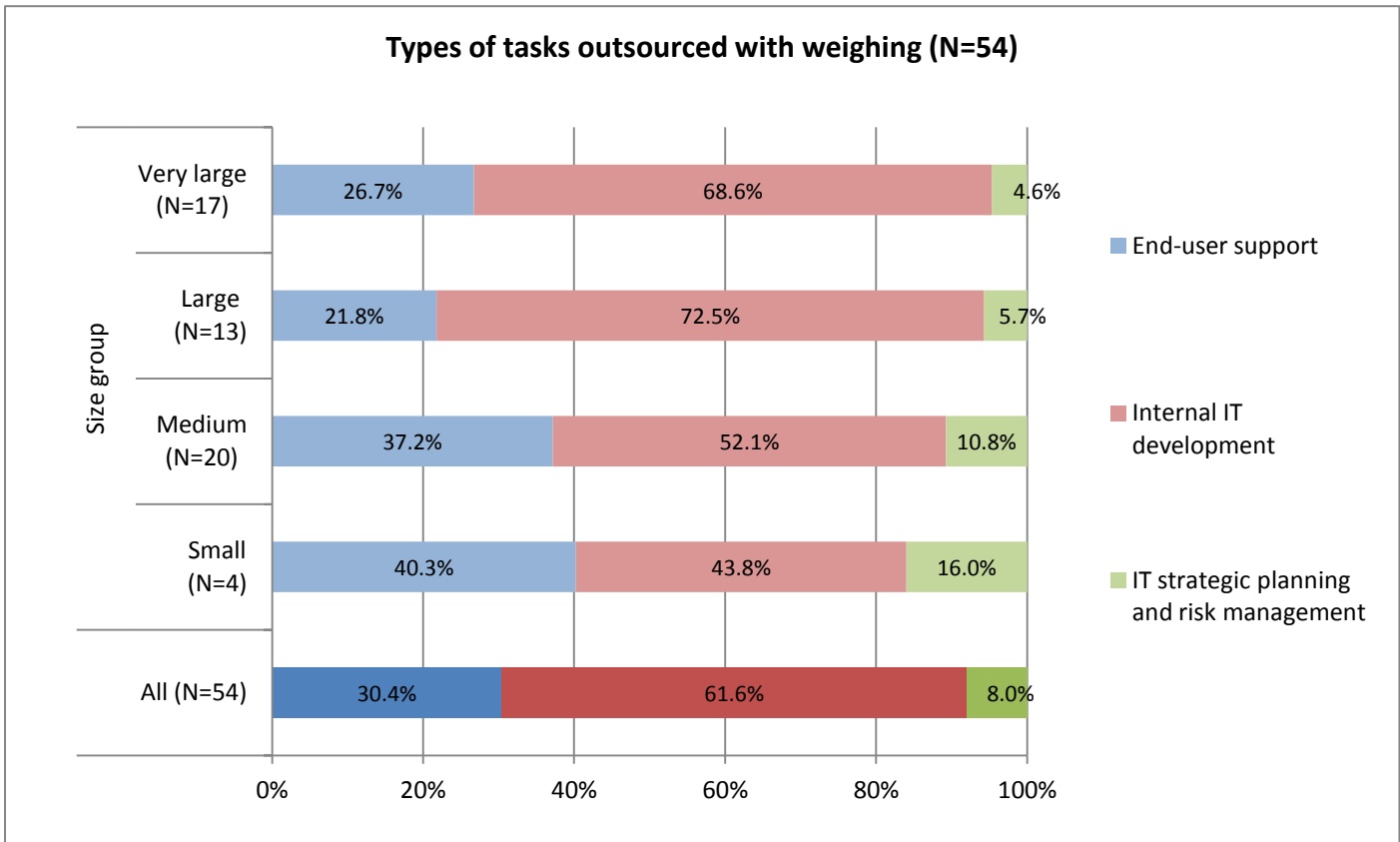


Figure 7

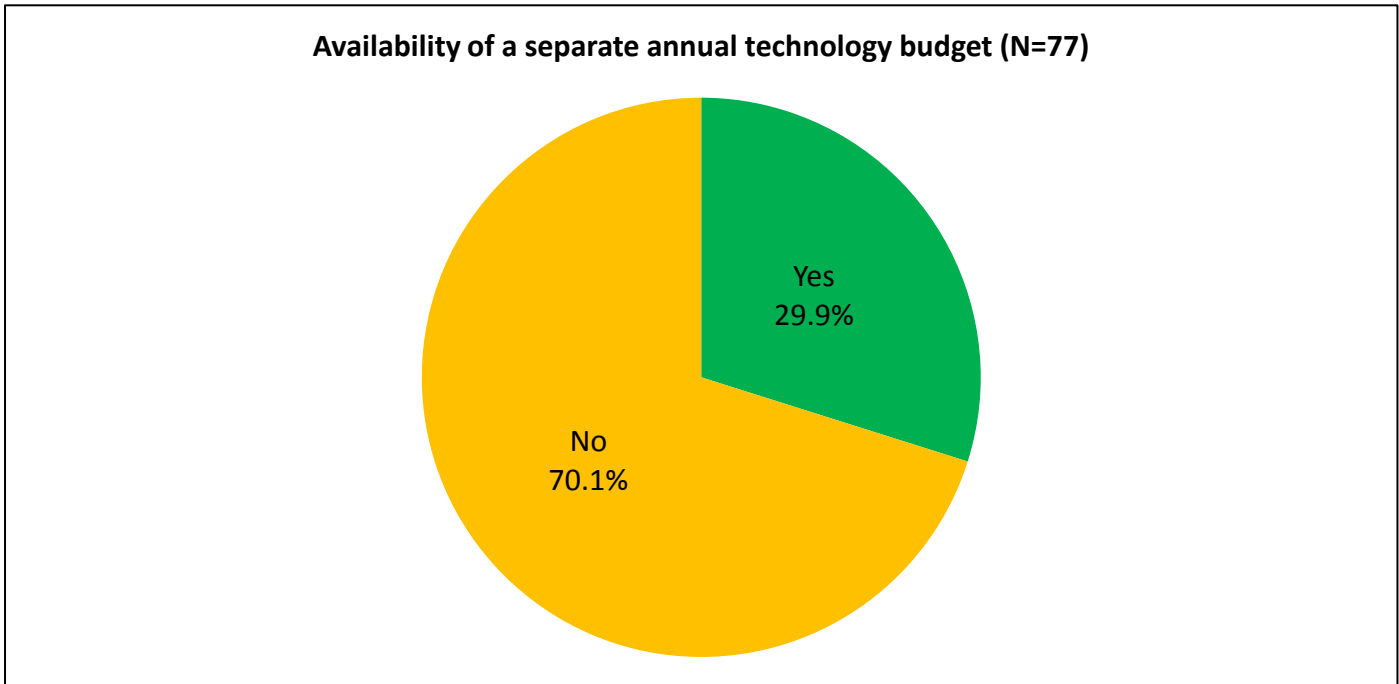


Figure 8

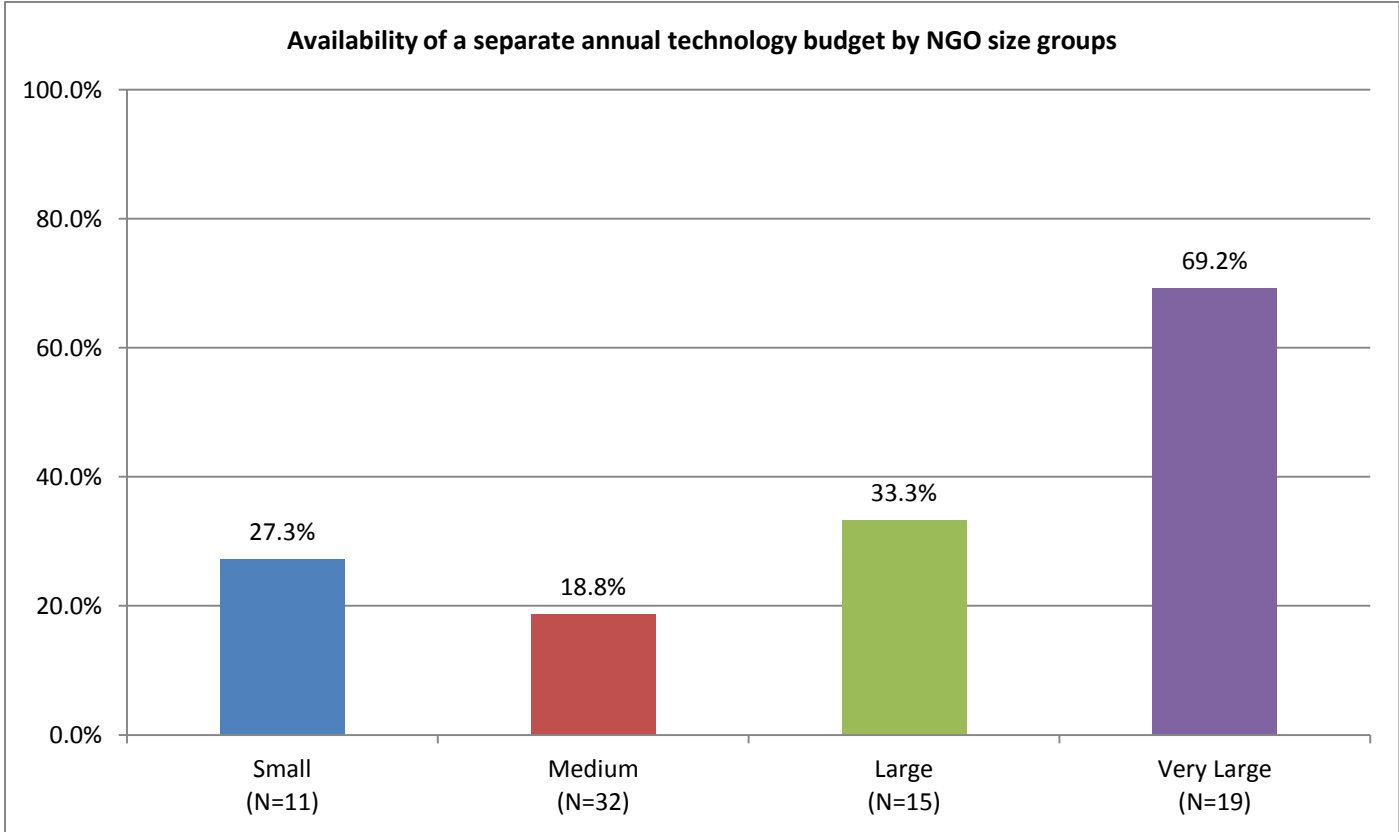


Figure 9

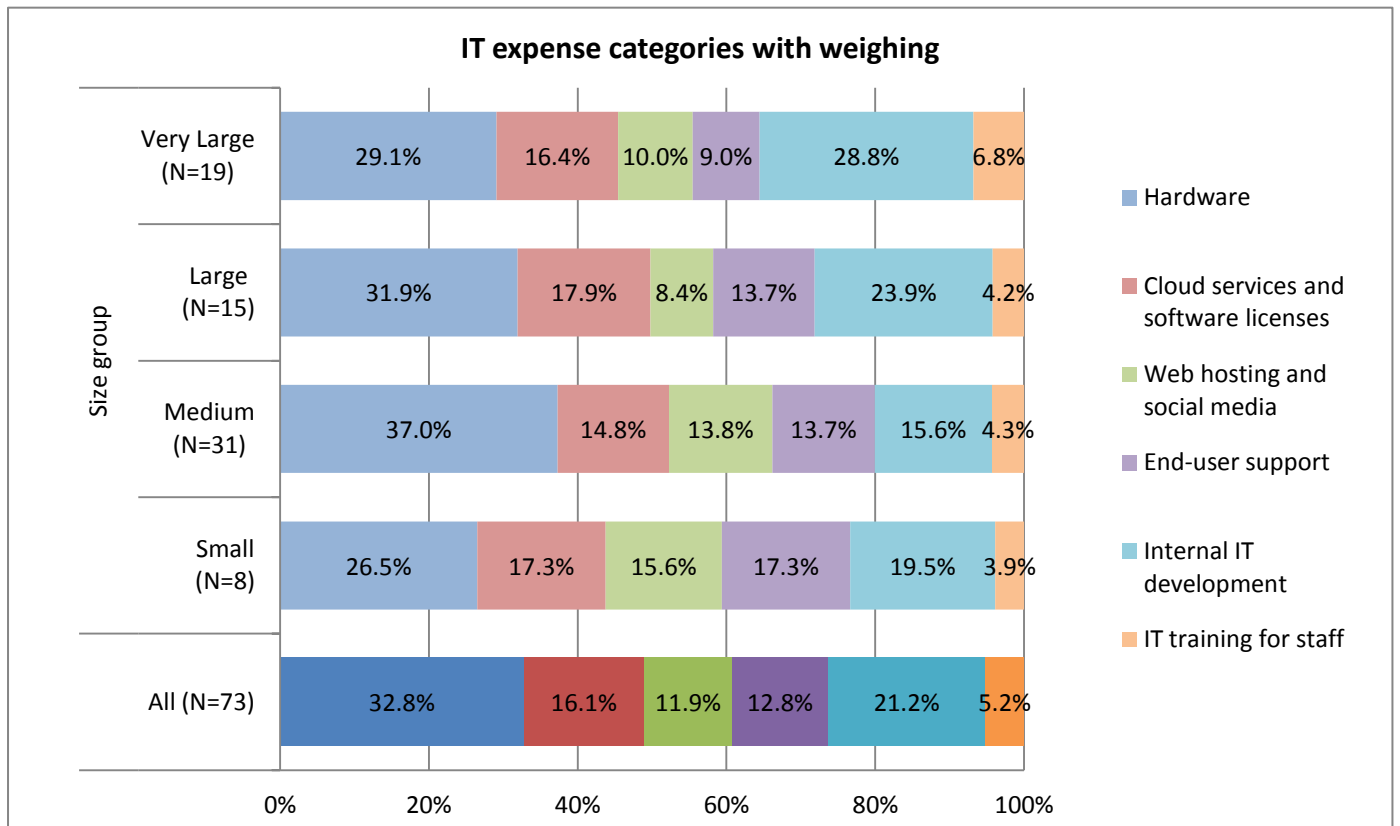


Figure 10

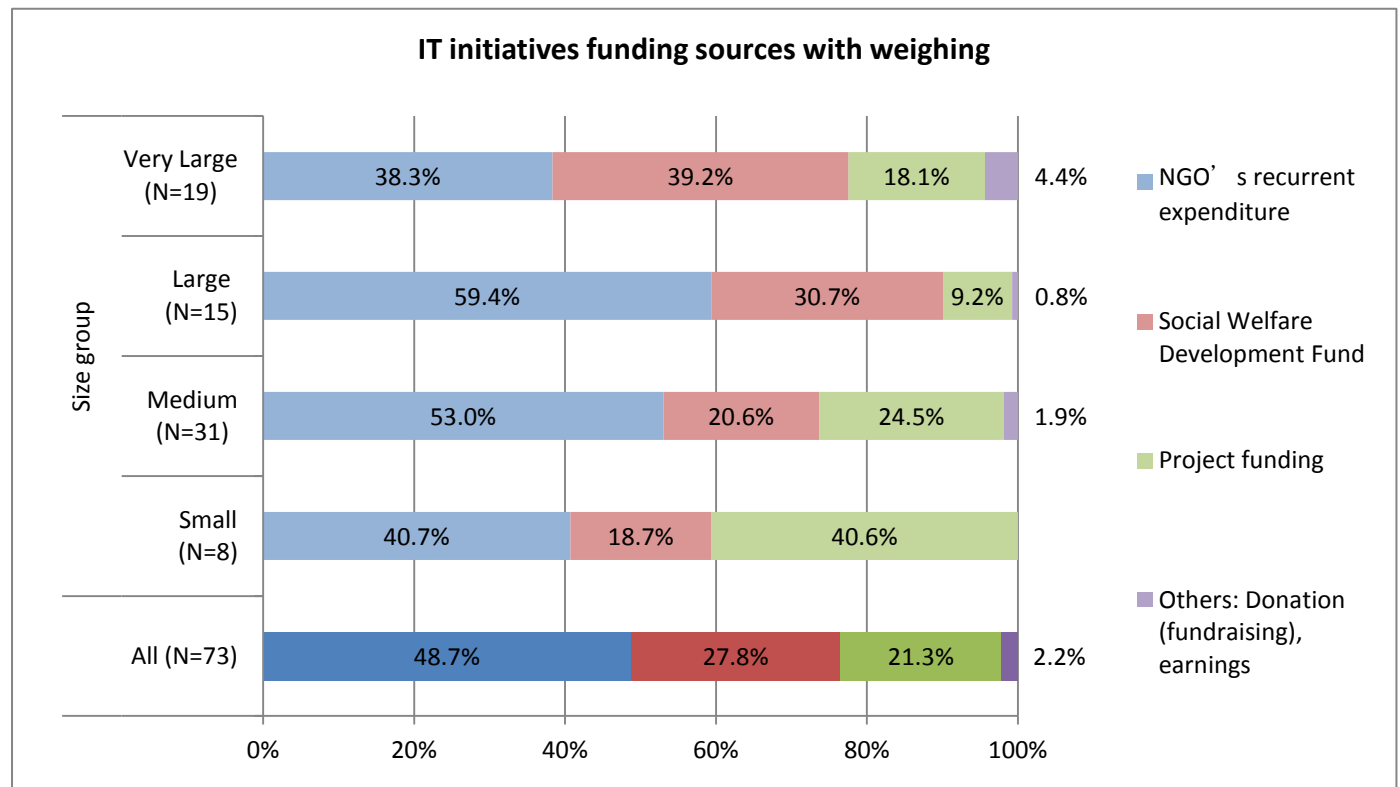


Figure 11

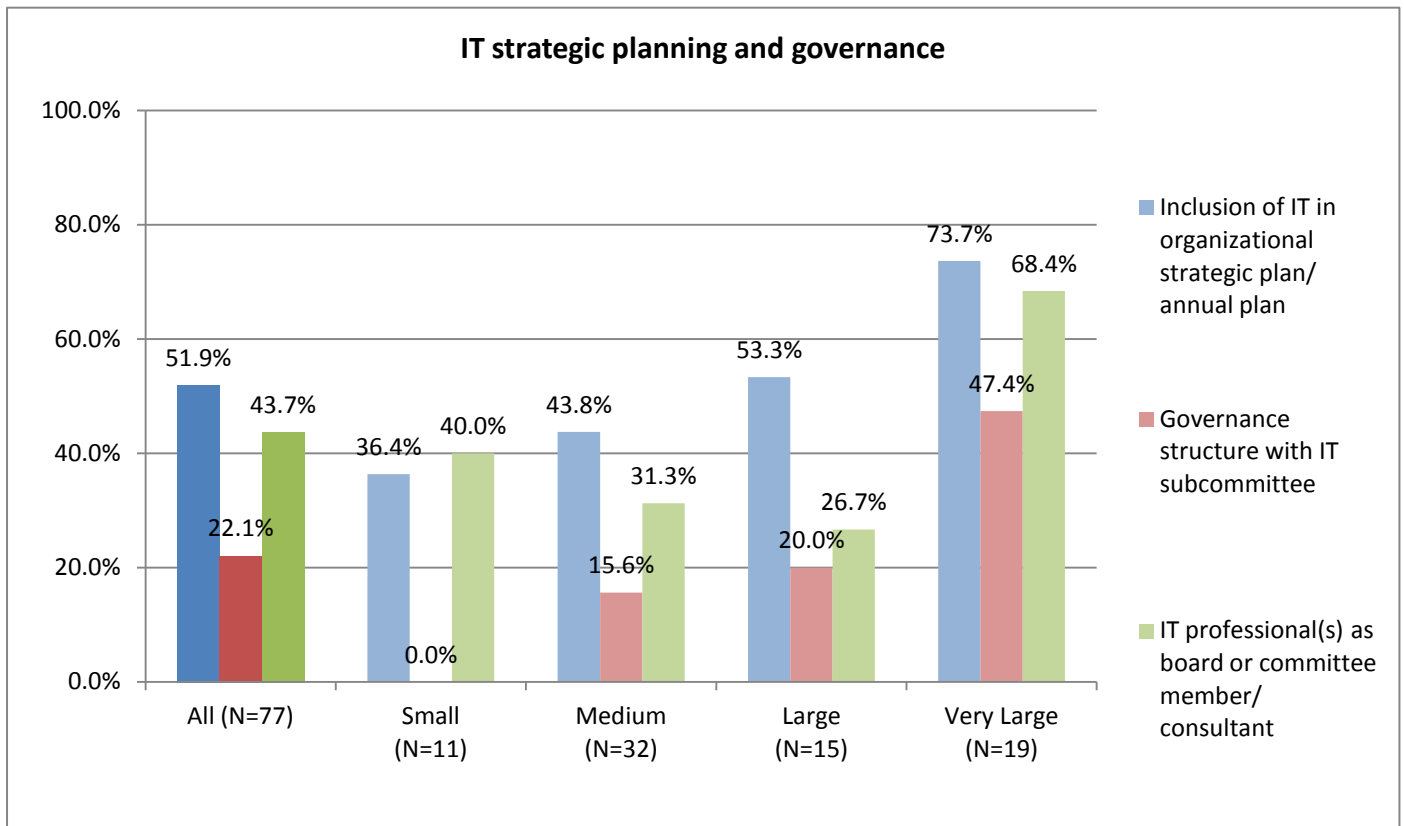


Figure 12

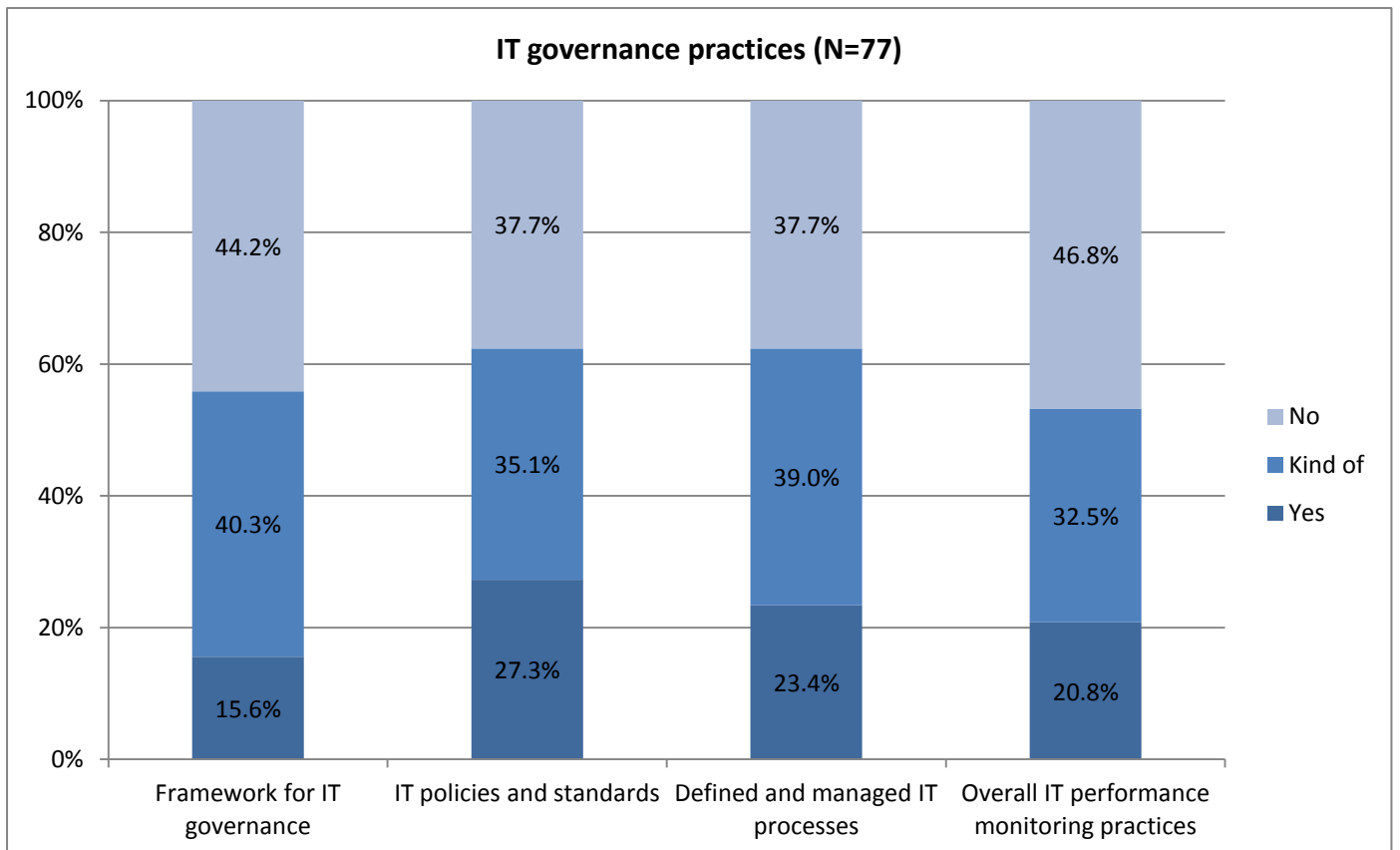




Figure 13

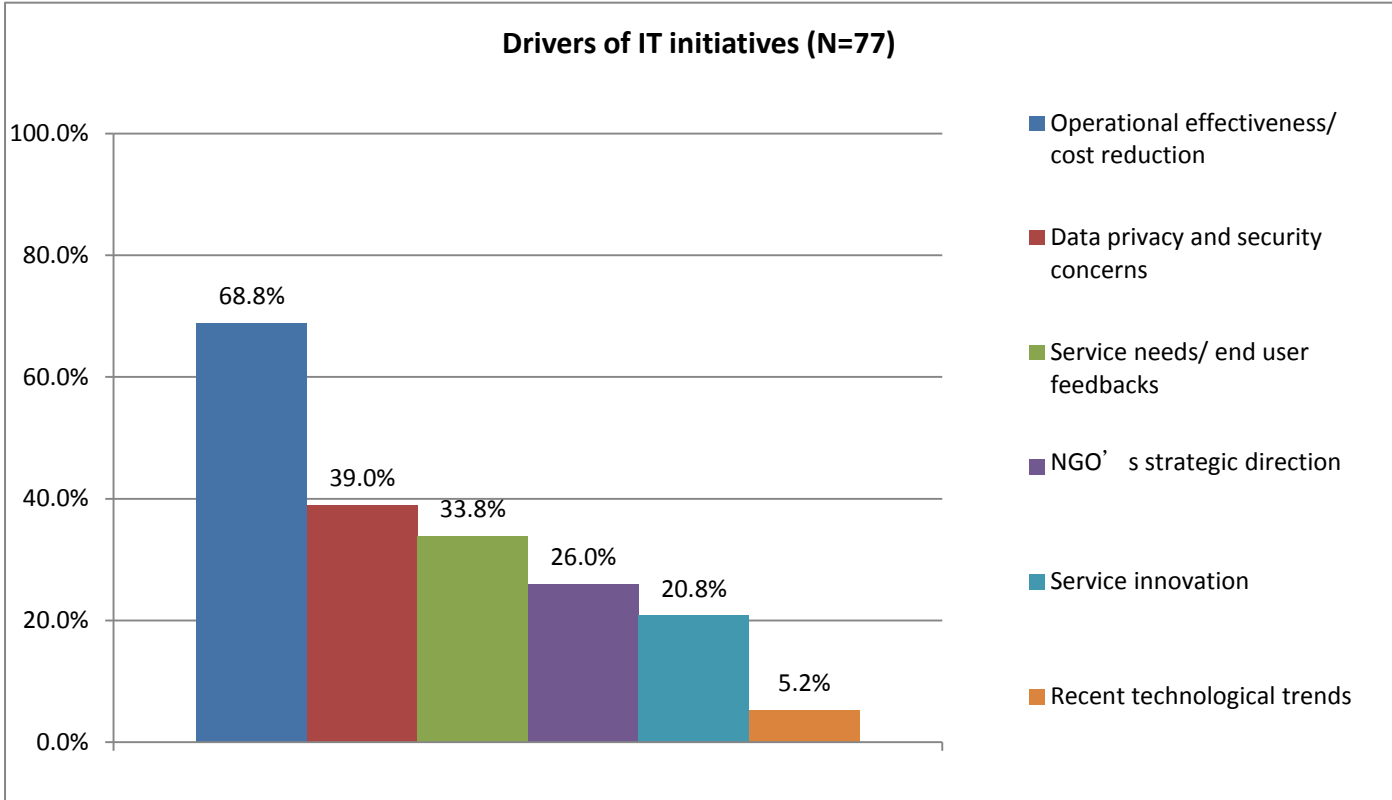


Figure 14

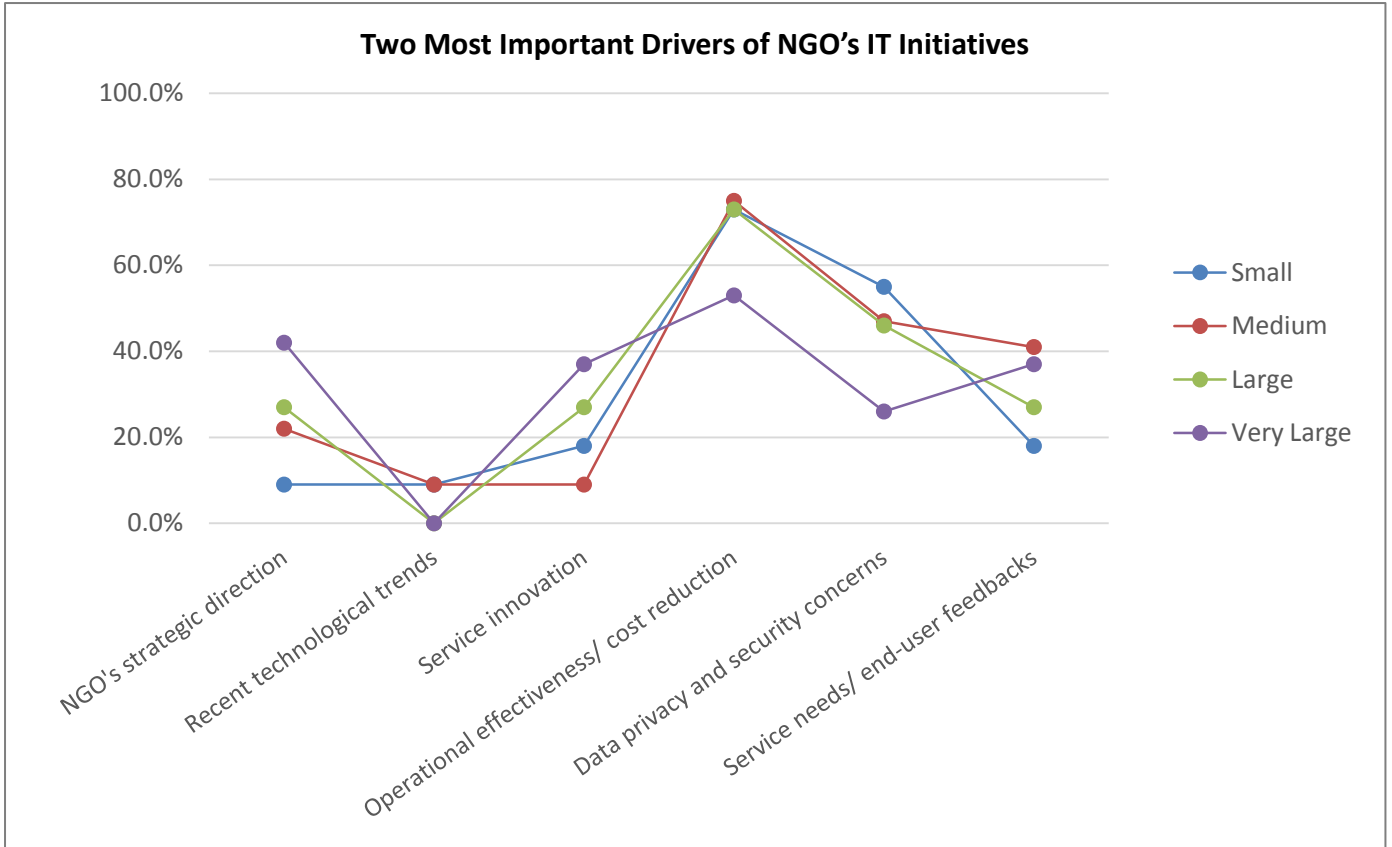
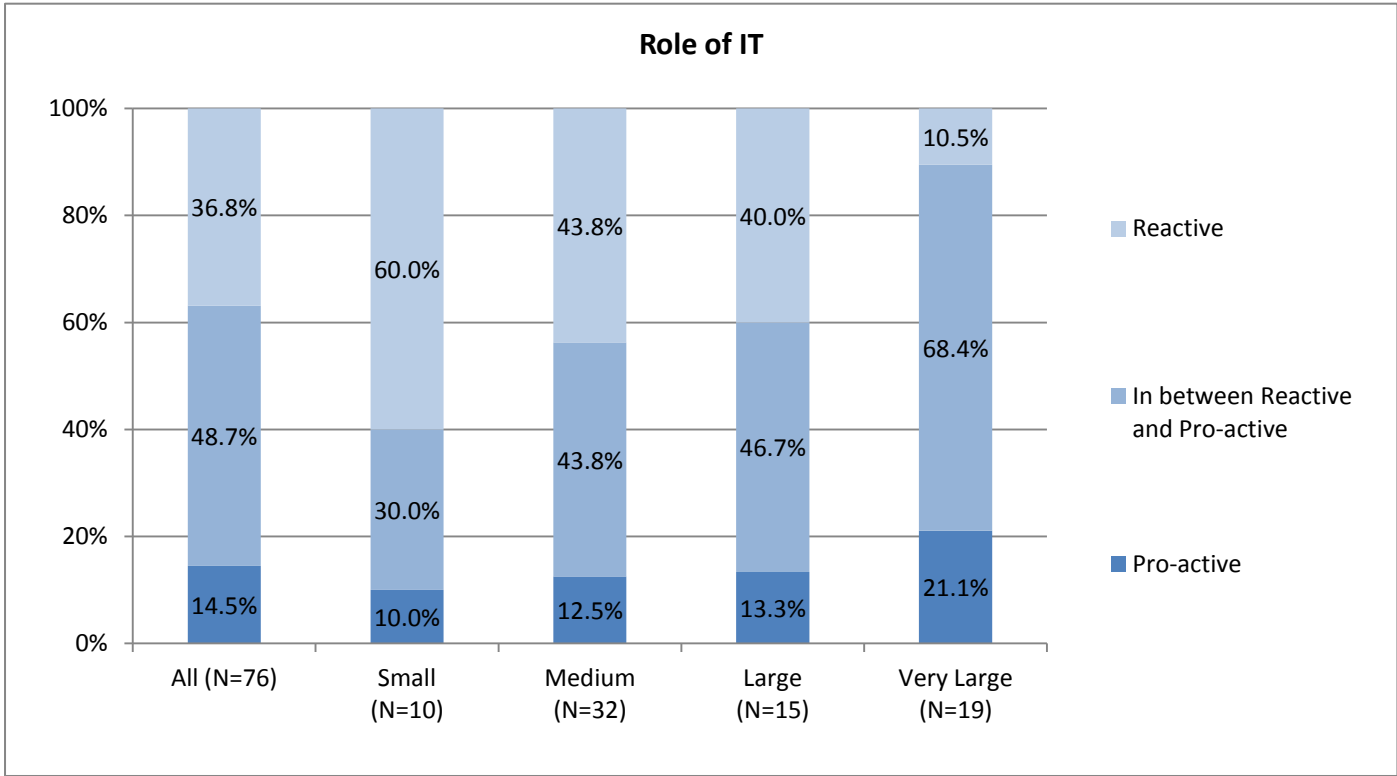


Figure 15



## Survey Results

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## Respondent Demographics

**Table 1: Distribution by respondents' role within the NGO (Q27)**

Sizes	Annual Recurrent Expenditure	n	%
Small	< HK\$500,001	8	10.4
	HK\$500,001 – 1,500,000	3	3.9
	<i>subtotal</i>	11	14.3
Medium	HK\$1,500,001 – 5,000,000	11	14.3
	HK\$5,000,001 – 10,000,000	6	7.8
	HK\$10,000,001 – 50,000,000	15	19.5
	<i>subtotal</i>	32	41.6
Large	HK\$50,000,000 – 100,000,000	8	10.4
	HK\$100,000,001 – 250,000,000	7	9.1
	<i>subtotal</i>	15	19.5
Very Large	> HK\$250,000,000	19	24.7
	<i>subtotal</i>	19	24.7
<i>Total</i>		77	100.0

**Table 2: Respondents' role within the nonprofit (Q25)**

Roles	All		Small		Medium		Large		Very Large	
	n	%	n	%	N	%	n	%	n	%
Central administration	20	26.0	5	6.5	12	15.6	3	3.9	17	22.1
Main IT decision maker or Head of IT	33	42.9	2	2.6	6	7.8	8	10.4	2	2.6
Non-IT related executive working at a strategic level	23	29.9	4	5.2	13	16.9	4	5.2	0	0.0
Other: clerk	1	1.3	0	0.0	1	1.3	0	0.0	0	0.0
<i>Total</i>	77	100.0	11	14.3	32	41.6	15	19.5	19	24.7

**Table 3: Respondents' main area of responsibility (Q26)**

Main Responsibilities	All		Small		Medium		Large		Very Large	
	n	%	n	%	N	%	n	%	n	%
Service management	18	23.4	3	3.9	10	13.0	4	5.2	1	1.3
Information technology	26	33.8	2	2.6	5	6.5	5	6.5	14	18.2
Central administration	24	31.2	4	5.2	13	16.9	5	6.5	2	2.6
Other	9	11.7	2	2.6	4	5.2	1	1.3	2	2.6
<i>Total</i>	77	100.0	11	14.3	32	41.6	15	19.5	19	24.7

## Technology Investment

**Table 4: Full time staff and Full time IT staff (Q28, Q1)**

Sizes	Average no. of staff	Average no. IT staff	Average no. of NGO
			staff supported by each IT staff
Small	8.73	0.36	6
Medium	36.97	0.82	41
Large	334.87	2.43	155
Very Large	1466.89	7.50	247

**Table 5: Roles and responsibilities of IT staff team (Q2)**

Roles	All		Small		Medium		Large		Very Large	
	n	%	n	%	n	%	n	%	n	%
End user support	42	51.9	4	44.4	14	43.8	11	68.8	13	54.2
Internal IT Development	29	35.8	3	33.3	13	40.6	5	31.3	8	33.3
IT strategic planning	10	12.3	2	22.2	5	15.6	0	0.0	3	12.5
Total	64	100.0	6	100.0	25	100.0	16	100.0	19	100.0

\*Remark: including those with more than one mostly highly weighed area of responsibility

**Table 6: Organizations with IT tasks/projects outsourced (Q3)**

Sizes	Yes		No	
	n	%	n	%
Small	4	36.4%	7	63.64%
Medium	20	62.5%	12	37.50%
Large	13	86.7%	2	13.33%
Very Large	17	89.5%	2	10.53%
<i>Average</i>		68.8%		31.2%

**Table 7: Types of tasks outsourced with weighing (Q4)**

Types of IT tasks	All	Small	Medium	Large	Very Large
	(n=54)	(n=4)	(n=20)	(n=13)	(n=17)
	Average %	Average %	Average %	Average %	Average %
End user support	30.4	40.3	37.2	21.8	26.7
Internal IT development	61.6	43.8	52.1	72.5	68.6
IT strategic planning	8.0	16.0	10.8	5.7	4.6

**Table 8: Separate annual technology budget (Q5)**

Sizes	Yes		Average overall technology spending (HK\$)	No	
	n	%		n	%
Small (N=11)	3	27.27%	26,666.7	8	72.73%
Medium (N=32)	6	18.75%	133,333.3	26	81.25%
Large (N=15)	5	33.33%	2,883,500.0	10	66.67%
Very Large (N=19)	9	47.37%	2,870,215.7	10	52.63%

**Table 9: IT expense categories with weighing (Q6)**

Types of IT tasks	All (n=73)	Small (n=8)	Medium (n=31)	Large (n=15)	Very Large (n=19)
	Average %	Average %	Average %	Average %	Average %
Hardware	32.8	26.5	37.0	31.9	29.1
Cloud services and software licenses	16.1	17.3	14.8	17.9	16.4
Web hosting and social media	11.9	15.6	13.8	8.4	10.0
End-user support	12.8	17.3	13.7	13.7	9.0
Internal IT development	21.2	19.5	15.6	23.9	28.8
IT training for staff	5.2	3.9	4.3	4.2	6.8

**Table 10: Change in technology budget (Q7)**

	Increased		Stayed the same		Decreased	
	n	%	n	%	n	%
<b>Small (N=11)</b>						
Hardware	2	18.2	6	54.5	0	0.0
Software licenses	2	18.2	7	63.6	0	0.0
Cloud services	2	18.2	5	45.5	0	0.0
Web hosting and social media	5	45.5	3	27.3	0	0.0
End-user support	0	0.0	5	45.5	1	9.1
Internal IT development	3	27.3	6	54.5	0	0.0
Staff salaries	0	0.0	6	54.5	0	0.0
IT training for staff	0	0.0	7	63.6	0	0.0
<b>Medium (N=32)</b>						
Hardware	12	37.5	19	59.4	0	0.0
Software licenses	7	21.9	21	65.6	1	3.1
Cloud services	6	18.8	15	46.9	0	0.0
Web hosting and social media	10	31.3	19	59.4	0	0.0
End-user support	4	12.5	22	68.8	1	3.1
Internal IT development	8	25.0	17	53.1	0	0.0
Staff salaries	9	28.1	11	34.4	0	0.0
IT training for staff	5	15.6	15	46.9	1	3.1
<b>Large (N=15)</b>						
Hardware	6	40.0	8	53.3	0	0.0
Software licenses	5	33.3	9	60.0	0	0.0
Cloud services	4	26.7	6	40.0	1	6.7
Web hosting and social media	3	20.0	10	66.7	0	0.0
End-user support	4	26.7	8	53.3	0	0.0
Internal IT development	8	53.3	5	33.3	0	0.0
Staff salaries	9	60.0	3	20.0	0	0.0
IT training for staff	1	6.7	11	73.3	0	0.0
<b>Very Large (N=19)</b>						
Hardware	6	31.6	12	63.2	0	0.0
Software licenses	7	36.8	10	52.6	1	5.3
Cloud services	8	42.1	7	36.8	2	10.5
Web hosting and social media	2	10.5	14	73.7	2	10.5
End-user support	7	36.8	10	52.6	1	5.3
Internal IT development	11	57.9	6	31.6	1	5.3
Staff salaries	15	78.9	3	15.8	0	0.0
IT training for staff	6	31.6	12	63.2	0	0.0

**Technology leadership**

**Table 11: IT strategic planning and governance (Q8-Q11)**

Descriptions	All		Small		Medium		Large		Very Large	
	n	%	n	%	n	%	n	%	n	%
Inclusion of IT in organizational strategic plan/annual plan	40	51.9	4	36.4	14	43.8	8	53.3	14	73.7
Governance structure with IT subcommittee	17	22.1	0	0.0	5	15.6	3	20.0	9	47.4
IT professional(s) as board or committee member/consultant	31	40.3	4	36.4	10	31.3	4	26.7	13	68.4
Head of IT participate in strategic planning with senior management	35	45.5	3	27.3	10	31.3	8	53.3	14	73.7



**Table 12: IT governance practices (Q12)**

	Yes		Kind of		No	
	n	%	n	%	n	%
<b>Small (N=11)</b>						
Framework for IT governance	2	18.2%	0	0.0%	9	81.8%
IT policies and standards	2	18.2%	1	9.1%	8	72.7%
Defined and managed IT processes	2	18.2%	1	9.1%	8	72.7%
Overall IT performance monitoring practices	4	36.4%	0	0.0%	7	63.6%
<b>Medium (N=32)</b>						
Framework for IT governance	2	6.3%	13	40.6%	17	53.1%
IT policies and standards	2	6.3%	12	37.5%	18	56.3%
Defined and managed IT processes	1	3.1%	14	43.8%	17	53.1%
Overall IT performance monitoring practices	1	3.1%	13	40.6%	18	56.3%
<b>Large (N=15)</b>						
Framework for IT governance	1	6.7%	9	60.0%	5	33.3%
IT policies and standards	4	26.7%	8	53.3%	3	20.0%
Defined and managed IT processes	3	20.0%	9	60.0%	3	20.0%
Overall IT performance monitoring practices	3	20.0%	4	26.7%	8	53.3%
<b>Very Large (N=19)</b>						
Framework for IT governance	7	36.8%	9	47.4%	3	15.8%
IT policies and standards	13	68.4%	6	31.6%	0	0.0%
Defined and managed IT processes	12	63.2%	6	31.6%	1	5.3%
Overall IT performance monitoring practices	8	42.1%	8	42.1%	3	15.8%
<b>All (N=77)</b>						
Framework for IT governance	12	15.6%	31	40.3%	34	44.2%
IT policies and standards	21	27.3%	27	35.1%	29	37.7%
Defined and managed IT processes	18	23.4%	30	39.0%	29	37.7%
Overall IT performance monitoring practices	16	20.8%	25	32.5%	36	46.8%

**Table 13: Objectives of IT governance (Q13)**

	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
<b>Small (N=11)</b>				
Managing IT risks and avoiding negative incidents	18.2	54.5	27.3	0.0
Improving service/ operation efficiency	27.3	45.5	27.3	0.0
Ensuring IT development and innovation are aligned with current organization's needs	18.2	36.4	45.5	0.0
Complying with the sector and/ or governmental regulations	18.2	45.5	27.3	9.1
<b>Medium (N=32)</b>				
Managing IT risks and avoiding negative incidents	18.8	59.4	21.9	0.0
Improving service/ operation efficiency	34.4	56.3	9.4	0.0
Ensuring IT development and innovation are aligned with current organization's needs	15.6	71.9	12.5	0.0
Complying with the sector and/ or governmental regulations	15.6	68.8	12.5	3.1
<b>Large (N=15)</b>				
Managing IT risks and avoiding negative incidents	33.3	66.7	0.0	0.0
Improving service/ operation efficiency	33.3	60.0	6.7	0.0
Ensuring IT development and innovation are aligned with current organization's needs	26.7	60.0	13.3	0.0
Complying with the sector and/ or governmental regulations	20.0	60.0	20.0	0.0
<b>Very Large (N=19)</b>				
Managing IT risks and avoiding negative incidents	47.4	52.6	0.0	0.0
Improving service/ operation efficiency	36.8	52.6	10.5	0.0
Ensuring IT development and innovation are aligned with current organization's needs	36.8	47.4	15.8	0.0
Complying with the sector and/ or governmental regulations	47.4	52.6	0.0	0.0
<b>All (N=77)</b>				
Managing IT risks and avoiding negative incidents	28.6	58.4	13.0	0.0
Improving service/ operation efficiency	33.8	54.5	11.7	0.0
Ensuring IT development and innovation are aligned with current organization's needs	23.4	58.4	18.2	0.0
Complying with the sector and/ or governmental regulations	24.7	59.7	13.0	2.6

**Table 14: Assessment of IT performance (Q14)**

	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
<b>Small (N=11)</b>					
Have the technology (hardware and software) to do our day-to-day work effectively.	9.1	63.6	27.3	0.0	0.0
Have enough skilled staff to support technology functions/ needs.	9.1	36.4	27.3	27.3	0.0
Have enough IT training to all staff for their day-to-day work.	9.1	0.0	54.5	27.3	9.1
Effective use of technology for our programmatic work/ our services.	9.1	27.3	54.5	9.1	0.0
Effective use of technology for our fundraising/ development work.	9.1	27.3	36.4	27.3	0.0
Effective use of technology for our marketing/ communications work.	9.1	45.5	45.5	0.0	0.0
<b>Medium (N=32)</b>					
Have the technology (hardware and software) to do our day-to-day work effectively.	18.8	46.9	18.8	15.6	0.0
Have enough skilled staff to support technology functions/ needs.	3.1	40.6	15.6	25.0	15.6
Have enough IT training to all staff for their day-to-day work.	9.4	21.9	31.3	21.9	15.6
Effective use of technology for our programmatic work/ our services.	18.8	37.5	21.9	21.9	0.0
Effective use of technology for our fundraising/ development work.	15.6	28.1	34.4	15.6	6.3
Effective use of technology for our marketing/ communications work.	15.6	25.0	37.5	18.8	3.1
<b>Large (N=15)</b>					
Have the technology (hardware and software) to do our day-to-day work effectively.	13.3	60.0	20.0	6.7	0.0
Have enough skilled staff to support technology functions/ needs.	13.3	46.7	20.0	20.0	0.0
Have enough IT training to all staff for their day-to-day work.	6.7	46.7	20.0	26.7	0.0
Effective use of technology for our programmatic work/ our services.	13.3	46.7	26.7	13.3	0.0
Effective use of technology for our fundraising/ development work.	13.3	33.3	33.3	13.3	6.7
Effective use of technology for our marketing/ communications work.	6.7	53.3	20.0	13.3	6.7
<b>Very Large (N=19)</b>					
Have the technology (hardware and software) to do our day-to-day work effectively.	15.8	68.4	15.8	0.0	0.0
Have enough skilled staff to support technology functions/ needs.	5.3	31.6	52.6	10.5	0.0
Have enough IT training to all staff for their day-to-day work.	5.3	15.8	73.7	5.3	0.0
Effective use of technology for our programmatic work/ our services.	0.0	42.1	52.6	5.3	0.0
Effective use of technology for our fundraising/ development work.	5.3	26.3	57.9	5.3	5.3
Effective use of technology for our marketing/ communications work.	0.0	31.6	63.2	5.3	0.0
<b>All (N=77)</b>					
Have the technology (hardware and software) to do our day-to-day work effectively	15.6	57.1	19.5	7.8	0.0
Have enough skilled staff to support technology functions/ needs	6.5	39.0	27.3	20.8	6.5
Have enough IT training to all staff for their day-to-day work	7.8	22.1	42.9	19.5	7.8

Effective use of technology for our programmatic work/ our services	11.7	39.0	35.1	14.3	0.0
Effective use of technology for our fundraising/ development work	11.7	28.6	40.3	14.3	5.2
Effective use of technology for our marketing/ communications work	9.1	35.1	41.6	11.7	2.6

**Technology Practice**

**Table 15: Two Most Important Drivers of NGO's IT Initiative (Q15)**

Drivers	All		Small		Medium		Large		Very Large	
	n	%	n	%	n	%	n	%	n	%
Operational effectiveness/ cost reduction	20	68.8	1	72.7	7	75.0	4	73.3	8	52.6
Data privacy and security concerns	4	39.0	1	54.5	3	37.5	0	46.7	0	26.3
Service needs/ end user feedbacks	16	33.8	2	18.2	3	40.6	4	26.7	7	36.8
NGO's strategic direction	53	26.0	8	9.1	24	21.9	11	26.7	10	42.1
Service innovation	30	20.8	6	18.2	12	9.4	7	26.7	5	36.8
Recent technological trends	26	5.2	2	9.1	13	9.4	4	0.0	7	0.0

**Table 16: Role of IT (Q16)**

Roles	All		Small		Medium		Large		Very Large	
	n	%	n	%	n	%	n	%	n	%
Pro-active	11	14.5	1	10.0	4	12.5	2	13.3	4	21.1
In between pro-active and reactive	37	48.7	3	30.0	14	43.8	7	46.7	13	68.4
Reactive	28	36.8	6	60.0	14	43.8	6	40.0	2	10.5

**Table 17: IT initiatives funding sources with weighing (Q17)**

Funding sources	All (n=73)	Small (n=8)	Medium (n=31)	Large (n=15)	Very Large (n=19)
	Average %	Average %	Average %	Average %	Average %
NGO's recurrent expenditure	48.7	40.7	53.0	59.4	38.3
Social Welfare Development Fund	27.8	18.7	20.6	30.7	39.2
Project funding	21.3	40.6	24.5	9.2	18.1
Others: Donation (fundraising), earnings	2.2	0.0	1.9	0.8	4.4

**Table 18: Major stakeholders in IT resource allocation (Q19)**

	Very involved		Involved		Kind of		Not involved	
	n		n		n		n	
<b>Small (N=11)</b>								
IT steering committee/ sub-committee	0	0.0	2	18.2	1	9.1	8	72.7
Board member/ consultant	3	27.3	4	36.4	0	0.0	4	36.4
NGO's senior management (CEO/ Directors)	3	27.3	1	9.1	1	9.1	6	54.5
Head of IT	2	18.2	1	9.1	1	9.1	7	63.6
Central administration	2	18.2	5	45.5	0	0.0	4	36.4
End users	0	0.0	7	63.6	1	9.1	3	27.3
<b>Medium (N=32)</b>								
IT steering committee/ sub-committee	1	3.1	3	9.4	5	15.6	23	71.9
Board member/ consultant	1	3.1	3	9.4	14	43.8	14	43.8
NGO's senior management (CEO/ Directors)	8	25.0	16	50.0	6	18.8	2	6.3
Head of IT	5	15.6	7	21.9	4	12.5	16	50.0
Central administration	4	12.5	14	43.8	8	25.0	6	18.8
End users	3	9.4	10	31.3	15	46.9	4	12.5
<b>Large (N=15)</b>								
IT steering committee/ sub-committee	0	0.0	2	13.3	2	13.3	11	73.3
Board member/ consultant	0	0.0	2	13.3	7	46.7	6	40.0
NGO's senior management (CEO/ Directors)	8	53.3	5	33.3	1	6.7	1	6.7
Head of IT	8	53.3	3	20.0	0	0.0	4	26.7
Central administration	1	6.7	6	40.0	6	40.0	2	13.3
End users	1	6.7	9	60.0	4	26.7	1	6.7
<b>Very Large (N=19)</b>								
IT steering committee/ sub-committee	1	5.3	5	26.3	5	26.3	8	42.1
Board member/ consultant	0	0.0	4	21.1	10	52.6	5	26.3
NGO's senior management (CEO/ Directors)	12	63.2	5	26.3	2	10.5	0	0.0
Head of IT	10	52.6	4	21.1	4	21.1	1	5.3
Central administration	2	10.5	6	31.6	6	31.6	5	26.3
End users	3	15.8	6	31.6	9	47.4	1	5.3