

Funding and Service Agreement¹

Service Coordination and Development

I Service Definition

Introduction

The organisation is a coordinating body of non-governmental social welfare organisations that seeks to represent their social mission and professional expertise, to work in partnership with the Government and all sectors of society to sustain and develop social welfare in Hong Kong. The organisation is committed to building a welfare sector that is highly accountable, efficient, effective and responsive to social needs, upholding the long-term sustainable development of society and the well being of our citizens.

This agreement relates only to those outputs and areas of activities of the organisation that are related to government subvention provided through the Social Welfare Department (SWD) in relation to the work of local non-governmental organisations (NGO) including those NGOs which are receiving government subvention but are not members of the organisation. The organisation provides a range of other services and conducts other activities which contribute to meeting its overall mission.

Purpose and Objectives

The organisation is subvented to perform the following functions –

- (1) Third sector development;
- (2) NGO capacity building;
- (3) Service innovation, development and quality assurance;
- (4) Social welfare manpower development, and
- (5) Innovation and technology application.

¹ This Funding and Service Agreement is a sample document for reference only.

Roles and Activities

(1) Third Sector Development

Key Result Areas

To contribute to the development of the Third Sector to foster social cohesion and overall social development, through –

- promoting public awareness and support for social inclusion, social cohesion and community engagement through strengthening and working in partnership with Third Sector Organisations;
- fostering cross-sectoral understanding and partnership, through engagement with various governments, business sector corporations and Third Sector Organisations, in social development and community services;
- facilitating co-operation and mutual support among Third Sector organisations to enhance social cohesion and foster efforts in social development; and
- establishing linkage with international and Mainland organisations related to welfare and social development to keep abreast of and be represented in global discussion agenda of NGOs.

Outcome

- partnership network and influence of the Third Sector are enhanced;
- key messages of equal opportunities, contribution and community engagement of people with disability, elderly persons and other disadvantaged groups are promoted and recognised by local communities and corporate sector;
- public awareness of good corporate citizenship and support for the social service sector in building a caring community are raised, thereby enhancing social cohesion;
- strategic partnership initiatives with business/professional groups and social service sector are promoted for enhancing service delivery and pooling of resources;
- forum for sharing experiences among local NGOs in promoting social cohesion is established;
- international & regional knowledge & experience in promoting the developments of third sector, social cohesion, service delivery practices are learned, shared & disseminated among NGOs; and
- majority of subvented NGOs participate in various activities of the organisation's service networks, jointly making contributions to the development of social welfare policies/services.

(2) NGO Capacity Building

Key Result Areas

To enhance the operation capacity and public accountability of NGOs including those not receiving government subventions but providing public welfare services to the needy in the community, through -

- promoting and providing support to NGOs' effective use of information technology (IT);
- enhancing NGOs' capability in resource development and financial management; and
- facilitating development of tools and systems for management and organisational support, such as human resources management, knowledge management etc.

Outcome

- through active participation of a wide spectrum of NGOs, common tools and core applications are developed, through which NGOs' management systems and practices in the following areas are strengthened -
 - human resources management : core competencies, performance appraisal, reward system
 - management audit
 - output costing
 - resource development and fundraising
 - IT solutions in financial management and human resources management;
- through NGOs' collective efforts, good/best practices are distilled and promoted to assist NGOs with the increasingly complex and demanding tasks of governance, management and service delivery; and
- NGOs work out strategic plans on organisational IT development; patterns of IT usage in the sector being closely reviewed and effective use of IT being promoted in the sector benefiting both service providers and service users.

(3) Service Innovation, Development and Quality Assurance

Key Result Areas

To promote joint efforts with and experience sharing amongst NGOs in enhancing service quality and development through -

- improving service delivery and operation;
- benchmarking and sharing of good practices;
- promoting needs assessment and quality assurance;
- contributing ideas to enhance service planning;
- promoting users' participation and conducting service user education.
- identifying and encouraging new service designs/approaches/initiatives to meet changing social needs;
- measuring impact of service intervention and solutions;
- localising international best practices; and
- systematically reviewing, summarising and consolidating existing local provisions and studies to come up with evidence-based practices for service enhancement.

Outcome

- communication and networking platform among service-providing NGOs is developed and effectively maintained for sharing and collaboration;
- service operation modes/approaches are proposed/consolidated, through the collective efforts of NGOs, to serve as a reference for concerned stakeholders;
- local practice wisdom is consolidated and mutual learning is facilitated by identifying and crystallising best practices and quality measures among NGOs;
- service providers and users are able to share experiences in strategies in promoting user participation;
- NGOs' recognition is increased with due attention to impact of service intervention and solutions; and
- effective models of service interventions and solutions, based on evidence of impact measurement and review of local provisions and studies, are proposed and promoted for service enhancement.

(4) Social Welfare Manpower Development

Key Result Areas

To facilitate and support manpower development of the welfare sector through -

- coordinating efforts to resolve sector-wide manpower issues, such as occupational health and safety, employees insurance, remuneration and contract practices, etc.;
- mapping the basic competencies and skill sets of different levels of manpower in the welfare sector; and
- identifying collective manpower training needs of the welfare sector (for both social work and non-social work personnel) and to provide and source training opportunities to meet such needs.

Outcome

- NGOs' common competency requirements and manpower training needs are identified and consolidated into a list of priority themes or specific topics for training programmes which are shared among NGOs and potential training providers;
- a series of training programmes are delivered to NGO staff on IT, management, and service development and delivery; and
- common sector-wide human resources issues are identified and deliberated among NGOs through which joint learning among NGOs are enhanced or joint efforts are mobilised in resolving the issues.

(5) Innovation and Technology Application

Key Result Areas

To establish a platform to facilitate the application of innovation and technology in services for the elderly and persons with disabilities (PwDs) with a view to improving the quality of their life and reducing the burden and pressure of staff and carers through -

- promoting the application of innovation and technology in elderly and rehabilitation care among stakeholders including industry, innovators, investors, professionals, service operators, carers and users;
- facilitating stakeholders' partnerships and collaboration in the testing and trial use of technology products;
- identifying and facilitating the adaptation of innovations (both local and overseas) to meet users' needs in local context; and
- systematically reviewing and consolidating lists of existing local technology products for matching with the needs of service users, staff and service settings.

Outcome

- strategic plans on promotion are formulated and collaborative platforms among stakeholders are formed to promote wider application and encourage an exchange of knowledge and experience in the application of innovation and technology in elderly and rehabilitation care services;
- views from service users, staff and service settings on the improvement in the quality of care in elderly and rehabilitation care services through practical application of innovation and technology are collected;
- lists of technology products are drawn up for the reference of applicant organisations for the practical application of innovation and technology in elderly and rehabilitation care; and
- technology products can be tested through collaborative platforms and/or an expert group formed for giving advice on the application of innovation and technology products in local context.

II Performance Standards

The organisation will meet the following performance standards –

Outputs

Output Standard	Output Indicator	Agreed Level
1. Third Sector Development		
1.1	no. of community projects organised/co-organised to promote social inclusion, social cohesion and community engagement	4
1.2	no. of projects organised/co-organised to promote intra-sectoral and cross-sectoral partnership and mutual support in enhancing social development and community services	3
1.3	no. of events organised to enhance participation and networking of local NGOs in international/regional affairs related to social development and welfare, including - <ul style="list-style-type: none"> • organising international/regional delegations • organising international/regional conference/seminar 	10
1.4	NGOs' participation in the organisation's activities <ul style="list-style-type: none"> (a) percentage of subvented member agencies participating in any of the organisation's meetings, forums or consultation sessions, which are related to the development of social welfare policies/services in each quarter (b) percentage of subvented NGOs being members of the organisation in a year (c) average participation rate of subvented member agencies in the organisation's four Specialised Service Networks, namely rehabilitation, elderly, children & youth, and family & community, in a year 	70% 75% 90%
2. NGO Capacity Building		
2.1	no. of consultation with reports provided to NGOs/development projects in promoting the effective use of IT in the welfare sector, including but not limited to strategic information system consultation and feasibility studies on system applications	20
2.2	No. of information and communication technology (ICT) development projects conducted to enhance the management and service delivery of welfare services	3
2.3	no. of projects to network resources and develop common solutions and/or tools to enhance management practices in the area of resources development, financial management and	4

Output Standard	Output Indicator	Agreed Level
	other aspects of organisation management	
2.4	no. of projects in developing and promoting best practices in aspects of organisation management and governance	3
3. Service Innovation, Development and Quality Assurance		
3.1	no. of events conducted to improve service delivery and operation, to encourage new service designs/approaches and initiatives to meet changing social needs	3
3.2	no. of projects to benchmark and promote good practices in service delivery, to develop and promote needs assessment and quality assurance	4
3.3	no. of projects to promote users' participation and users' education	2
3.4	no. of service committee meetings held	20
3.5	no. of agency representatives participated in the service committees	80
4. Social Welfare Manpower Development		
4.1	no. of projects to enhance joint learning/ problem-solving for issues related to sector-wide manpower	2
4.2	no. of report to consolidate identified collective manpower training needs into priority themes and specific topics for training programmes on yearly basis, and to follow up to provide training support to small NGOs through providing human resources advice and leveraging training resources	1
4.3	no. of training and knowledge enhancement programmes organised on the following areas – <ul style="list-style-type: none"> • IT • management • service development & delivery • programme evaluation 	12
4.4	no. of projects in benchmarking and promoting good practices in human resources management and development	2
5. Innovation and Technology Application		
5.1	no. of activities/ events conducted to raise public awareness on and promote the application of innovation and technology in elderly and rehabilitation care services among stakeholders	3
5.2	no. of annual plan on strategies to promote wider application of innovation and technology and to encourage an exchange of knowledge and experience in the practical application of technology products in the collaborative platform comprising service operators and practitioners, paramedical professionals,	1

Output Standard	Output Indicator	Agreed Level
	frontline staff, carers and service users	
5.3	no. of half-yearly progress reports on implementation of the annual plan as in Output Standard 5.2	2
5.4	no. of meetings of the expert group to discuss and advise on the application of innovation and technology in the elderly and rehabilitation care services sector with views collected from service users, staff and service settings on the improvement in the quality of care in elderly and rehabilitation care services through practical application of innovation and technology	3
5.5	no. of review and update of the lists of technology products to facilitate the application and adaptation of innovation and technology (both local and overseas) for the reference of service operators to meet users' needs in local context.	2

Outcomes

Outcome Standard	Outcome Indicator	Agreed Level
1	Percentage of subvented member agencies participated in OS1.4(c) satisfied with the organisation's efforts to promote strategic partnership initiatives with business / professional groups and social sectors for enhancing service delivery and pooling of resources [a survey with sample size not less than 70% of the total number of subvented member agencies participated in OS1.4(c) should be conducted annually]	70%

Essential Service Requirements

There is no essential service requirement for this Funding and Service Agreement (FSA).

Quality

The organisation will meet the prevalent requirements of the Service Quality Standards (SQSs) as announced by SWD.

III Obligations of SWD to Service Operators

SWD will undertake the duties set out in the General Obligations of SWD to the organisation as specified in the FSA Generic Sections.

IV Basis of Subvention

The basis of subvention is set out in the offer and notification letters issued by SWD to the organisation.

Funding

An annual subvention will be allocated on a Lump Sum Grant (LSG) mode to the organisation. This lump sum has taken into account the personal emoluments, including provident fund for employing registered social workers, qualified professionals and supporting staff, and other charges (covering all other relevant operating expenses including employees' compensation insurance and public liability insurance) applicable to the operation of the project and recognised fee income, if any.

In receiving the LSG, the organisation is accorded flexibility in the use of the grant but will have to observe the guidelines set out in the latest LSG Manual and the LSG Circulars in force on the use of subventions. The LSG will be subject to adjustments including salary adjustments in line with civil service pay adjustment and other charges in line with the price adjustment factor (currently the Composite Consumer Price Index). The Government will not accept any liabilities or financial implication arising from the project beyond the approved funding.

Payment Arrangement, Internal Control and Financial Reporting

Requirements

Payment of the LSG subventions will be made on a monthly basis.

The organisation is responsible for maintaining an effective and sound financial management system, including budget planning, projection, accounting, internal control and auditing. It should maintain proper books and records and supporting documents on income and expenditure relating to the project and make them available for inspection by the Government representative.

The organisation has to submit the Annual Financial Report (AFR) as reviewed and the annual financial statements of the NGO as a whole as audited by a certified public accountant holding a practising certificate as defined in the Professional Accountants Ordinance (Chapter 50) and signed by two authorised representatives of the NGO, i.e. Chairperson/NGO Head/Head of social welfare services in accordance with the requirements as stipulated in the latest LSG Manual. The AFR should be prepared on a cash basis; and non-cash items, such as depreciation, staff leave accrual etc., should not be included in the AFR.

V Validity Period

This FSA is valid for a time-defined period. Where there is any change to the performance standards within the agreement period, mutual agreement between SWD and the organisation will be sought before implementation.

VI Other Reference

Apart from this FSA, the organisation should also comply with the requirements/commitments set out in the organisation's proposals and supplementary information, if any. Where these documents are in conflict, this FSA shall prevail. The organisation's compliance with all these documents will be monitored by SWD.