



香港社會服務聯會
The Hong Kong Council of Social Service

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Mr. Lam Ka Tai
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213 Queen's Road East
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Dear KT,

Best Practice Manual

I write to thank you for meeting with members of our Council on September 15, to exchange views and concerns on the production of the Manual. As shared and discussed at the meeting, may I take this chance to recap our major concerns as follow:

- To give NGOs flexibility in service operation is the key principle of the LSG subvention system. Hence, the identification of best practices should be aligned with this spirit by providing only references for NGOs to enhance their operations;
- Mandatory practices should only be limited to the use of LSG reserve or designated provident funds, as these are government money;
- NGOs have their own governance and management systems that operate both government subvented and non-subvented services, hence LSG regulations should be confined to the operation of LSG services and not to infringe on the autonomy of NGOs;
- New mandatory practices or guidelines defined as Level One of the Best Practice Manual are considered to be new contract terms under the LSG agreement. There should be formal procedures to secure mutual agreement before adoption;
- The methodology and design of the questionnaires have limited the effectiveness in collecting information on the contextual background of the management practices of NGOs, that are of varied backgrounds and capacities.

To address these concerns, we have made two recommendations:

- First, in place of urging NGOs, who are reluctant to complete the questionnaire, it is suggested to organize focus group discussions with NGOs





from various backgrounds, to identify their usual practices under different contexts;

- Second, NGOs are ready to form a Support Group to partner with the consultant team to give support and enhance communication in analyzing the data collected to identify the usual management practices and how to define Level One and Level Two best practices.

Further to the meeting, which has been very useful in enhancing our sharing and mutual understanding of views and concerns, I look forward to your feedbacks on our afore-mentioned recommendations. Should you have any query, please contact me or Alice Chang, convenor of the NGO task force on LSG Best Practice Manual.

Thank you.

Yours sincerely,

Christine Fang
Chief Executive

c.c. Members of HKCSS Core Group on LSG
Members of Task Force on Best Practice Manual