Applying Project Management to Social Good Projects

NG, Chui-ha (Tracy), Fullness Social Enterprises Society

IP, Tsz-ying (Daphne), Fair Trade Hong Kong Foundation

ABSTRACT

Delivering social good missions in the form of project is not new, but sometimes even the project participants may have the conundrums if the project exists or it may not be oriented toward project management requirements. The authors (Ng and Ip) of this paper co-worked on a social good project organised by a non-profit organisation (NPO) aiming at promoting the awareness of ethical consumption and consuming from social enterprises and fair trade merchants. Ip was impressed by the effectiveness of the ethical consumption project comparing to the fundraising projects she previously conducted as a social worker in a non-government organisation (NGO). Ng and Ip decided to deep dive into the cases and developed this paper attempting to identify success factors that lead to effective project management in social good projects.

The research approach for this paper is based on reflection by Ip who was one of the key persons in the ethical consumption and fundraising projects. In each project, notes and observations were maintained and later used to reflect and unfold the project history. Ip validated her research findings with at least one other management participant in each project using open-ended interview technique. This is a participative action research (PAR) approach that can lead to deep insights about what actually happens and is a quantitative method.

The two case studies suggest that there are eight success factors that potentially affect the success of social good projects. They are: setting a realistic but strategic project goal; a right mix in the team composition; a formal project manager; breaking down measurable goals; a balance meeting agenda; capturing and applying lessons learned continuously; setting moderate closure with diverse bridging ties for social capital optimization; and achieving beyond measurable project goal to support the upper organisational goals.

Nevertheless, this research has its inherited limitations from qualitative research with a small number of case studies, the findings cannot be generalised to represent the situation of a typical social good project. The data collected could be biased. The paper contributes to organisations to learn from the case studies on successful factors for social good projects and provides insights to practitioners to what project management can contribute to social good projects. Academically, this paper supplements the existing researches of project effectiveness in NGOs and NPOs and stimulates further research in these knowledge areas.

Keywords: Social good projects, project organisation structure, team composition, leadership, project life cycle, social capital

1. Introduction

1.1   Background

This paper was a joint paper initiated by one of the authors - Ng. Ng is a new comer to the social enterprise arena. She joined the Fullness Social Enterprises Society (FSES) - a non-profit organisation (NPO), as a volunteer in late 2012 and played the project manager role of the Ethical Consumption Month (ECM) 2012 project organised by FSES. She is a veteran IT project manager and obtained her Doctor of Project Management degree from the RMIT University, Australia in 2012. While she led the ECM project, she learned from some team members that the title – project manager, is almost unheard in projects for social good purpose. Out of curiosity, Ng talked to Ip, the second author and the researcher of this paper to understand more from her previous projects as she is an experienced social worker. Ip graduated with a bachelor degree of social work from CUHK. After her graduation, she worked in non-government organisations (NGO) as social worker for five years until 2011 when she moved on to her current job - the secretary of Fair Trade Hong Kong Foundation (FTHK). Ip was one of the two representatives from FTHK as co-organiser in the ECM project. When Ng asked Ip to compare ECM 2012 and Ip's NGO project experience, Ip agreed that the process of running projects in her NGO experience was significantly different from her ECM 2012 project experience. She was impressed by the effective project management process and the outcome exceeded the planned goal. Ip shared her fundraising project experience in one of the NGOs she worked for with Ng. They saw these social good projects shared some similarities while experienced major differences in the project management experience. They jointly prepare this paper and attempt to identify essential project management characteristics that future social good projects can take into considerations for more successful projects.

1.2   Objectives of the paper

The paper aims at comparing social good projects through two case studies from academic and practical perspectives. It compares and contrasts the two cases on essential project management characteristics.   It attempts to identify key factors that affect the effectiveness of social good projects.

2. Theoretical Underpinning

Project management has come a long way from its origins in engineering and construction industries. It is now applied in all industries and in all functions and widely adopted in activities that can be classified as a project. That is when the activity is temporary in nature, has the objective to create a unique product, service, or result and has definite deadline and budget. As per Project Management Body of Knowledge (PMBOK) of Project Management Institute (PMI), project management is defined as "the application of knowledge, skills, tools, and techniques to meet the project requirements" (PMI, 2013, p. 5). In the NPO/NGO sector, their nature of work may be different from the commercial and public sectors, however, they also have the same need to utilise limited resources to achieve their requirements in a definite period of time. Executing NPO/NGO activities in project mode is not uncommon. However, as per Ip, project manager is not a common role in these sectors. Scholars (Spolander & Martin, 2012) and practitioners (Carney, 2011) researching in this arena also highlight that project management in the projects of NPO/NGO are not the same as commercial projects. Recent years, there seem to have increasing awareness that project management techniques are crucial to project success, PMI

also establish the team pm4ngos (www.pm4ngos.org). This paper may provide insights to researchers and practitioners with interest in similar arenas. Five common project characteristics will be discussed namely: project organisation structure, project team composition, leadership, project life cycle, and social capital. This paper will identify these five characteristics in two cases in the NPO/NGO sector and look for clues for effective project management practices in project for social good.

When an organisation initiates a new project, it will set up a new project organisation. There are various organisational forms and structures that can be adopted in projects. Table 1 below shows a spectrum of **organisational structure of projects** as proposed by PMI. If the project nature is non-complex, repetitive or infrequent, the organisational structure should be towards the functional structure. It can be owned and completed within a function of an organisation. On the contrary, if the project is unique, one-off or complex, and the main (or sole) purpose of the organisation is to execute the project, the organisational structure should be towards the projectised structure. Other projects will be organised in a structure that falls between these two ends of the spectrum (see Table 1).

Table 1: Influence of organisational structure on projects (PMI, 2013 Table 2-1)

Organization Structure / Project Characteristics	Functional	Matrix			Projectized
		Weak Matrix	**Balanced Matrix**	**Strong Matrix**	
Project Manager's Authority	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Resource Availability	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Who manages the project budget	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager
Project Manager's Role	Part-time	Part-time	Full-time	Full-time	Full-time
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

Project is delivered by people. The makeup of teams is vital of the project success. Therefore, the **project team composition** is essential to project success. A team including the mix of cultures and personalities can make or break its effectiveness. Homogeneity and heterogeneity of team composition have different benefits and drawbacks (Higgs, Plewnia, & Ploch, 2005; Iles & Hayers, 1997; Shaw, 2004; Watson, Kumar, & Michaelsen, 1993). A homogeneous team includes people who have similar points of view, learning abilities and life experiences. Members of a homogeneous team is likely to have an easier time of comprehending each other's verbal and nonverbal communications and have more shared experiences in common. There are likely benefits such as lower conflict potential, greater team cohesion, better communication, greater trust, and enhanced implementation. (Higgs et al., 2005; Iles & Hayers, 1997). The similarities can, to some extent, avoid misunderstandings, prejudices and, arguably, speed up work processes and the completion of tasks, although this is not always the case. Personality conflicts can occur within homogeneous teams as easily as within heterogeneous teams. As opposite to homogeneity is heterogeneity. A heterogeneous team includes a mixture of

cultures, backgrounds and ages that provides a wider range of life experiences and opinions. They may present difficulties of communication and comprehension, perhaps leading to tension, conflict and confusion. However, heterogeneity allows more varied perspectives and the consideration of a broader range of options and alternatives. It can positively influence the quality of problem solving in groups (Iles & Hayers, 1997). However, as per Higgs et al. (2005), "*Diversity was found to be positively related to performance for complex tasks and negatively related for straightforward tasks*" (pg. 227). Iles & Hayers (1997) share similar view point that "*diversity poses most difficulties for coordinative tasks and offers most benefits for creative tasks*"(p. 108). In additional to homogeneity and heterogeneity as team composition characteristics, in projects for social good there is an additional composition – volunteer, that does not exist in commercial projects. Volunteers are essential to project success in these projects. There are not just temporary resources but sources of talents. Nowadays, they are crowned as knowledge volunteers (ARK, 2010; To, 2010), skills-base volunteers (NSKN, 2013) or pro bono (CNCS, 2008; Ward, 2013) (meaning public good) volunteers .Utilising these volunteers is about leveraging their knowledge , professional expertise, experience and even personal networks to strengthen the project organisations, build and sustain their capacity to successfully achieve their missions.

People working in groups are always led by leaders either formally or informally. There are lots of schools about **leadership** styles (Avolio, 1996; Avolio, Waldman, & Yammarino, 1991; Scholl, 2003; Turner & Müller, 2005). In the simplest form discussed by Scholl (2003), there are two broad categories of leadership approach to influence. Transactional leaders view the leader-follower relationship as a process of exchange. They tend to gain compliance by offering rewards performance and compliance or threatening punishment for non performance and non compliance. Transformational leaders, in contrast, are more visionary and inspirational in approach. They tend to communicate a clear and acceptable vision and goals, with which employees can identify and tend to engender intense emotion in their followers. Avolio (1996, p. 5) propose a more complex model and illustrates leadership styles in Figure 1 as evolving in maturity of leaders and followers moving from a laissez-faire through passive and active management by exception through to constructive transactional then to transformational leadership that employs the four I's. These are idealised influence, inspirational motivation, intellectual inspiration and individual consideration. On the other hand, the effectiveness of a leader can come from power. The five classic sources of power from French & Raven (1959) can be applied to understand the source of powers and hence the style of leadership. *Legitimate power* is positional power; it is derived from the position a person holds. *Reward power* is the ability of a person to influence the allocation of incentives. *Coercive power* is about the person's ability to influence others via threats, punishments or sanctions. *Referent power* comes from others respect and like the person. Lastly, *expert power* is having knowledge as power; possessing knowledge or expertise in a particular area.
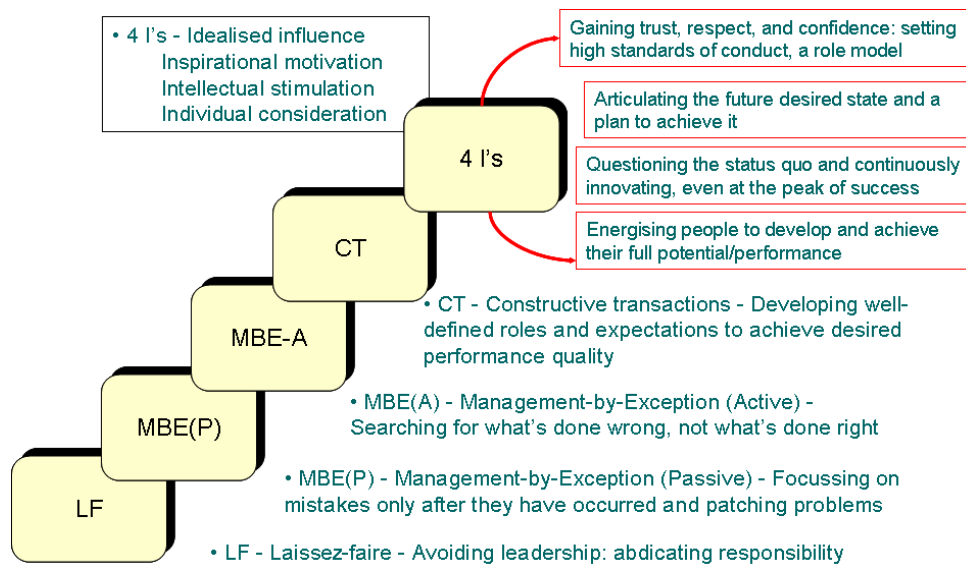
Figure 1: A leadership style progression (Avolio, 1996)

With the formation of project team and leader assigned, a project goes through **the project life cycle**. The project life cycle refers to a logical sequence of activities to accomplish the project objectives. It is the series of phases that a project passes through its initiation, planning, execution, monitoring and control and closure (PMI, 2013). Project initiation is to define a new project by obtaining authorisation to start the project; project planning is to establish the scope of the project, refine the objectives, and define the course of action to attain the project objectives; project execution is to complete the work defined; project monitoring and control is to track, review and regulate the progress and performance of the project; project closure is to finalise all activities to formally close the project.

After studying the four project characteristics - project organisation structure, project team composition, leadership and project life cycle that are common in all types of projects, this paper also explores the social capital aspect of social good projects. Project is temporary in nature. It is unlikely to have any NGO or NPO to possess all the project resources and prepare for the project. With limited funding, the project team have to be innovative to identify free or low cost resources to deliver the project. Moreover, there may be capability and knowledge constraints that cannot be resolved within the project team. Social capital can be a way out. Utilising social capital of an individual or an organisation is about capitalising "the sum of the actual and potential resources embedded within, available through, and derived from the network of relationships possessed by an individual or social unit" (Nahapiet & Ghoshal, 1998, p. 243). Projects of NGOs or NPOs always involve some volunteers and / or donors who voluntarily support the projects. They are social capitals and are "networks of relationships possessed by" the project organisations. As per Oh, Labianca, & Chung's (2006) multilevel model of group social capital, they suggest that *"a multilevel optimal configuration model of group social capital where at least minimal levels of the different closure and bridging conduits through which group social capital resources flow must be maintained in order, ultimately, to maximize group effectiveness."* (p. 578). They see that *"Through the closure mechanism, group members connected by strong relationship ties benefit from embedded and dense networks in a closed group (Coleman, 1988, 1990). The brokerage mechanism, in contrast, emphasizes the importance of bridging ties connecting different people"* (p. 572). Figure 2 below is an

illustration that groups with total closure without bridging conduits or groups with no closure but with diverse bridging ties are both sub-optimal.
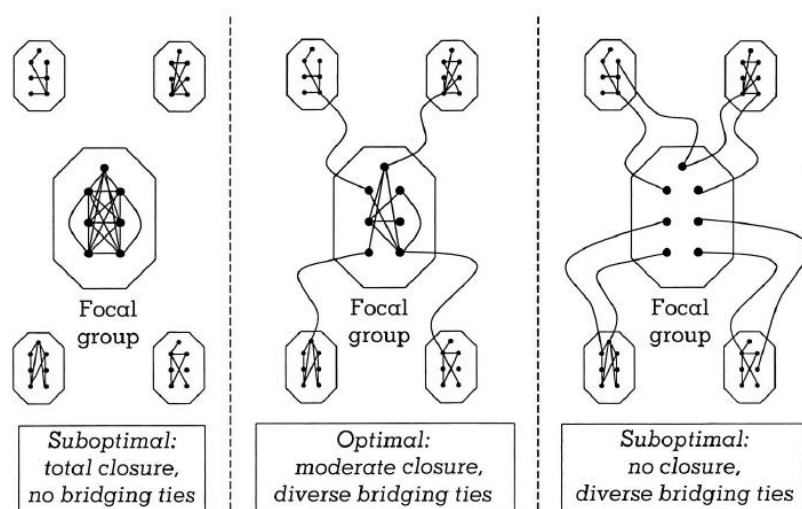

Figure 2: Illustration of Group's Social Capital Conduit (Oh et al., 2006 Figure 3)

3. Research Approach

The research approach for this paper is based on reflection by one of the authors, Ip who was one of the key persons in both projects. In the NGO fund raising projects (FDR 2008 and FDR 2010), she was full time in the role as project manager though she was not given the title. In the ECM 2012 project, she was almost full-time on the project. She were deeply engaged in these projects and totally immersed in the lived experience of the projects. In each project, notes and observations were maintained and later used to reflect and unfold the project history. The strength of this approach has been it taps into the rich data and appreciation of both 'facts' and emotions surrounding the case studies (Ng & Walker, 2007). The weakness of the approach is that it is subject to be bias. In order to counter this weakness, Ip's notes and observations were validated by at least one other management participant in each project using open-ended interview technique. This is to ensure that her interpretations have been reasonably and credibly checked. Various scholars such as Winter and Thomas (2004), Cicmil (2006) and Cicmil and Hodgson (2005), explore the knowledge that can be gained from being a reflective observer or being a participant in the research. This participative action research (PAR) approach has been suggested to lead to deep insights about what actually happens that cannot be replaced by surveys or other quantitative methods (Lennie, 2006; McIntyre, 2002; Sense, 2005). This historical approach to case study work has a long history and is by using processual analysis (Pettigrew, 1997) riding on the concept of reflection on practice (Schön, 1983). It is appropriate to study the deep context and understand how key historical events led to differences in project outcomes. In this paper, the focus is how the key characteristics of project management – project organisation structure, project team composition, leadership, project life cycle and social capital affect social good project effectiveness.

4. The Two Case Studies

4.1. Introduction

NPO is a group organized for purposes other than generating profit (Cornell, 2013) and NGO is a form of NPO but offers two different, but often interrelated, types of activity – the delivery of services to people in need, and

the organisation of policy advocacy, and public campaigns in pursuit of social transformation (Lewis & Kanji, 2009). In this paper, it is not going to distinguish NPO and NGO, and will treat them as one sector. Limited human resources and financial funding are always constraints of NPOs/NGOs. For better control the funding, concepts like lump sum grant and project-based funding (HKCSS, 2013) are implemented. Project characterised by aiming at achieving a specific goal within a definite period utilising an amount of funding, is a common form of delivery in NPOs/NGOs to achieve their missions. When these projects aim at benefiting a powerless segment of the population, we generalise such projects as projects for social good to contrast those focusing on business benefits or private good.

In this paper, we compare two cases. The first case – FDR, includes two fund raising projects of an anonymous NGO - Association ABC. The second case – ECM, is a project aimed at raising the sales of social enterprises and fair trade merchants through a series of social awareness programmes organised by the Fullness Social Enterprises Society (FSES) which is registered as a NPO. Both are Hong Kong cases. The common person in both cases is Ip, the participative action researcher of this paper. Ip has worked for Association ABC - an organisation serving children with specific learning disabilities, for four years and experienced two times the bi-annual fundraising event for ABC. This is the Case 1 of this paper. The projects were commenced in 2008 and 2010. She was the project manager of the 2008 and 2010 fundraising projects though she was not titled as the project manager. In Case 2, Ip as the representative of one of the supporting organisations – FTHK, participated in the ECM 2012 project. She was almost full-time on the project. These two cases are compared as they both aimed at some financial outcomes through the projects. FDR is for raising funds and ECM is for raising additional sales for social enterprises / fair trade merchants. Each has its own social missions to achieve beyond the financial results.

4.2 Background of Case 1 – Project FDR of Association ABC

Case 1 organisation - Association ABC, is a NGO established by the parents with children suffered from specific learning disabilities in the year 1998. The association aims at promoting and educating the public to understand specific learning disabilities, and encouraging parents to share of their experience and insights in teaching their children. Similar to many NGOs, Association ABC is organised with a board of about 15 executive committee members reporting to the governance body – the Annual General Assembly. They are elected in the Annual General Assembly every two years and their tenure to serve the association is two-year. They are all volunteers. Figure 3 below is the organisation structure of Association ABC.
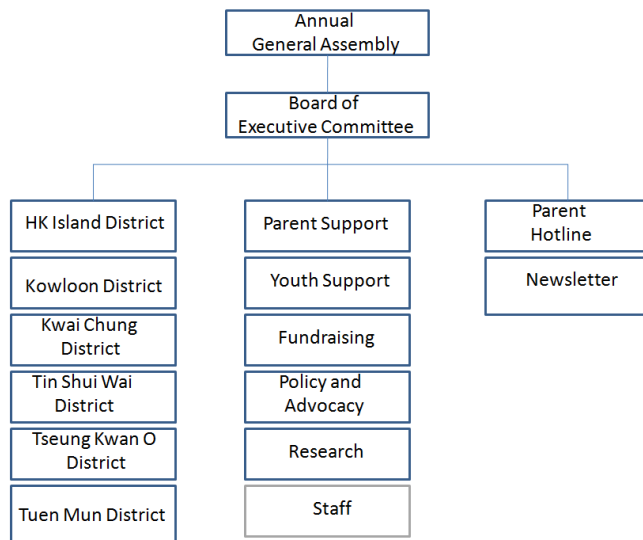
Figure 3: Organisation Structure of Case 1 organiation

Association ABC organises self-help groups made up of voluntary parents of children with the specific learning disabilities in seven districts. Periodic gathering of parents are arranged in each district and may seek help from the staff of Association ABC on needed basis. In addition, it establishes various working groups to support the different missions of the association. Members of the executive committee are named to drive the activities of the work groups.   They may seek support from the staff when required. Between the years 2008 and 2010, ABC employed between two to six staff depending on the available funding of the year. All except one of them have either social work or social science educational background. The only exception one is the staff responsible for the administrative and clerical tasks. The other activities, parent hotline newsletter are also is managed by voluntary parents with necessary support from the staff. Fundraising is one of working groups. It serves the purpose of raising funds for the association, and is responsible for the regular flag selling, donation activities and the bi-annual fundraising projects. Based on the objective of the association, a large public awareness campaign – ABC Gala, is organised every two year. The objectives of the campaign are to encourage the general public to understand specific learning disabilities, improve living quality of these children and also raise fund for the association. It consists of several projects such as 'Fundraising', 'Specific Learning Disability Children Performance' and others. In 2008 and 2010, when Ip was one of the staff of ABC, she was one of the members of the fundraising project of the ABC Gala. A temporary project team was formed and made up of the members of the Fundraising Working Group (see Figure 3) and a few new team members who were the existing staff and part-time placement students. These are the Case 1 projects (FDR 2008 and FDR 2010) of this paper. In both years, the fundraising target was set to be HK$500,000.

4.3   Background of Case 2 – Project ECM of FSES

FSES is a NPO aiming to be the thought leader in the social enterprises movement in Hong Kong. Through applied research, publication, and dedicated training, FSES provides insight and intelligence to social enterprises practitioners in Hong Kong. It was set up by Fullness Christian Social Enterprise in 2011 (FSES, 2013) and does not have paid staff. The executive team is made up of voting members who are knowledge volunteers coming

from various professionals and mainly with the business sector background. Most activities are managed in project format except membership, knowledge management, e-communication and administration work. There are small working groups in charge to these activities. A significant percentage of them have common religion – Christianity. They may be some retirees and semi-retirees while many others have a full-time job or business of their own to operate. Figure 4 below is the organisation structure of FSES.
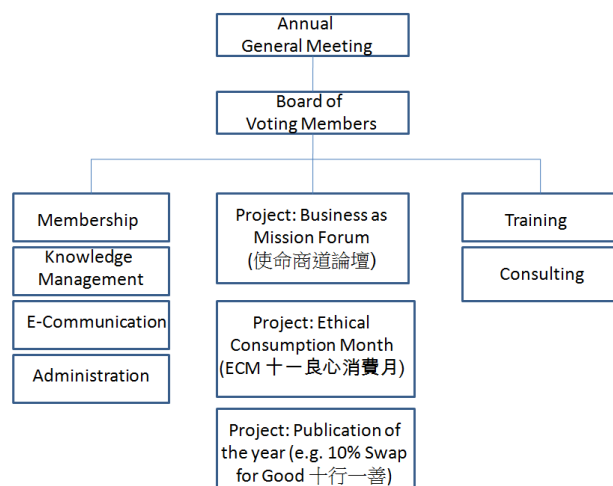

Figure 4: Organisation Structure of Case 2 organiation

The project – Ethical Consumption Month (ECM) was a completely new initiative of FSES and was emerged from May 2012. Four core organising committee members of the "Fair Trade Fortnight 2012 (FTFN)" programme saw that public awareness campaign like FTFN need continuity in order to sustain any social good purposes such as promoting the behaviour of buying fair trade products to support living of the producers. In July, the decision was made to commence the ECM 2012 project to promote the awareness of ethical consumption. It is about consumers exercising their consumption choice consciously. Every single purchase at each social enterprise or fair trade shop is an effort to help sustain that enterprise to provide employment or affordable services to marginalised communities. Therefore, the ECM 2012 project encouraged consumers to consider choosing one purchase out of ten to patronize a social enterprise or fair trade shop whenever they needed to spend. FSES took the leadership role to recruit knowledge volunteers to form the project team. Gradually, the project team was established and formalised in September. Volunteers came in and out of the project, and 21 volunteers were considered as the core team members of ECM 2012 project. The target was set to raise the sales of about 60 selected social enterprises and fair trade shops in the month between mid-November to mid-December by HK$ 1 million over the previous year same period's sales volume. This target was set based on both the results of similar activities such as FTFN and the rough calculation of 10% of the sales volume of 60 average Hong Kong social enterprises in one month's time (Kee, Kan, Ng, & Ip, 2013).

5. The Findings

After looking into background of the case studies, this section is going to present the research findings. Table 2 below summarises the project characteristics of Case 1 and Case 2 in terms of project organisation structure, project team composition, leadership, project life cycle, social capital and project outcome.

Table 2: Summary of project characteristics of Case 1 and Case 2

		Case 1 ABC's FDR2008 / 2010 projects	Case 2 FSES's ECM 2012 project
1.	Project organisation structure	Weak Matrix Structure; Formal project management structure was missing; Formal Project Manager was not appointed; Existing staff absorbed the project work.	Projectised structure; Formal project management structure; Formal project manager appointed; Volunteers + temporary staff delivered the work.
2.	Project team composition	Homogeneous Team; 5 to 8 members with 3-5 years experience with association ABC, Most members have similar project experience.	Heterogeneous Team; Around 21 volunteers from different industries and professionals; Most members have little or no experience on similar project.
3.	Leadership	Transactional Leadership, Management-by-exception (passive).	Transformational leadership style; Inspirational motivation.
4.	Project Life Cycle	No formal project management methodology; Goal was top down with high level break down; Project success and risk assessments were absent; Activity planning and resource allocation were not tied to project goal; Monitoring and tracking was infrequent and focused on issue management rather than project success measures; Project result was unsure until project closure; Lessons learned in 2008 were captured but mistakes were not rectified in 2010.	Worked according to methodology; Project goal was shared; Project success and risk assessments were built in the project management processes; All activities' outcomes were measurable and tied to the project goal; Monitoring and tracking was frequent, information was open and shared; Commercial measures, tools and processes were applied; Project result was predictable; Lessons learned were captured immediately and applied in the following activities within the project.
5.	Social capital	Strong-closure group; Total closure with no bridging ties	Intragroup horizontal bridging group; Low-moderate closure with diverse bridging ties
6.	Project Outcome	2008: 31% of target 2010: 28.8% of target	134% target + additional social return on investment (SROI)

5.1   Project organisation structure

In Case 1, FDR 2008 and FDR 2010's organization structure were basically the same. There was no formal appointment of project manager. The fundraising target (HK$500,000) was given to the Fundraising Taskforce made up of the Fundraising Workgroup (see Figure 3) members with some additional resources. In 2008, the Fundraising Taskforce was led by the chairperson of the executive committee together with four executive committee members; they guided two full time staff (including Ip) and two part time placement students to own the fundraising project. It was established fewer than four months before the2008 ABC Gala event of.   In 2010, with the fundraising target remained unchanged, the taskforce size had reduced to the chairperson, three execute committee members and two full-time staff. However, this year, the taskforce was formed seven months before of the 2010 ABC Gala event date. Monthly meeting was commenced to review project progress from the taskforce formation date to the end of ABC Gala. Table 3 below summarises the characteristics of the FDR projects' organsiational characteristics.

Table 3: Characteristics of Case 1 - FDR Projects

Project	FRD 2008	FRD 2010
Fundraising target	HK$500,000	HK$500,000
Taskforce Leaders	Chairperson; 4 Executive Members	Chairperson (joined in 5th Monthly meeting); 3 Executive Members
Taskforce Members	2 existing full time staff; and 2 part-time placement students	2 existing full time staff.
ABC Gala Event Date	Early December 2008	Mid December 2010
Taskforce Formation	Late August, 2008	Mid May, 2010
Total man-power	2 full-time persons* 3.5 months * 22 days/month = 154 person days + part-time placement student hours + taskforce leader hours + volunteer hours	2 full-time persons * 7 months * 22 days/month = 308 person days + taskforce leader hours + volunteer hours
Project Control	4 times monthly meetings	7 times monthly meetings

The organisation structure of ABC can be classified as weak matrix structure as per PMBOK's (PMI, 2013) definition. In the daily operation, ABC is basically organised in a functional structure with each 'function' delivers services at one of the seven districts or perform daily operational work. Taskforces are formed each year and take up the objectives set for the year. It is like temporary project teams that take up projects with specific objectives on needed basis and draw on existing resources coming from one or more functional units.   The unnamed project manager in FDR 2008 or FDR2010 was Ip, one of the full-time staff assigned to the Fundraising Taskforce. She took up all the project activities and gain support to the Taskforce leaders. However, without the title as project manager, Ip did not have formal authority to command the other taskforce members, but only co-worked together as a team. The project's authority holds by the chairperson. Such kind of structure is similar to the weak matrix structure listed in Table 1 above.

The organisation structure of Case 2 - the ECM project of FSES is completely different from the two FDR projects. FSES does not have a formal structure and there is no full-time employee. It is led by the chairperson and operated by a group of voluntary directors. Regular activities are member gatherings and publishing newsletters. Prior the ECM project, most FSES activities were already managed in project base. FSES publishes books and articles each year; delivers social entrepreneurial training at colleges and universities; and provides consulting services to NGOs and social enterprises. All these are projects and project teams are formed to achieve the specific goal. ECM is of no exception, it was delivered as a project. The existence of the ECM project team was purely for the project. Team members were dismissed at the end of the project. This fits the definition of a projectised organisation structure (see Table 1) (PMI, 2013). Table 4 below summarises the project characteristics of ECM.

Table 4: Characteristics of Case 2 - ECM Project

Project	ECM 2012
Additional sales target	HK$ 1 million
Project Owner	FSES Chairperson
Project Manager	New FSES volunteer, experienced IT project manager
Co-organisers	Four co-organisers who have strong tide with social enterprises and fair trade merchants
Project team members	21 knowledge volunteers from FSES and co-organisers
ECM Period	Mid November to Mid December, 2012
Project team formation	July to September, 2012
Total man-power	1284 volunteer days + 50 temporary worker days
Project Control	Weekly meetings

The ECM project was confirmed to go in July. The additional sales target was set to HK$ 1 million with the consensus of the project team. The project was organised by FSES with four co-organising organisations. They are all organsiations providing a platform to find, connect and support social enterprises and fair trade merchants. FSES's chairperson was appointed as the project owner of ECM. Gradually, between July and September, 21 knowledge volunteers (To, 2010) were recruited by FSES and the co-organisers to form the project team. The project manager, Ng, was formally appointed in late September. Therefore, when the team was in full force, it was only two months away from the formal launch of the Ethical Consumption Month in mid November. Project work was broken down by key deliverables such as ECM guidebook, bazaars, stamp programme, corporate voucher sales, church talks, and others. Small teams were formed to own key deliverables led by a team leader. With the tight schedule, two part-time temporary staff were recruited to join the team for about 3 months and weekly meetings were commenced involving all project team members to review project progress.

5.2   Project team composition

Association ABC was established by the parents whose children suffer from specific learning disabilities. They came from diversified backgrounds and thus ABC should have a heterogeneous team. Factually, as most of the

executive committee members are parents whose have teenage children and have similar points of view towards the disabilities, their diversity have not played its function in the context of ABC. Moreover, most of the FDR Taskforce leaders are executive committee members who have been elected and served in ABC for three to five years. Over time, the executive committee members assimilate into their behaviour, thinking and problem solving styles of others (Higgs et al., 2005). They become more and more homogenous in practice.

The homogeneity helps the FDR projects in terms of speeding and lowering communication errors. Even though FDR 2008 Taskforce was formed only four months before the ABC Gala and infrequent monthly meeting was held, the team completed the planned tasks without severe mistakes, disputes or conflicts. However, the lack of diversity in a homogeneous group limits creativity and may potentially get into the group think (Janis, 1972) situation. Illusion of being unbeatable, paired with exaggerated optimism and high risk taking; rationalisation of bad news; belief in the moral integrity of the group; stereotyping of critics; and no deviation from group consensus (silence is often interpreted as agreement) are some characteristics of group think (Higgs et al., 2005). The relative low intervention of the Taskforce leadership team was reflected in the infrequent meeting practice. This also illustrated the trust on the staff and part-time placement students and it was believed they could complete the project satisfactorily. However, as comparing the years 2008 and 2010, the project tasks of the fundraising projects were highly similar. There were no break-through ideas on how to achieve the fundraising target in 2010 even the FDR 2008 result was an unsatisfactory 31% of target. The projects' outcomes will be further discussed in Section 5 of this paper.

As for the project team of ECM, it is obviously to be a highly heterogeneous team. The team composed of knowledge volunteers whose are retirees or semi-retirees from multiple industrial backgrounds and from different professionals. Most of them have not participated in social good oriented project before participated in the ECM project. The ECM project was broken down by key deliverables and knowledge volunteers with the right industrial or professional backgrounds were assigned to 'own' the tasks to deliver the key deliverables. An example was the 'bazaars'. As FTHK is well experienced in organising bazaars like the Fair Trade Fortnight programme, Ip and other representatives from FTHK were appointed to take the lead in the bazaar programme. Another volunteer with strong marketing background voluntarily took up the stamp programme to attract the public to buy from social enterprises and fair trade shops. This is how the ECM project benefits from the heterogeneous team composition. Individuals voluntarily joined different sub-teams to deliver work that could best utilize their strengths and optimize their interest. Furthermore, with high diversity, the team demonstrated innovativeness. For example, the team introduced the term 'ethical debt'. Anyone who took one copy of the Ethical Consumption Guidebook denoted that one was 'obligated' to spend HK$100 on ethical consumption.

Nevertheless, the ECM project team also suffered from the drawbacks of being a heterogeneous team. Most people work together for the first time and the time pressure was high. Team members had to deal with mixed leadership styles and various learning capabilities of other members. Some might find it difficult to communicate and understand others' ideas and information. It also took time to come to consensus. This is one of the reasons that weekly meeting was imposed to improve communication.

5.3 Leadership

The success of a project always relies on the effectiveness of its leader to motivate the followers to work towards the goals and missions beyond the project level. In projects for social good, there are always social missions or visions beyond the project objectives. For example the project objective of Case 1 was to raise the fund of HK$500,000 and that of Case 2 was to achieve the additional sales target of HK$ 1 million in one month's time. However, they are means to support the higher level organisational visions such as having funding to actualise the visions of Association ABC or forming a new social culture to support ethical consumption in the society.

In Case 1, the Taskforce leaders (see Table 3 above) of the FDR projects were selected from existing executive committee members according to their strengths, availability and interest in to the project.   From the project organisation structure perspective, the Taskforce members who were the full-time staff and temporary part-time placement students, should report project progress to and obtain guidance from the Taskforce leaders.   However, from Association ABC's organisational structure point of view, the full-time staff reported to the chairperson of the association and therefore they automatically took up the responsibilities on the FRD project in the project planning, implementation and evaluation without a named project manager. The project monitoring and tracking relied on the monthly Taskforce meeting which normally did not have sufficient time to resolve all the problems or address the ad hoc issues raised. Ip admitted that a lots of the times she and other Taskforce members directly sought help from the chairperson of the association, instead of going to the Taskforce leaders. This has to be with the fact that the chairperson owns the legitimate, reward and coercive powers (French & Raven, 1959) over the staff. He is the person evaluating the performance of the staff, affecting the salary increment and promotions. The chairperson was a transactional leaders as per Scholl's definition (Scholl, 2003). Regarding the Taskforce leaders, they exercised the management-by-exception (passive) style described by Avolio (1996) (see Figure 2). They simply did not have the time to manage the project details and could only focus on the mistakes after they have occurred and patched the problems.

In Case 2, the situation is very different from Case 1. The ECM project was a completely new project initiated by the chairperson of FSES and three other persons from the co-organising organisations. FSES' chairperson was naturally nominated to be the project owner of ECM 2012. This is not only because he is the chairperson of FSES but also his social status as an expert in the social enterprise sector. Social enterprises and fair trade merchants respect him for his support to the industry. His devotion to move the social enterprises culture also made him a renowned person in the public and business sectors. He exercised his referent and expert powers (French & Raven, 1959) in ECM 2012 project. Moreover, as all the project team members were volunteers, neither the project owner (chairperson of FSES) not the project manager Ng has the legitimate power to command and control the project team's behaviours. Volunteers are self-motivated and perform for the share goals, not for rewards or coercions. They prefer to associate with projects with pride and demand trust from the project team (CNCS, 2008). The chairperson and project manager had exercised the transformational leadership style described by Scholl (2003). All of the team members did not obligate to any person to take certain responsibilities. The project leaders have to be motivator, build mutual trust and respect within the team. It is a form of inspirational motivation as per Avolio (1996) (see Figure 2). The project owner encouraged the team members to contribute to the project and appreciated their contribution. He adopted an 'open book approach', let

everyone access to all project information, and respected the decision and judgment of every sub-team. Moreover, he motivated the team and built up the confidence level through the 'early win and small win' strategy. For example, every week the sales contributed by supporting organisations or individuals were reported such that the team felt the forward momentum and there was hope to achieve the target.

5.4 Project Life Cycle

In Case 1, ABC Gala is a bi-annual regular event of the association. The FDR project will be automatically put on the annual activity plan of the association if that year has the ABC Gala event. The *project initiation phase* is assumed rather than go through formal authorization process. The project formalisation began with the formation of the Fundraising Taskforce with leaders and members named. This began the *project planning phase*. The fundraising target of FRD 2008 and FRD 2010 were both HK$500,000. The target was assigned top down from the association and was based on the amount association needed. No consideration was put into the capacity of the team or the feasibility to achieve the target. The resource provision was the available manpower of the association (see Table 3). The activities of FDR 2008 and 2010 were highly similar. Figure 5 below showed the high level work breakdown of the project and the fundraising targets of each activity.
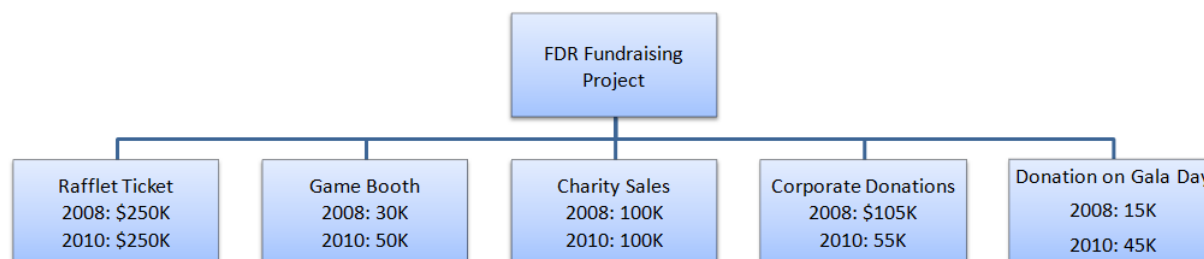

Figure 5: Work break down of Case 1 - FDR projects

In both 2008 and 2010, the expectation was each fundraising activity (see Figure 5) could raise the target funds to achieve the HK$500,000 target. Different Taskforce members were assigned to own the activities and formed sub-teams. Each sub-team was responsible to plan the details. The attention had been how to execute the activities rather than how to achieve the targets. Without a formal project manager, full-time staff had to be self reliant and sought out the solutions. In the *project execution phase*, every sub-team was overloaded, and everyone tried to recruit additional members or volunteers look for resources in order to complete the activities under one's charters. An example is that one member of the Charity Sales sub-team asked her friend to borrow a popcorn maker to help the fundraising by selling pop corns during the gala. However, everyone was terribly busy; there was a lack of coordination and communication. On the gala day, those early arrival team members knew nothing about the size, the packing or the machine arrival time. Consequently, this led to damage of the machine and the association needed to indemnify the repair fee. At the same time, the ABC Gala organising committee also recognized the overload issue in the FDR 2008 project and recruited 14 new members to help the Fundraising Taskforce three weeks before the ABC Gala day. The team size was then three times the original Fundraising Taskforce's size! These new members shared the workload of specific tasks and more importantly help to spread the message about the ABC Gala that improved the promotional work and hoped to have better fund raising result.

In 2010, when the same event was re-run, unfortunately, similar mistakes were repeated. The FDR 2010 Fundraising Taskforce leaders still assumed that each sub-team would naturally achieve the expected target without practically reviewed their capacity was actually lowered than that of 2008. In FDR 2010, the fundraising target through Charity Sales was set to HK$100,000. However, it was later found out that the venue did not allow sales activities. This severely damaged the Fundraising Taskforce's morale. By the time this problem was identified, it was too late to change the gala venue.

There were *project monitoring and control* in the FDR 2008 and FDR 2010 projects. However, the monitoring and control focused on the execution of the activities such as arranging resources to manage the Game Booth, printing raffle tickets and distributed to members of Association ABC and the like. There was a lack of risk assessment, periodic check on the likely outcome of the project or quality check. This is a management-by-exception in passive mode leadership style (see 5.3 above). Another example demonstrating the passive management style is in the raffle ticket sales situation. In both FDR 2008 and FDR 2010 projects, the fundraising targets from the sales of raffle tickets have been 50% of the overall targets. In 2008, the potential low response rate from the general members of the association to buy the raffle tickets and the fatigue of the Taskforce members had not been reviewed during the project duration. Many raffle tickets were printed and distributed to members of association, but only 38% were sold in 2008. Without understanding the cause behind the low response rate, in 2010, the same target was set to raffle ticket sales. Unfortunately, the response rate was even worse; it was only 31% of target. The Fundraising taskforce only knew the raffle ticket sales outcome when the deadline of collecting funds arrived. Possible corrective actions such as sending additional e-newsletter to urge support, liaising with corporations to buy the raffle tickets or seeking external help, had not been imposed. Nevertheless, after the ABC Gala day, an evaluation meeting was conducted to signify the *project closure*. In the meeting, the problems and issues faced by the Fundraising Taskforce were listed and the effort and contribution of the taskforce members were recognized by the chairperson of Association ABC. The full-time staff of the association were responsible to collect the fund raising sales figures from the five activities (see Figure 5), collect unsold raffle tickets and properly document all data. They also followed through to send messages to all the volunteers to thank them for their effort and support; to the performers and all other participating parties to build up long term relationship for association.

In Case 2, formal project manager was appointed after the project had formally commenced for more than one month. Prior the project manager was on board, the ECM project had been formally *initiated* when the four founders decided to go for the project (see Section 4.3); and the *project planning* process was in the form of joint planning through the weekly ECM meetings. The idea of commencing ECM to raise the ethical consumption awareness and have additional HK$ 1 million sales in a one-month period were spread to volunteers of the four founders and gradually more volunteers agreed with the mission and joined the project to form the project team. The chairperson applied Hoshin plan (Akao, Jap: 1988, Eng: 1991) as the basic planning tools and followed Process of Management (POM) (Hakes, 1994) developed by a Hewlett-Packard manager to guide the project planning and execution. Moreover, in order to assure that the HK$ 1 million target was achievable, the project team self-assessed their capability to mobilize co-organisers, friendly churches and a few large corporations which the organising committee members have connection to. It indicated there was a fairly high probability to

achieve the HK$1 million target. As the project manager joined the project, the project had entered the *project execution phase*. The project manager - Ng, based on the Hoshin plan, developed a master project plan with detailed work breakdown structure, identified critical path and conduct risk assessment. Most importantly, the HK$1 million target was further broken down into smaller targets to be generated by different project activities (see Figure 6 below) with owners and sub-teams assigned to deliver the result.
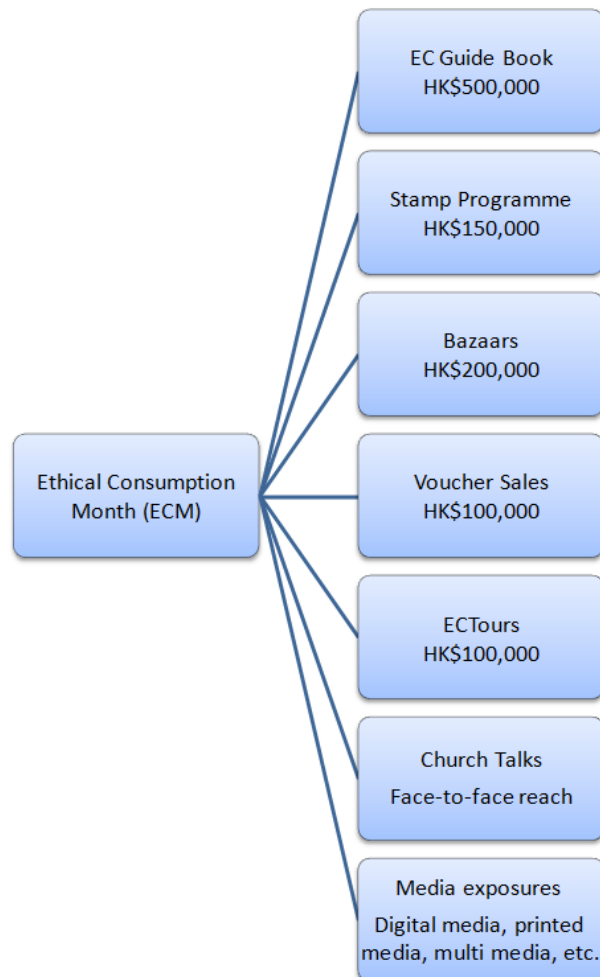

Figure 6: Work break down of Case 2 - ECM project

The period between late September and mid-November 2012 was the time when the workload of the whole project team was at the peak because the official Ethical Consumption Month was between 18 November and 18 December 2012. Sub-team in charge of voucher sales were busy visiting corporations for promotional talks and setting up voucher sales booths; those taking care of stamp and bazaar programmes were hurried to obtained commitment from social enterprises and fair trade merchants to participate in stamp programme and bazaar sales; Christians of the organising committee were scheduled to promote ECM in their churches and others. The team in charge of media communications also utilized all the personal networks to convey the ECM messages to the public.

At the same time, the project entered into the *monitoring and control phase* in which the project manager played a key role. In the peak period of the project, Ng mainly played the role as central project co-ordinator to assure

that activities were executed according to plan and messages were aligned, activities status was up-to-dated and made known to everybody, gaps were identified periodically and fixes were taken care of, risks were periodically reviewed and project execution tools such as action item lists, check lists and others were introduced to assure the minimum quality of work was delivered even everybody was rushing for deadlines. Monitoring and control was mainly conducted through the weekly meeting with pre- and post-meeting follow up emails from the project manager. As most of the team members of the ECM project have commercial background, they were used to the close monitoring and tracking processes, they were pro-active in reporting progress and did not felt being forced to do so. As meetings were conducted frequently, the evaluation of each activity was always done within one week's time. The lessons learned were captured and tried not to repeat in the coming event.

An example was the bazaar events. Two bazaars were arranged in two different venues in two consecutive weekends. The first bazaar's location was inconvenient, knowing that the traffic of the district is low, ECM's chairperson decided to call for the contingent plan to hire coaches to provide free pick up to Christians from near-by churches who had been pitched on the concept of ethical consumption and notified the bazaar event. It was noted that a significant number of visitors were brought to the bazaar by this free transportation arrangement. Despite this corrective action, the day end sales amount told that the result was unsatisfactory. The second bazaar would come in a week's time; all the leaders of the ECM project and the bazaar team members did a post-mortem review immediately after the first bazaar over the dinner. Corrective actions were identified such as asking the merchants to bring in 'star' products that worth over HK$100 in the second bazaar and re-design the booth set up such that consumers had to pass through every booth before they could exit and hopefully they could stay longer and buy more. The efficiency of identifying problems and picking effective solutions had to do with the commercial background and experience from the ECM project team. Unfortunately, the sales result of 2nd Bazaar was far from expectation (see Section 5.6) because of the bad weather of the day.

Another example in ECM project was the risk on heavy reliance on the distribution of the EC Guide Book to achieve 50% of the project target (see Figure 6). The organising committee under estimated the effort to develop a comprehensive guidebook. Under close monitoring on the project progress, it was clear that the birth of the guidebook could not match the planned timing before massive talks to churches and other corporations. The HK$500,000 target was revisited in mid-October. The resolution was to assign sales quota to all organising committee members, co-organising organisations and even the temporary helpers. FSES and four co-organising organisations, each bore HK$50,000 (HK$250,000 in total); individual senior member of organising committee bore HK$10,000 each and junior member (in terms of age) also bore HK$5,000 each (roughly HK$250,000 in total). Everyone was encouraged to influence family members, friends and colleagues at workplace to understand ethical consumptions and take actions to buy from social enterprises and fair trade merchants. The result had been highly satisfactory (see Section 5.6) from this quota bearing system. Again, this is a commercial mean that drives for result. Quota performance was reported on weekly meeting to encourage and provide peer pressure to achieve the target. This mechanism also serve the purpose as announcing early wins and small successes such that the project team felt the progress and the project was achieving result. This is about team motivation.

By December 2012, the ECM project came to the *project closure phase*. A celebration dinner was organised before the close of 2012. All organising committee members, volunteers, key social enterprise representatives and stakeholders were invited. Each one had a minute to express their feeling of the event. The social enterprises expressed the impact and benefits from the ECM project and this let the ECM project team members understood their contributions to the beneficiaries of the project. Project participants also expressed their learning and rewards by participating in the project. Moreover, a newspaper advertorial was published in a local newspaper to summarise the impact of the whole campaign and thank the project sponsors and participating parties. The organising committee decided to organise similar events at least in the coming two year to build to the momentum and create the culture.

5.5   Social Capital of the project

In projects aiming at social good missions such as those in Case 1 and Case 2, social capital plays a vital role. Almost all project team members were volunteers in the projects discussed in this paper. These volunteers not only contributed their knowledge, effort, time and/or money, but also their own social capitals. In the name of a project for social good, the extended social networks from the volunteers have higher chance to offer their support comparing to a project with personal or financial interests. A person tends to allow individuals or organisations to access his/her resources or networks in such projects, compare to other transactional relationship or paid job.

In Case 1, Association ABC has been able to mobile a lot of its members to temporarily support the ABC Gala. However, from the description of the project life cycle of the FDR 2008 and FDR 2010 projects (see Section 5.4), the help mainly came from a close network – members of Association ABC. For example raffle tickets were sent to the association's members and it expected this channel could general 50% of the fund raised; 14 additional volunteers were added to the Fundraising Taskforce were members of the association; performance in the gala was done by the specific learning disability children of the association. Resource drawn beyond the association was limited. Most executive committee members have worked together for 3-5 years, and have good networking with members of the association, and they are easy to be convinced to offer voluntary help. However, the homogeneity of this committee also leads to overlap in their social capital which mainly consists of the members of Association ABC. Beyond their identity as parents of specific learning disability children and members of Association ABC, they come from diverse industrial and social backgrounds. It seems like in Case 1, Association ABC had not exploited their social capital beyond their common identities. There were little external support from others organisations or sectors. The practice in Case 1 is like the model described by Oh et al. (2006) as total closure with no bridging ties (see Figure 2) as it has a strong-closure group (including all members of Association ABC) but lacks connections to external parties. This is a sub-optimal model in group social capital flow.

For Case 2, the situation is quite different. Most of the project team members are new volunteers and have little prior experience to the social enterprise arena. Those with deep social enterprise or fair trade knowledge are the representatives of the co-organisers. Therefore, they owned all the social enterprises and fair trade merchants' engagement work such as stamp programme and bazaars. For project team members mainly coming from the

commercial background utilized their own social capital and networks to participate in project activities that they had advantage and interest. For example those with strong media connections lined up celebrities and media parties to promote ECM; those with good corporate connections connected to senior executives, corporate social responsibility (CSR) personals, ex-colleagues, business partners and others to promote ECM and sell vouchers to them; and those with strong connections with churches sought for chances to introduce the concept of ethical consumption in churches. This broad range of social capital came from the heterogeneity of the ECM organising committee. In addition, there were also semi-volunteers providing video recording, photo shooting, technical writing, editing, website design, temporary event co-ordination services and others at friendly prices. They were normally friends of friends of FSES and co-organisers. This is leveraging networks of networks. This practice can be seen as an "intragroup horizontal bridging relationships" described by Oh et al. (2006). The group (ECM project team) was differentiated horizontally into subgroups based on the different interests and needs of its members where integrator role (played by the chairperson and project manager) existed. Team members were not familiar with one another in general, therefore, it can be described as working in a low to moderate closure with diverse bridging ties model, depending on the phase of the project. The team moved from low to moderate closure as the project progressed. It is a close to optimal model supporting group social capital flow as per Oh et al. (2006) (see Figure 2).

5.6   Outcome of projects

From the outcome perspective, Case 1's projects are unsatisfactory. Figure 6 below summarises the fundraising result and the corresponding expenditures. HK$ 155, 336.4 (31% target) and HK$ 144,423.3 (28.8% target) were raised with the expenditures as 17% and 27.7% of the actual fund raised in 2008 and 2010 respectively. More cost (see Table 5) and effort (see Table 3) were consumed in 2010 but the result was worse than that of 2008. According to update collected by Ip, Association ABC has changed the way of fundraising in 2012. The result was not disclosed to Ip. In the research of this paper, the authors also look into the reasons why Association ABC seemed to not care if the fundraising target was achieved. It may be explained by the fact that the fund raised only accounts for 7% and 8% of the total income of the association in year 2008 and 2010 respectively. A significant percentage of the income came from funds supporting various service projects from external sources. The association might not have experienced real financial pressure. Therefore achieving the fundraising target is a bonus not a must. Missing the target has no reputation damage or loss to either the individuals or the association.

Table 5: Outcome of Case 1 - FDR Projects

Project	FDR 2008	FDR 2010
Target Amount of Fund Raising	HK$ 500,000	HK$ 500,000
Actual Amount of fund raised	HK$ 155, 336.4 (31%)	HK$ 144,423.3 (28.8%)
Expenditure	HK$ 26,464.80 (17% of the actual fund raised)	HK$ 40,066 (27.7% of the actual fund raised)
Fund raised as Percentage of annual income	7%	8%

In Case 2, the outcome of ECM 21012 was 34% above target. The total additional ethical consumption generated was HK$ 1.34 million. The breakdown has been (1) stamp programme (HK$690k/51.5%), (2) organising committee friends (HK$450k/33.6%), (3) voucher selling (HK$110k/8.2%) and (4) bazaars (HK$90k/6.7%). The original planned consumption through EC Guide Book and EC Tours was replaced by organising committee's quotas. Organising committee members introduced ECM to their friends and friends' friends. These new friends were encouraged to consume by referring to EC Guidebook. The stamp progamme out performed the target (see Figure 6) significantly and this illustrated the ECM was able to mobilize the general consumers to participate and generate over 50% of the total sales of ECM 2012. In addition to achieving the project target, ECM further gained other social return on investment (SROI) as listed in Table 6 below. Over 60 social enterprises and fair-trade merchants received HK$1.34 million additional sales in the month with ECM 2012. New networks were established with face-to-face audiences who received messages about ethical consumptions; facebook friends and website social network; viewer and readers of media, and others. More importantly, corporations, celebrities, sponsors and volunteers that actively supported ECM 2012 became great human and social capital of the ECM 2013 project. Therefore, ECM 2012 project not only achieved the measurable goal - $1million, but also supported FSES mission to influence the social enterprises movement in Hong Kong

Table 6: Outcome of Case 2 - ECM Project

Additional Ethical Consumption	HK$ 1.34 million (134% target)
Social enterprises and fair trade merchants	66
Ethical consumers	7,658
Face-to-face touch	25,996 in 68 events
Facebook friends of fans / website visit	240,453 /10,161
Media coverage	Magazines (23 pages in 3 magazines), electronic media (4 channels, 6 times exposure), newspapers (7 articles), etc.
Expenditure	HK$380,000 (with HK$305,000 from 2 sponsors)
Free resources	27 Celebrities and opinion leaders from different fields supported on multimedia broadcasting

6. Conclusions and Limitations of the Research

From the comparison of the two cases, the project outcomes told that ECM has done something right and FDR projects have some lessons to learn. It may conclude that there are eight success factors leading to effective social good projects like ECM and FDRs. The first one is *setting a realistic but strategic project goal*. FDR 2008 and 2010's fundraising targets were unrealistic and not tied to essential measures of the organisation. Without a meaningful or achievable goal to go for, the project mean will not be motivated. The second factor is having the *right mix in the team composition* with minimum heterogeneity to avoid group think and provide the necessary creativity to a project team. The third one is having *a formal project manager* role. Although ECM's project manager is also a volunteer and has no legitimate power, she has the responsibility to oversight the project success. A project manager with project management knowledge will bring in proper project management practices such as performing proper resource planning, assessing project goal feasibility, identifying risks,

looking for mitigation or corrective actions, or bringing in appropriate tools. The fourth success factor is **breaking down measurable goals** into smaller and more manageable measurements that can be achieved by individuals or small groups. ECM's quota assignment to individuals and co-organising organisations are good examples. The fifth factor worth consideration is having effective project meetings with *a balance meeting agenda* of backward looking (such as achievements made, problem and issue management) and forward looking (such as upcoming planning, risk management, quality assurance). The sixth one is to *capture and apply lessons learned continuously*, not wait until project completion. This is essential to increase the success rate. The seventh factor is look for a group with *moderate closure with diverse bridging ties* to better utilize the project team's social capture. Project owner and leaders of FDR projects should consider jumping out of the comfort zone to invite people with diverse backgrounds to join the team so as to generate new ideas and break the old ways of doing things. Last but not least, the eighth success factor is to *achieving beyond measurable project goal*. Project success is not just achieving the measurable goal in most projects for social good. It has to deliver value to achieve the higher level mission or vision of the organisation. When a project comes to the close, the project results have to be articulated to how it has support the upper goals.

With the above findings, the paper hopes to contribute to organisations to learn from the case studies on successful factors and what to avoid in social good projects. It also provides insights to practitioners to what project management can contribute to social good projects and to take project management seriously in their projects can increase the success rate. Academically, this paper supplements the existing researches in project effectiveness in NGOs and NPOs and stimulates further research in similar knowledge areas. However, this research has its inherited limitations from qualitative research with a small number of case studies, the findings cannot be generalised to represent the situation of a typical project for social good in Hong Kong. The data collected could be biased. However, based on the outcome of this research, new research area such as volunteers as project resource strategy is also worthy of further study.

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