Management Features of the CFPA

Wang Xingzui, Deputy Executive Director of the China Foundation for Poverty Alleviation (CFPA)
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I  About the CFPA

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Our Logo

Simile: A pair of lending hands, contributing a loving heart
Metaphor: Sincere help from a strong group to a vulnerable group. Delivered through the hands of China Foundation for Poverty Alleviation, it constructs a colorful loving and charitable heart; it constructs social civilization and harmony.
CFPA Profile

- Headquarters: Beijing
- The CFPA is staffed with more than 800 full-time and part-time employees, including:
  - Over 130 workers in the headquarters, one third being volunteers, including 4 presidents and vice presidents
  - More than 300 full-time and part-time workers in branch offices
  - More than 400 part-time workers in grassroots executive organizations
Our Organization

Executive Director

Administrative & Legal Dept.
HR Dept.
Planning & Finance Dept.
Information & Monitoring Dept.

Microfinance Dept.
Project Cooperation Dept.
Infant Project Dept.
Disaster Relief Dept.
Material and Infant Dept.
New Great Wall Project Dept.
Int Development Dept.
Resource Development Dept.

Guangdong Office
Annual Financing and Beneficiaries

Over the past 21 years since its inception, the CFPA has raised and allocated RMB 3 billion of poverty reduction funds and supplies, implemented totally more than 200 projects for poverty reduction, and directly benefited more than 9.18 million poverty-stricken people. In recent years, it has provided assistance to a poverty-stricken population of over 2 million annually.
Annual Financing

In million (RMB)

Year


16 18 34 26 58 69 100 117 182 240 270 661 609
Annual Beneficiaries

In thousand people

Year
Our Projects

- Development-oriented projects
- Assistance-oriented projects
Development-oriented Projects

- China Poverty Eradication Awards
- Interaction for Poverty Alleviation
- Village-level Poverty Reduction Project by Government Organizations and NGOs
- Chinese NGO Capacity Building Project
- Chinese NGO Self-Discipline Project
Assistance-oriented Projects

- Microfinance Project
- Maternal and Infant Health Project
- New Great Wall Project
- Disaster Relief Project
- Community Integrated Development Project
- Orphan Aid Project
- International Development Project
II  Management Features of the CFPA

- Organization-based System Design
- Contract-based HR Management
- Total Budget Management and Financial Transparency
- Lean Project Management
- Focused Brand Management
- System-oriented Administration
1. In March 1989, the China Foundation for Poverty Alleviation (CFPA) was officially registered with the Ministry of Civil Affairs of the People's Republic of China (MCA). It is a public fundraising foundation committed to poverty reduction. In 2007, it is rated by the MCA as a 5A foundation (the highest level).
2. Establishment of a Sound, standard corporate governance structure
   - Establishment of a sound corporate governance structure;
   - The Executive Director assumes overall responsibilities under the leadership of the president
(2) Contract-based HR Management

- Total responsibility management (TRM) and full load work system;
- Contract systems for staff employment and position responsibilities;
- Fair and reasonable incentive systems;
- Emphasis on developing and improving staff competency;
- Promotion of volunteer system;
(3) Total Budget Management and Financial Transparency

- Concept of Total Budget Management
- Department of Total Budget Management
- Budget Preparation Procedures
- Interim Budget Adjustment
- Year-end Budget Summary
- Achievements in Total Budget
- Financial Transparency
1. Concept of Total Budget Management

1) Concept of Total Budget Management

- Participation across the board
- Incorporation of all incomes and expenditures into budget in light of annual plan
2. Department of Total Budget Management

The Financial Department is responsible for total budget management, including its collection, preliminary review, preparation, implementation, supervision, and status analysis (monthly, quarterly, semiannually, and annually)
3. Budget Preparation Procedures

Budget request by departments → discussion, revision on department budget conferences and preparation by financial department → submission to Executive Director conference for discussion and revision → submission to President for review → submission to Council for approval
4. Interim Budget Adjustment

Budget adjustments are conducted during the interim summary based on the performance of semiannual budget and the forecast of annual budget performance according to the following procedure: Request for budget adjustment by departments → submission to Executive Director conference for discussion and opinions → submission to President conference for approval.
5. Year-end Budget Summary

In the year-end summary, the performance of organizations and departments in implementing the annual budget is summarized and reviewed and relevant reward and punishment measures taken.
4. Achievements in Total Budget

(1) Administrative expenses were brought under control

Budget and Actual Expenses of CFPA in Administrative and Human Expenditures
In 10,000 yuan

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
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<td>463.93</td>
<td>592.68</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Actual administrative and</td>
<td>444</td>
<td>468</td>
<td>463.4</td>
<td>594.8</td>
<td>593.86</td>
<td>989.64</td>
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<tr>
<td>human expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of administrative</td>
<td>3.48%</td>
<td>2.81%</td>
<td>2.48%</td>
<td>2.47%</td>
<td>1.41%</td>
<td>2.15%</td>
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<tr>
<td>and human expenditures in</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>total expenditures</td>
<td></td>
<td></td>
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</tbody>
</table>
## 4. Achievements in Total Budget

(2) Work performance was greatly improved

### Incomes and Expenditures of the CFPA

In 10,000 yuan

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
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</thead>
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<tr>
<td><strong>Total income budget</strong></td>
<td>8800</td>
<td>10000</td>
<td>21309</td>
<td>22773</td>
<td>32000</td>
<td>42360</td>
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<tr>
<td><strong>Actual total income</strong></td>
<td>11700</td>
<td>18200</td>
<td>24055</td>
<td>26997</td>
<td>66100</td>
<td>60890</td>
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<tr>
<td><strong>Percentage of actual income against budget</strong></td>
<td>133%</td>
<td>182%</td>
<td>113%</td>
<td>119%</td>
<td>207%</td>
<td>144%</td>
</tr>
<tr>
<td><strong>Total expenditure budget</strong></td>
<td>8100</td>
<td>7100</td>
<td>17450</td>
<td>21802</td>
<td>22900</td>
<td>34000</td>
</tr>
<tr>
<td><strong>Actual total expenditure</strong></td>
<td>11559</td>
<td>16038</td>
<td>18195</td>
<td>22870</td>
<td>42100</td>
<td>46100</td>
</tr>
<tr>
<td><strong>Percentage of actual expenditure against budget</strong></td>
<td>143%</td>
<td>226%</td>
<td>104%</td>
<td>105%</td>
<td>184%</td>
<td>136%</td>
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</tbody>
</table>
5. Financial Transparency

- The CFPA receives external audit by the CPA firm annually.
- The CFPA regularly makes public its financial statements and fund utilization (through its websites, annual reports, publications and newspapers and periodicals designated by the Ministry of Civil Affairs of the People's Republic of China)
(4) Lean Project Management

- Project Initiation and Preparations
- Project Inception
- Project Implementation
- Project Monitoring
- Project Acceptance and Assessment
1. Project Initiation and Preparations

Through capturing social hotspots and conducting survey and demonstrations, the CFPA starts project planning and design. Design work includes project objectives, content, the technical model, management model, financial model, and operation process.
2. Project Inception

- Work in this phase includes establishment of project areas and partners, formulation of project management system and implementation plan, establishment of project operation organizations, staff training, project public relations, and financing.
3. Project Implementation

- This phase includes preparation of project implementation, organization and coordination, project promotion, daily management of project operation, and project supervisory inspection.
4. Project Monitoring

- The project is monitored by three bodies: firstly, the project organization, namely the project department; secondly, functional departments within the organization, namely the monitoring department and finance department; thirdly, external monitoring, including internal audit and external monitoring.
5. Project Acceptance and Appraisal

- A project acceptance system is established. Project assessment can be conducted in two ways: to invite external authorities and experts and to invite donators to assess the implementation performance of the project. The project continuation, adjustment, termination or exit will be determined and life cycle management conducted according to acceptance and assessment results.
(5) Brand Building and Management

- The brand building and management system plays an important role in ensuring the image and credibility of the organization and therefore is an important means for the survival and development of the organization. The management system consists of corporate identity system (CIS), brand building means and methods, and customer management and maintenance.
(5) Brand Building and Management

- Corporate Identity System (CIS)
  1) Mind Identity System (MI)
  2) Behavior Identity System (BI)
  3) Visual identity System (VI)
(5) Brand Building and Management

- Brand building means and methods
  1) To establish media cooperation: such as print media, audio media, video media, and more importantly, the propaganda role of video media
  2) To promote charity advertising: outdoor advertisements apart from the above-mentioned media advertisements
  3) To set up our own platform for promotion and advertising: such as websites, publications (periodicals, annual reports, project manuals, and articles)
(5) Brand Building and Management

- Brand building means and methods
  
  4) To launch large public campaigns: to attract public attention by launching large public campaigns and giving full play to the promotional role of celebrities (top government officials and stars)

  5) To organize interactions: To promote the popularity of the projects by organizing interactions with specific persons (such as Chinese and foreign partners, key donators)
(5) Brand Building and Management

- Customer management and maintenance
  1) To build customer databases
  2) To establish customer communications and feedback systems by means of:
     telephone call visits, communications, document mailing, field visit, and workshops
  3) To establish a handling system for customer complaints (hotlines, regular collection of customer opinions)
  4) To establish PR crisis management systems
  5) To establish resource allocation and coordination systems
As the most common and effective means for administration with an organization, the conference comes in many forms. In the China Foundation for Poverty Alleviation, the regular meetings are mainly composed of:

1) President’s meeting (quarterly)
2) Executive Director’s meeting (monthly)
3) Interim summary meeting (throughout the CFPA, convened in each July)
4) Year-end summary meeting and meeting for work of the next 6 months (throughout the CFPA, convened at the beginning of each year)
(6) Administrative Conference Management System

5) Weekly department meeting
   (convened by each department once a week), monthly meeting
   (convened by each department monthly)

6) Quarterly analysis meeting
   (throughout the CFPA, quarterly)

7) Special workshop (relevant personnel, convened temporarily)
III Global Development Strategy of the CFPA

1. Global Development exploration of the CFPA

- Since 2004, the CFPA has spared no effort to provide disaster relief in disasters such as Indonesian Tsunami, Hurricane Katrina in New Orleans, the devastating earthquake hit Pakistan, Burma tsunami and North Korea.
- Since 2007, the CFPA has provided assistance to Africa, such as Guinea
- In 2009, the CFPA provided nutrition meals to students in Cambodia
- In 2010, the CFPA donated for disaster relief in Chile Earthquake
2. Research on Aid to Africa

- On January 11, 2009, our feasibility report on aid to Africa was completed.
3. Field Trip to Sudan

- In October 2009, with the support of the Embassy of the People's Republic of China in the Republic of Sudan and at the invitation of Sudan BTO, the CFPA made a field trip to Sudan.
4. Establishment of the International Development Department

In December 2009, the International Development Department was officially founded to promote the implementation of 4 types of projects for aid to Africa.

Director

Executive

Supervisor
5. Donation of Medical Supplies

On March 9, 2010, the CFPA donated 12 sets of medical equipment and 500 solar flashlight radios to Sudan BTO.
6. NGO Capacity Building Training Sessions

2. Sudan NGO Capacity Building Training in April in Beijing

In April, the “Sudan NGO Capacity Building Training Session” will be held in April in Beijing. 20 officials from Sudan NGOs and competent government authorities will be invited to exchange experience in poverty reduction with their Chinese counterparts.
7. Assistance to Hospital Construction

3. Designed and completed “Proposal for Demo Project of Assistance to Maternal and Infant Health Care System”

The project is aimed at helping Sudan establish and improve its maternal and infant health care system and improve its health care skills by providing assistance to construction of maternal and infant healthcare hospitals, launching capacity building campaigns, and introducing CFPA’s management experience in maternal and infant health care.
8. Drinking Water Project

4. Community Development – Drinking Water Project

The CFPA exchanges views with Rain Water Utilization Research Center, Gansu Research Institute for Water Conservancy on promotion of water cellar technology in Sudan

Water Cellar in Nigeria
Financed by China
Conclusion

Thanks!