

THE NATURAL AND BUILT ENVIRONMENT CONSERVATION SECTOR

ANNUAL REPORT
ON THE CIVIL SOCIETY IN HONG KONG 2010



Department of Politics and Public Administration
Centre for Civil Society and Governance
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EXECUTIVE SUMMARY

The conservation sector in Hong Kong is diversified and vibrant, and most conservation groups (CGs) are young and small by conventional organizational measures, as concluded in the Annual Report on Civil Society 2010, published by the Department of Politics and Public Administration and the Centre for Civil Society, The University of Hong Kong.

The “annual report” series was started in 2009 with an aim to construct a knowledge database on civil society organizations in Hong Kong through multiple-year efforts. This year, we sent written questionnaires to 142 CGs and successfully surveyed 59 (41.5 percent, higher than the international average response rate). We tried to cover in the study as many CGs as possible. The survey population includes formal (registered) and informal (not legally registered) CGs specializing in different areas of both natural and built environment conservation, and we adopt an international classification to guide our categorization. Additional data was collected from other sources including Companies Registry records, and government and CG websites.

The conservation sector in Hong Kong is relatively young with an average CG age of 10.5 years, and 64 percent being established after 2002. The vast majority (95 percent) are home-grown groups which are primarily (86 percent) concerned with Hong Kong issues.

CGs are mostly small in terms of staff number (only half hire full-time staff), budget size (over 60 percent have an annual income of less than HK\$1 million) and number of branches (57 percent have no branch offices), etc. Younger CGs established after 2003 have even fewer full-time staff. That said, the differ-

ences in organizational scale are big -- from 1,500 full-time employees to essentially “one-person groups” with no staff, and from a budget of less than \$50,000 to over \$50 million. Financially, they mostly rely on donations from the general public, membership fees, services, and sales. There is little government-related funding or commercial donation. In our survey, 61 percent thought that the donations made to them did not meet their needs. Nearly 63 percent considered their manpower as insufficient.

Nearly 70 percent of CGs are governed by small boards of an average of 5 directors. Probably because of the small number of staff, less than half organize annual meetings or publish annual reports, newsletters or financial reports so as to be accountable to members and the public. The majority (55 percent) are established under the Companies Ordinance; others are registered under the Societies Ordinance or are informal (such as being unregistered) and transient in operation.

Given the small overall capacity of CGs, their record of advocacy mobilization has been rather impressive. Almost 55 percent of CGs reported participation in a total of 97 policy advocacy activities (including protests, signature campaigns, press conferences, submissions to government, etc.) in the previous twelve months. The average number of protestors mobilized was 463, and signatures collected on streets, websites or Facebook were in the range of 8,000-12,000 for each event. CGs promoted advocacy activities (and also fundraising) through their membership network, social networking tools and emailing / SMS (in order of priority.) Online tools

provide a low-cost platform for CGs to reach out to the masses effectively despite resource limitations.

Nonetheless, another part of the sector is not keen on activism. Of note, 37 percent did not participate in any advocacy; 32 percent do not think they should monitor the government; 55 percent said they do not monitor the business sector. Of those playing monitoring roles, less than half thought that their work has been effective.

Not only do CGs differ on rates of participation in advocacy, they are also diverse in mission and approach. About 45 percent of CGs ranked advocacy of some kind (policy, values or rights) as their primary mission; 25 percent chose public education and 18 percent service provision. There is a spectrum of major concerns among the CGs including conservation of natural resources, green life promotion, heritage conservation and urban renewal, animal protection, pollution control and the beautification of the environment and open spaces (listed in order of priority selected by CGs.) Owing to their different focuses, approaches and sometimes contrasting views on conservation issues, collaboration among CGs is not close. Using network analysis, we found that 32 percent of the surveyed CGs had not collaborated with peer groups in the past year. If they had, CGs cooperated mainly with groups sharing similar concerns. There is little (22 percent) overlapping in the board directorship. A tiny proportion of conservation activists (3 percent) serve as directors in multiple green groups.

In terms of governmental relationship, CGs are not financially dependent on the authorities and believe that they operate in high autonomy. A few government units (mainly the Agriculture, Fisheries and Conservation Department, and the Development Bureau) have a working relationship with a selection of CGs. The government appoints certain people from a small selection of CGs (15) in their personal capacity to about 43 percent of government committees on environmental or conservation issues. By counting on views from only a handful of environmentalists, the government misses a lot of opinion and intelligence from the rest of a diverse conservation sector. Over half of CGs had some cooperation with business companies, mostly in fundraising and sponsorship.

Our findings confirm certain conventional views -- that the conservation sector in Hong Kong is diverse, CGs mostly work separately

from peers, and that they seek collaboration only on selective issues. Part of the sector is quiet and another part is rather vocal on policy advocacy. The research also shows that CGs are typically young and small, and do not have a lot of resources. The smallness in size, however, does not mean a reduced vibrancy of active conservation advocates in Hong Kong.

Conservation Groups: Key Figures

- 10.5 years old on average
- 50% hire full-time staff
- 5 board directors on average
- 60% had less than \$1 million income in the previous year
- 63% said manpower is insufficient
- 45% ranked advocacy of policy, values or rights as their primary mission
- 55% participated in advocacy activities in the previous year
- 32% said they do not monitor government
- 55% said they do not monitor the business sector

ACKNOWLEDGEMENTS

The survey in the report could not have been completed successfully without the dedication and professional service rendered by Policy 21 Institute Limited. On 5th November 2011, we organized a roundtable discussion before finalizing the research report. We had the privilege of learning views and insights from the scholars and conservation group representatives at the roundtable. In particular, we are grateful to the panellists: Dr. Ng Cho-nam, Dr. Lee Ho-yin, Ms. Gloria Chang, Mr. Andrew Lawson, Ms. Katty Law, Mr. Lo Sze-ping and Mr. Henry Ho Kin-chung for offering their invaluable comments. We are thankful to Ms. Yip Yan-yan and Mr. Kenneth Chan for offering advice on the natural and built environment conservation sector in Hong Kong, as well as Miss Kay Lam for rendering research support at the early stage of our research. We would like to thank our designer and photographer Mr. Chan Wai Keung, particularly for allowing the use of his original photos.

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DEPARTMENT OF POLITICS AND PUBLIC ADMINISTRATION, THE UNIVERSITY OF HONG KONG

The Department of Politics and Public Administration seeks to become a premier department of politics and public administration in teaching, research, and service in the Asia Pacific region, by providing the best possible teaching and learning; producing research of the highest international standard, promoting the study and understanding of the subject and serving the local, national, and international community with our expertise and knowledge.

As a founding department of the Faculty of Social Sciences, it is a core teaching unit in the Faculty's Bachelor of Social Science programme. We also offer the BSocSc (Government and Laws) programme, which has attracted top local and overseas students. Our graduates have entered into the legal profession as well as the public and private sectors. Our Research Postgraduate Programme has continued to attract outstanding students from Hong Kong, Mainland China, and overseas countries. Students are offered funding to attend international conferences, and many of them have succeeded in getting fellowships and scholarships to do research overseas. The Department offers two professional post-graduate programmes, namely Master of Public Administration (MPA) and Master of International and Public Affairs (MIPA).

Our research focuses mainly on three key areas: public policy and management, globalization and security, and civil society and participation. The Department was ranked the best in our discipline in two previous Research Assessment Exercises conducted by the University Grants Council of Hong Kong. Many of our staff have been awarded visiting fel-

lowships and prizes by leading academic and research institutes. We also maintain close contact with the local community through regularly hosting seminars and forums on public affairs to enrich the public discourse in Hong Kong.

CENTRE FOR CIVIL SOCIETY AND GOVERNANCE, THE UNIVERSITY OF HONG KONG

The first of its kind in Hong Kong, the Centre for Civil Society and Governance (The Centre) was established in December 2002 with a mission to advance knowledge and foster the healthy development of civil society. The Centre is a multi-disciplinary research unit established by the Department of Politics and Public Administration under the Faculty of Social Sciences of the University of Hong Kong. Since its inception the Centre has successfully established a unique identity as an expert on civil society issues in Hong Kong. The Centre's research findings have received attention in both Hong Kong and the international community.

The Centre aims to enhance our knowledge of the nature, constituents, and roles of civil society and, in particular, the contribution that civil society can make towards good governance. The Centre seeks to foster the development of a vibrant civil society in Hong Kong, China and other parts of the world through research, advocacy and dissemination.

Our specific objectives are:

- To gain a clearer understanding of the character and functions of civil society.
- To study the functioning and consequences of various types of civil society organizations, especially those which can enhance governance in society.
- To develop practical measures which can strengthen civil society and enhance its impact as an agent for improving governance in such areas as public policy making, accountability, transparency and information accessibility, and development of informed public opinion.

- To foster dialogue and closer partnership among the University, the Government, and civil society organizations.

Since inception, the Centre has focused on three areas in its research activities, publications, and training and education programmes, namely:

- Macro-level studies on civil society in Hong Kong
- Public governance and civil society
- Micro-level studies on civil society and CSO management

Since 2009/10, the PPA Department and the Centre have published an Annual Report on Civil Society in Hong Kong to report on the latest developments in various civil society sectors for the benefit of the general public and research community.

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OBJECTIVES AND RESEARCH METHODS

¹ An example of reports that contain more evaluation of the strength and weakness of civil society is Hong Kong Council of Social Service (2006), Civil Society Index Report. Hong Kong Special Administrative Region, The People's Republic of China, May 2006. In this report, the civil society is evaluated in terms of its structure and impact.

Second Annual Report on Civil Society in Hong Kong

This is the second Annual Report on Hong Kong's civil society jointly presented by the Department of Politics and Public Administration and the Centre for Civil Society and Governance of the University of Hong Kong. In 2009-2010, we launched the first annual report to chart the state of civil society organizations (CSOs) with a focus on the social service sector in Hong Kong. In the second Annual Report, we present the study on civil society groups in the natural and built environment conservation sector (or "conservation sector"). They are referred to as Natural and Built Environment Conservation Groups in the Report, in short "Conservation Groups" (CGs). This Report will show that the operational characteristics and dynamics of the environment sector differ greatly from the social service sector. Before we finalized this Report, we invited conservation group representatives and scholars to a roundtable discussion on 5th November 2011 to solicit their comments on our findings.

What It Is and What It Is Not

Civic activism has been an important force in shaping Hong Kong's political development. Yet our understanding of the characteristics of the civil society remains highly inadequate. The main objective of the Annual Report on Civil Society is to build a knowledge database of CSOs in Hong Kong, where relevant baseline research is largely lacking, to promote understanding and facilitate future research of civil society.

- **This report is mainly descriptive, partly explanatory.** We aim to gradually build a database on the basic characteristics of CSOs in various sectors through annual research efforts. Each year, we focus on one sector (sometimes two) and ask a similar set of questions on the organizational configurations of internal operations and external relations of the target CSOs. We describe our observations on the state of the civil society sector concerned on the basis of the data collected, and, where possible, offer explanations for certain phenomena.
- **This report is not evaluative.** We do not aim to evaluate the strengths and weaknesses or the impacts of individual CSOs or the civil society sector. We believe that evaluation and impact studies are important, and should be done in separate research projects under dedicated research frameworks.¹
- **This report does not make pre-assumptions.** We do not assume that any of the organizational factors are "good" or "bad" for the development of the civil society. For example, we do not assume the bigger or more organized a CSO is, the more impact it can make, or otherwise.

Research Methods and Definitions

The lack of a database and studies on the natural and built environment conservation sector is more problematic than for some other civil society sectors. Unlike the social service sector we studied last year, there is no umbrella organization or relevant network in

the conservation sector that maintains a listing of CGs. There are no government statistics regarding the non-government organizations (NGOs) in this sector either. In a civil society report published by the Central Policy Unit of the HKSAR Government in 2004,² 72 “environment groups” were identified. In that report, built environment conservation groups were not given a separate category. Owing to the lack of comprehensive data, our research team had to construct our own CG database.

Methods

In line with the first Report, we focused our study on CGs’ internal organizational characteristics (including mission, financial sustainability, quantity and quality of manpower, governance structure, the ability to mobilise members, etc.) and their external links with the government, the business sector, and peer groups. Data were collected primarily through a questionnaire survey and supplemented by other sources (see paragraph 10.) In addition to presenting survey findings, this study uses network analysis techniques to graphically show CGs’ external linkages. The network analysis examines the patterns of interaction and the strength of ties between CGs and other parties.

Definitions and Classification

We began the study by defining and locating the CG population for data collection. First, we adapted the definition in the Johns Hopkins Comparative Non-Profit Sector Project (CNSP) to our study series. In CNSP, CSOs are defined as entities that are *organized, private, non-profit-distributing, self-governing and voluntary*.³ In this Report, we define a Hong Kong CG under the following criteria:

- The group is non-profit making, non-governmental, self-governing, and voluntary; and
- The primary purpose of the groups is related to conservation of either the natural or built environment, or both; and
- The group is organized either formally or informally, and may or may not be legally registered. Informal organizations include those having no legal identity, no office, no management structure, etc.

In our first Annual Report, we explicitly excluded ad hoc alliances or networks formed primarily to tackle single social issues in single instances. In this Report, however, we have slightly relaxed the definition of CGs owing to the very different operational characteristics of the natural and built environment conservation

sector. We included CGs that are formally organized as well as those informally organized (and not legally registered) through networks or set up to tackle specific environment or urban planning issues. Nonetheless, we have excluded ad hoc “groups” that are set up for single events (single protest, signature campaign or movement) in an impromptu manner. For example, if certain individuals organize a single protest through social media such as Facebook or Twitter, such a “group” is not included in our definition.⁴

The second step was to categorize the groups with reference to an international classification scheme. We adapted the International Classification of Non-profit Organizations (ICNPO) scheme to identify relevant CSO categories (Appendix A). Under the ICNPO, CSOs in the Environment sector are divided into

- “environment protection” category with three sub-categories, namely, (a) pollution abatement and control, (b) natural resources, conservation, and protection, and (c) environmental beautification and open spaces; and
- “animal protection” category.

In this Report, we group the first two sub-categories of “environment protection” and “animal protection” as **natural environment conservation groups (NECGs)**. Groups under the sub-category of “environmental beautification and open spaces” are known as **built environment conservation groups (BECGs)**. In our Report, BECGs are those concerned with heritage conservation, and the impacts of town planning or urban renewal on the environment and ways of life.

The third step was to locate the CGs under these definitions and categories in the following ways:

- We first consulted the List of Charitable Institutions and Trusts from the Inland Revenue Department (as at 31 August 2009)⁵ and identified potential candidates (by their names) that are likely to fall under our definitions and categories. We confirmed their status by checking the webpages of the organizations or groups where available. For groups that did not have a webpage, we conducted Internet searches to obtain further information on them. As a result, 93 CGs were identified.
- Second, while all charitable organizations are put on the List according to Hong Kong’s tax exemption laws, not all non-profit organizations are charities. We then looked to other government policy documents, at-

² The Central Policy Unit of The Hong Kong SAR Government conducted the Study on the Third Sector Landscape in Hong Kong in 2004. The Study adopted mainly the international classification by the Johns Hopkins Comparative Nonprofit Sector Project. It included 14 policy sectors, e.g. Education and Research, District and Community-based Organizations, Civic and Advocacy Organizations, Law and Legal Services Organizations, Welfare, Health, Environment, Arts and Culture, Religion.

³ Salamon, L.M. and Anheier H.K. (1997), p. 33.

⁴ We recognize the possibility that such single events or movements may have a significant impact on policy outcomes or social awareness; however, this survey is ‘organization’ based. The criteria adopted in international surveys on organizations are taken as reference in our study and thus such single-events are not included in our definitions. We think that research on single events should be better done by way of case studies.

⁵ List of Charitable Institutions and Trust of a Public Character, which are Except From Tax Under Section 88 of the Inland Revenue Ordinance as at 31 August 2009.

⁶ We consulted the attendance lists of the Urban Renewal Strategy Review Focus Group Discussions where 20 of these discussions took place. The information is available on the Urban Renewal Strategy Review Website http://www.ursreview.gov.hk/eng/public_envision.html. We also conducted a search in the press release on the Urban Renewal Authority Website for names of potential civil society groups.

⁷ This number includes 12 groups which were identified after the survey had started.

⁸ Baruch, Yehuda and Holtom, Brooks C. (2008), "Survey response rate levels and trends in organizational research, *Human Relations*, 61(8), 1139. In this study, the authors examined the response rates for surveys used in organizational research. They analysed 1,607 studies published in the years 2000 and 2005 in 17 refereed academic journals, and 490 different studies that utilized surveys. The authors found that the average response rate for studies that utilized data collected from individuals was 52.7 percent with a standard deviation of 20.4, while the average response rate for studies that utilized data collected from organizations was 35.7 percent with a standard deviation of 18.8.

⁹ If we exclude the no-contact and closure cases from the calculation of response rate, the survey response rate was 50%.

tendance lists of relevant Legislative Council panel meetings, and commercial directories (such as Timway) to manually identify any other non-charitable and non-profit candidates that are not listed in the List of Charitable Institutions and Trust.⁶ In this way, 17 CGs were located.

- Third, after we compiled our initial population, we conducted snowball sampling. This technique is often used for populations that are hard to identify. We also consulted people in the relevant field to suggest candidate groups and provide contact details, where possible. This method revealed 32 CGs.
- Through the above methods, we were able to obtain a final population of 142 groups⁷ of which 72 fall under the natural environment conservation category, 32 under the animal protection category, and 38 under the built environment conservation category.

Survey and Other Data Sources

A survey was conducted from April to mid-August 2011 by way of sending a written questionnaire (Appendix B) both by post and email (html version) to the target population of 142 CGs (Appendix C). Multiple contact methods, including postal communication, facsimile, telephone and emailing, were used to approach the targets. On average, each target has been approached 5 times. The response rate was 41.5 percent, or 59 CGs, including 49 natural environment conservation groups (including 3 partially completed cases) and 10 built environment conservation groups. Our survey response rate is higher than the average of similar international studies on organizations.⁸

The problems we encountered in conducting the survey reflect certain characteristics of the conservation sector in Hong Kong. First, quite a number of groups identified in our population could not be reached even though there was evidence (such as the presence of websites) that they existed during the stage of identifying the population. As many as 20 could not be approached mostly because no contact information could be obtained; and a few were found closed at the time of our survey.⁹ This shows that some CGs are transient in operation and fairly informal in organization. Second, quite a number of groups refused to respond on the grounds of insufficient manpower and time because they were small in scale with only a few paid staff or volunteers. Third, some groups refused to respond because of their concerns about releasing to

outsiders "sensitive" operational data on the internal operation and external relations of CGs requested in the questionnaire. Often, these groups (especially those in the built environment conservation sub-sector) are active in advocacy and may have positions that conflict with the government or the establishment.

The study uses two versions of the survey questionnaire, with both exactly the same in the first part but variations in the second part. The first part contains multiple-choice questions on the internal and operational characteristics of the target groups, including their missions and objectives, locations, board arrangements, mobilization of volunteers and donors, advocacy activities, manpower, and finances. The second part asks about the CGs' network with government units and peer groups. The questions are in the form of a "network table," the design of which follows international practices. In the network table are multiple-choice questions for respondents to choose their partners from a full list of CGs/government units and then choose the mode of cooperation with each of them. Questionnaire A contains a full list of BECGs and government units. Questionnaire B contains a list NECGs plus the same list of government units. The network table presents a long list of CGs but is not difficult to fill in because respondents were asked to only tick the applicable options and not to write any description. Our assumption is that CGs are more likely to cooperate with peer groups in the same sub-sector. In the survey on the social service sector last year, we asked network questions in a different format. We asked respondents to write down their main partners and major forms of cooperation.

In addition to conducting the written survey, we collected data from:

- CG websites (111 websites are available, see Appendix C);
- Executive Committee Members' Reports and Financial Statements for the latest financial year filed to the Companies Registry from the 62 CGs registered as companies;
- Government websites relating to environment and urban planning policies, in particular, membership lists of relevant government committees. Data were collected from 40 sites, including the Environment Bureau; Development Bureau; Agriculture, Fisheries and Conservation Department; and heritage preservation related government committees;
- Government census and statistics (which

proved to contain little relevant data for this study); and

- Wisenews.

Limitations

Owing to difficulties in data collection, certain limitations should be noted when interpreting the results in this Report.

- First, the population of CGs was constructed to the best of our efforts and knowledge and may not be exhaustive.
- Second, certain groups included in the population have multiple (and somehow related) missions. For example, some groups work on advocacy on both conservation policy and political development; some focus on both anti-poverty and climate change programmes; and some may be professional associations running major environmental programmes. As such, the population in this study might overlap with other civil society sectors in our future annual reports.
- Third, the amount of data obtained from each CG varies. Some bigger organizations keep fairly detailed records and file records to the Companies Registry. Some are essentially “single-person” groups from which data were obtained only through personal recollections but not documentation.
- Fourth, the total number of CG respondents in the survey is 59, but they do not all respond to all questions. The total number of BECG respondents is only 10, but some questions have fewer responses.

Reporting on a Diverse Sector

The statistics presented in this Report (Chapters 3 to 5) are based on the answers provided by all the survey respondents in the questions concerned, unless otherwise specified. Therefore, the base numbers for most frequency distribution charts are 56 or 59. As such, the survey results are mostly on all the sub-sectors combined. We are aware that the different sub-sectors may have very different organizational and behavioural characteristics because of the different nature of focus and work. It would have been ideal to analyze the data by different categories. We attempted to re-categorize the data to compare the groups in the following ways for statistical analyses:

- natural vis-à-vis built environment conservation groups;
- animal protection vis-à-vis other types of natural conservation groups;
- older vis-à-vis younger groups (using 2003 as the demarcation year); and

- larger vis-à-vis small groups (by full-time employee size).

Since the sample size of each category is small, we conducted statistical significance tests to determine whether the comparative analyses can be reported. We used the Mann Whitney U test and Chi-square and set the significance level at 0.05. The majority of comparisons (i.e. the significant level of the statistical analyses for comparison between different categories) are above 0.05 and thus not statistically significant. Therefore, Chapters 3 to 5 present results primarily on the conservation as a whole, and report those few differences between sub-categories where they are statistically significant.

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POLITICS AND POLICIES OF NATURAL AND BUILT ENVIRONMENT CONSERVATION

¹⁰ Chan, Ha Kwan
Nikkiter (2008), p. 218.

¹¹ Centre for Civil
Society (2007), p.76.

¹² Yeung, Rikki L.K.
(2008), p. 195-8.

This chapter presents the changing policies and politics in relation to civil society development in the realm of conservation (see also chronologies at Appendix D). Compared with other developed economies, Hong Kong has traditionally put a lower priority on natural environment protection and heritage conservation. The government responded slowly to environment issues due to the primary concern for economic development and urbanization. As the political system gradually opened up after the mid-1990s, the emerging civil society brought environment and heritage conservation issues to the government's attention. After the new millennium, the civil society gained momentum in pushing the government to modify its conservation policies through a number of successful social campaigns. In those cases, the civil society was not just concerned about NIMBY ("not in my backyard") issues but also the common good in matters of natural environment preservation, pollution control, anti-reclamation, heritage and cultural conservation, urban planning, and urban renewal.

Slow Development in Administrative Structure

The low priority given by the government to environmental protection can be linked to a history of slow development in the administrative setup. The colonial government first mentioned an environment policy in 1959 but followed up with little.¹⁰ An Advisory Committee on Environmental Pollution was set up 15 years later in 1974.¹¹ The Environmental Protection Department (EPD) was established a dozen years later in 1986. An environment

policy bureau was set up two decades later in 2007.

Since the 1970s, the Hong Kong government structure has been characterized by dual layers of (a) policy branches (known as "policy bureaux" after 1997) responsible for policy formulation, and (b) administrative departments responsible for policy execution and service provision. The dual-layer structure is still largely intact even though an amalgamation of some policy bureaux and departments occurred after 2002. The colonial government appointed a Secretary for the Environment in the 1970s. However, the concept of "environment" was essentially "development". The environment secretary was in charge of a wide range of development-related policies, including lands development, public works and transport. As such, environmental protection had been accorded a lesser priority with a focus on cleaning up pollution resulting from rapid urbanization. The policy branch was subsequently renamed a few times to reflect its multiple portfolios; for instance, the Planning, Environment and Lands Branch (PELB) in the 1980s. After 1997, policy responsibility for environment protection was mingled with other policies at the bureau level to accommodate changing political concerns. The Food and Environment Bureau (FEB) was established when food safety and the environment was the main concern following a series of food-related crises, such as avian flu and food contamination. It was restructured into the Environment, Works and Transport Bureau in 2002 after the Long Valley saga, which caused embarrassment to the SAR Government.¹² At that time, the Director of

Environmental Protection (under supervision of the FEB) rejected the environmental impact assessment of a new railway extension plan eagerly sought by transport policy officials. In July 2007, a separate Environment Bureau (EB) was finally established as part of the Chief Executive's "election" pledge.

In the 1970s, the operational duties of environmental protection were distributed to many departments, such as the former Urban Services Department and Public Works Department. A small Environmental Protection Unit was established in 1977 to prepare for environmental legislation, and was later upgraded to the Environment Protection Agency. In 1986, the Government finally set up the EPD to "carry out environment prevention and control activities".¹³ At present, the administrative structure for environmental policies remains distributed to several government units. The EPD is responsible for pollution control; the Agriculture, Fisheries and Conservation Department (AFCD) for nature conservation; the Food and Environmental Hygiene Department for environment hygiene; the Planning Department for urban planning; and the Development Bureau for heritage conservation.

Today, the SAR government continues to downplay environmental professionalism in administrative design. Before 2002, professionals led the EPD, and policy secretaries were usually Administrative Officers (AO) of a generalist background.¹⁴ In 2005, Chief Executive Donald Tsang reorganized the administrative relationship such that the permanent secretary (AO) of the environment policy bureau leads the EPD. As such, none of the three top officials responsible for environment policy has any environmental background.¹⁵ The government may wish to ensure that the officials exercising statutory environmental duties do not solely consider environmental factors to avoid embarrassments similar to the Long Valley case.

Changing Scene of Green Advocacy

Not surprisingly, Hong Kong's environment policy lags behind international standards, while the community is suffering from environmental degradation and pollution. The government's overall approach emphasizes pollution control, rather than prevention and long-term planning.¹⁶ In the colonial era, "engineering, rather than conservation, was the modal environmental protection initiative" even though the government spent a lot on cleaning up, as evident in the \$10 billion Strategic Sewage

Disposal Scheme.¹⁷ Since the late 1980s, a combination of environmental deterioration, the rise of the public's environmental awareness and the growth of local environmental groups, and the gradual opening up of the political system pushed the government to respond more actively to environmental problems. The first *White Paper — Pollution in Hong Kong — A Time to Act* was published in 1989 to map out a long-term plan for curbing pollution.

In 1992, the appointment of the last Governor, Chris Patten, a political heavyweight who once took charge of the British environment policy, and the entry of several environmentally-minded politicians into the Legislative Council (through elections and Patten's appointments) opened a special window to strengthen environment policies — as the last ditch efforts by the outgoing colonial administration. The enactment of the Protection of the Harbour Ordinance on 30 June 1997 was a unique and successful interplay of civil society activism and political enlightenment at that time. This was a private member ordinance introduced by former legislator Christine Loh,¹⁸ who co-founded in 1995 the Society for Protection of the Harbour (SPH). The latter proposed the legislation to minimize harbour reclamation. Similar private members' legislation would have been impossible after the handover.¹⁹ Against the background of rising green advocacy, the government also started to catch up with international practices. In 1997-8, the government enacted the Environment Impact Assessment (EIA) Ordinance.

The harbour legislation was an example of one typical form of green advocacy in Hong Kong -- lobbying or challenging the government within the existing legislative and administrative frameworks while promoting public awareness of the environmental issues concerned. Local green groups were usually endowed with expertise in environmental science and policy but lacked organizational capacity, in particular on those "not in anybody's backyard" (NIABY) issues.²⁰ Therefore, green protests were less frequent and less prominent in Hong Kong as compared with western societies.

After the 1990s, Hong Kong green groups often adopted the approach of challenging within the legal framework. They either lobbied the government to reject environmentally unfriendly projects under the town planning or EIA mechanisms, or directly sought judicial reviews to challenge the authority. Two suc-

¹³ Environment Protection Department website. http://www.epd.gov.hk/epd/english/about_epd/history/history.html (as at 14 June 2011)

¹⁴ Dr. Sarah Liao was appointed as Secretary for Environment, Works and Transport in 2002. She was an environment consultant before the political appointment.

¹⁵ They are the Secretary of Environment Mr Edward Yau whose background was an Administrative Officer, Under Secretary for Environment Dr. Kitty Poon who was an academic in political science, and the Permanent Secretary of Environment / Director of Environment Protection Ms Anissa Wong who is an Administrative Officer.

¹⁶ Francesch (2004), p. 149.

¹⁷ Lai (2000), p. 261.

¹⁸ Loh was appointed by Patten into the legislature in 1992 and then directly elected in 1995 and 1998. After she decided not to seek re-election in 2000, she co-founded the think tank Civil Exchange specialising in research in environmental policies.

¹⁹ Basic Law Article 74 stipulates that legislators can only introduce, with the Chief Executive's consent, laws which "do not relate public expenditure or political structure or the operation of the government."

²⁰ Lai, 2000, p. 262.

²¹ Lai, 2000, p. 271-4.

²² Lai, 2000, p. 274-6.

²³ Discussion with Dr. Ng Cho-nam, Associate Professor, Department of Geography, The University of Hong Kong.

²⁴ The anti-*Daya Bay* campaign failed to stop the nuclear plant's construction. Public sentiments over *Daya Bay* also shifted to other political issues during the Sino-British talks over Hong Kong's transition of sovereignty.

²⁵ Ip, Cliff (2006), p.2.

²⁶ *Ibid.*

²⁷ *Ibid.*, p. 4.

²⁸ Yeung (2006).

cessful challenges before the handover were the cases of Sha Lo Tung and Nam Sang Wai. In the former case, six environmental groups (headed by Friends of the Earth (FOE)) opposed in 1992 the government's approval of a developer's proposed construction of a golf course and residential houses in Sha Lo Tung, an area of natural conservation values.²¹ The green groups applied for a judicial review, filed a complaint to the Commissioner for Administrative Complaints (COMAC) and staged protests after lobbying and signature campaigns by 22,000 people had failed to change the government's decision. The campaign successfully halted the Sha Lo Tung project. In the Nam Sang Wai case (1992-4), environmental groups campaigned against a private property development project and presented arguments relevant to the town planning mechanisms. Subsequently, the Town Planning Board rejected the developer's plan, which led to a series of appeals and judicial reviews. Even though environmental groups could not be a party in the judicial process, they continued campaigning for mass support.²² In the Long Valley case (1999-2002), green groups successfully influenced the EPD to reject a railway extension project under the EIA mechanism to protect a wetland. After 1997, judicial challenges against the government have been used in several cases when green groups found the SAR Government less receptive to their lobbying than the colonial administration. Important environment-related judicial review cases included the protection of Victoria Harbour from reclamation projects (2002-2006) and challenges to the EIA process adopted in the construction plans for the Hong Kong-Zhuhai-Macao Bridge (2011).

Lai (2000) commented that local green groups were unable and unwilling to take confrontations to the streets in the 1980s and 1990s. But some green groups suggested it was not that they were unwilling but that the mass media and the community did not respond enthusiastically to most of their protests.²³ One exception was the mass social movement against the construction of the Daya Bay nuclear plant in 1986, in which a million people joined the signature campaign (the largest scale environmental movement ever launched in Hong Kong).²⁴ This was a special case because it was a life-threatening issue happening at a time when the community's distrust of the Mainland government was high.

In the post-handover era, public awareness

and grievances of environmental problems were on the rise. Green groups could sometimes successfully mobilize social support even if their organizational capacity remained fairly low. Two cases are the protection of Victoria Harbour and the Hunghom Peninsula saga (2004).

In the first case, the SPH successfully challenged two government reclamation plans in Central and Wan Chai North in court in 2003. The SAR government decided to appeal and angered the public. The SPH continued with the legal battle. New civil society actors entered into the campaign to sustain the public's interest in the matter. An alliance of harbour protection groups (the Action Group on Protection of the Harbour and Friends of the Harbour) organized successful mass anti-reclamation campaigns (e.g. a blue ribbon protest by thousands of people) from 2004 to 2005.²⁵ A group named Design Hong Kong proposed a new harbour front plan.²⁶ CE@H, an alliance of eighteen civil society groups (including green groups, universities and business associations) promoted public deliberation over the planning of the harbour front through a number of public workshops.²⁷ The popular opposition was so high that the government was compelled to set up a new advisory body, the Harbourfront Enhancement Committee (HEC) to co-opt many (but not all) active civil society groups of the anti-reclamation campaign.

In the second case, the government was accused of selling off public assets below market price when it sold the newly built Hunghom Peninsula (a government subsidized housing estate) to a private developer in 2004. The developer planned to demolish the whole site for redevelopment into a luxury residential estate. Local green groups (e.g. FOE, Greenpeace) lobbied the public to oppose the demolition. It was described as a "sinful wastage" of resources that would cause heavy pollution to a nearby school.²⁸ Greenpeace protested against the developer's plan. FOE allied with school parents and children, a teachers' union, and a radio programme to launch mass campaigns. Political pressure mounted on the developer and government. Just before a planned protest that was expected to be attended by thousands, the developer withdrew the demolition plan.

Catching Up with International Standards

Green advocacy using a confrontational approach (whether in the form of court chal-

enges or street protests) has gained momentum since 1997. Suffering from public distrust and a legitimacy deficit, the SAR government often responded to confrontations under a crisis management approach and made some concessions. On green issues for which public grievances are not easily dramatized or developed into serious controversies, however, the government's response lags far behind international efforts. Sustainable development and air quality control are two major examples.

First, the government does adopt international terminologies in sustainable development. In 2003, it set up the Council for Sustainable Development (CSD), a high-level advisory committee on the strategies and public education of sustainable development. One major issue it has dealt with was municipal solid waste management (MSWM). A Policy Framework for the Management of Municipal Solid Waste was constructed to guide MSWM policy for the decade leading up to 2014. Concrete goals were set to increase solid waste recovery and recycling, to introduce producer responsibility schemes, and to reduce reliance on landfill. Nonetheless, to date many of the goals set down remain unfulfilled. Francesch (2004) regards that the government agencies concerned tend to pursue their own agenda of short-term economic benefit and pay little attention to long-term consequences or co-ordination with other agencies.²⁹ Second, the local community and international investors have shown concern over air quality. Through publishing research and organizing seminars, some green groups and environmental scholars have been lobbying the government and educating the public on the importance for Hong Kong to comply with World Health Organization Air Quality Guidelines in setting local Air Quality Objectives (AQOs).³⁰ Yet, there has not been large-scale social mobilization because this environmental problem is difficult to dramatize. As such, the government continued to refuse to upgrade AQOs to WHO's final targets even through a consultancy report published by the Environmental Protection Department in 2009 has already proposed new AQOs for Hong Kong.

In the post-1997 green movement, the public discourse has gone beyond the concept of environmental protection into other values, including local identity, sustainability, collective memory, cultural and heritage conservation, and instilling good values in the next generation. We saw in recent years the

emergence of movements on the conservation of built environment -- often manifested as opposition to the government's planned projects in urban planning or urban renewal.

Emergence of Built Environment Conservation

Since the post-war years, the Hong Kong government has always been concerned with urban planning and renewal issues. Urban planning should aim to improve the urban environment to achieve socio-economic objectives such as to improve living conditions.³¹ From 1945 to 1955, the population increased from 600,000 to 2.5 million. Many people settled in slum areas or built squatter huts. The living conditions were poor and fire hazards were common. The Shek Kip Mei fire in 1953 left thousands homeless.³² In the 1950s and 1960s, the colonial government initiated a series of slum clearance and resettlement programmes. To relocate the displaced residents, the government implemented temporary public housing schemes

In the 1970s, more permanent schemes were developed.³³ The Housing Society, the Housing Authority, and the Resettlement Department were set up to provide housing for low-income families. The government experimented with urban renewal projects such as the Pilot Scheme Area in 1965, the Comprehensive Redevelopment Areas in 1970, the Environment Improvement Areas in 1973, and the Urban Improvement Scheme in 1974. These initiatives aimed to make better use of existing land while improving the living conditions in congested and run-down areas of the territory.

Approaching the 1980s, the territory's population continued to grow while many buildings, including public housing estates, began to deteriorate. Compounding the problem was that, despite massive reclamation projects and the development of New Towns in the New Territories, congestion within the urban areas was not eased. The need for better urban planning to provide more land and better housing became urgent. The Town Planning Ordinance was enacted to provide more control and guidance over the use of land. The Metroplan was introduced to offer a comprehensive framework of land use, transport, and environment planning for the entire territory.

In 1988, the government established the Land Development Corporation (LDC) to speed up the land resumption process so as to carry out urban redevelopment projects

²⁹ Francesch (2004), p. 171. See also Leverett etc. (2007).

³⁰ See a green think tank's review on the air quality control policy in Hong Kong, Trumbull (2007).

³¹ Britannica Dictionary website. <http://www.britannica.com/EB-checked/topic/619445/urban-planning> (as at 9 June 2011).

³² Smart, Alan. (2006), p. 1.

³³ Williams, Bernard. (1979), p. 133.

³⁴ LegCo website. (1996) Urban Renewal in Hong Kong (CB(1)1883(d)). <http://www.legco.gov.hk/> (as at 10 June 2011).

³⁵ Urban Renewal Authority website. Urban Renewal Strategy. (2011) <http://www.devb-plb.gov.hk/eng/policy/urs.htm> (as at 10 June 2011).

³⁶ *Ibid.*

³⁷ Central Policy Unit website. Study on the Third Sector Landscape in Hong Kong (2004). http://www.cpu.gov.hk/english/research_reports.htm (as at 9 June 2011).

at a faster pace. However, the government concluded in a review in 1996 that the LDC would not be able to deal with the urban renewal problem in future mainly due to its limited resumption power.³⁴ As a result, the government replaced the LDC with the new Urban Renewal Authority (URA) in 2001. The URA stated that the objective of urban renewal “is to address the problem of urban decay and to improve the living conditions of residents in dilapidated urban areas.”³⁵ One of the URA’s missions was to adopt a people-centred approach to engage the community in the urban renewal process. The Authority has recognized that urban renewal is more than redevelopment, but also includes rehabilitation, revitalisation, and heritage preservation.³⁶ Such recognition was partly a response to the rise of built environment conservation.

Historically, public awareness of urban planning and heritage preservation issues was not high and civic activism was not significant in this regard. It could be a reason why the CPU study on civil society in 2004 did not include such groups as a sub-sector. The most relevant category in that report was the District and Community-based Organizations, including kaifong associations, mutual aid committees, residents’ associations, and owners’ corporations.³⁷ These organizations mainly focus on operational issues such as housing management or community services. While these organizations provide a platform for residents in a neighbourhood to network on issues of mutual concern, they pay little attention to conservation.

After the new millennium, ideas of heritage preservation, collective memory and the conservation of the traditional way of life and intangible culture have emerged in the community as manifested in a number of controversies relating to town planning and urban renewal projects. Organized opposition to urban renewal projects such as the demolition of Chinese-style tenement buildings on Lee Tung Street attracted much public sympathy. Lee Tung Street residents and supporters formed the H15 Concern Group in 2002 to demand a different renewal plan, which would take heritage conservation and the preservation of the original community life into account.

Since then, other civil society groups have been formed to advocate alternatives to urban renewal projects such as in Graham Street and Peel Street. Groups including H15, World City Community, and Central & Western Concern Group carried out high profile

campaigns such as ‘savethestreetmarket’ and submitted in 2008 alternative redevelopment plans to the Town Planning Board aiming to preserve the existing community networks and traditional street markets. Heritage concern groups successfully gained public support and lobbied the government to preserve historical monuments, including the Central Police Station and King Yin Lei Mansion. The latter is a private property that would have been demolished under the Antiquities and Monuments Ordinance.

Concern for the disappearing Victoria Harbour and collective memory led to serious confrontations between conservationists and the government. The local community heavily criticized the government’s demolition of the Star Ferry Pier and the Queen’s Pier in 2006 and 2007 respectively.

Larger scale development projects such as the West Kowloon Cultural District (WKCD) Development, Central Wan Chai reclamation, and the Express Rail Link also brought about major clashes between civil society groups and the government over their differences over the value of urban planning, environmental conservation and the preservation of the traditional way of community life. Regarding the Express Rail Link, for example, opposition was directed towards the high construction cost, damage to the environment, and the destruction of the Choi Yuen Tsuen village. The case gave exposure to a group of young activists in Hong Kong, known as the ‘post-80s’, who used unconventional and sometimes confrontational tactics to advocate their cause.

Through advocacy and confrontation with the authorities, the conservation groups and activists have promoted public awareness of conservation issues in urban planning and renewal projects in Hong Kong. In response to the rise of community concern for heritage preservation manifested in those clashes, the government established the Commissioner for Heritage Office within the Development Bureau in 2008.

From Confrontation to Civic Engagement

At the heart of all these confrontations was deep distrust between the civil society and the government, and the community’s struggle for a more democratic policy-making process. Almost all conservation activists in the cases mentioned demanded the government to open up the process for civil society to participate in the making of development plans and environment-related policy. The traditional

consultation mechanism through government advisory committees was strongly criticized as inadequate. To some extent, the government has responded by experimenting with civic engagement processes in some development and environment-related plans. Comments on the effectiveness and adequacy of these engagement exercises have been mixed. In the case of the West Kowloon Cultural District Project (2003 to present), the government was compelled to dramatically change from a heavy-handed top-down approach to a more engaging style in developing a major urban plan.

The West Kowloon Cultural District Project (WKCD) is a government plan to build world-class cultural and entertainment facilities on the 40-hectare reclaimed West Kowloon harbourfront.³⁸ The public supported the concept in principle but was critical of the government's approach. The controversy lasted from 2003 to February 2006, after which the government made a U-turn. Major contentions about the project were:

- that the government's decision to adopt a single-developer approach under vague terms of public-private-partnership (PPP) fuelled suspicion of cronyism and unfair competition;
- that the proposed residential and commercial development were excessive and more green open space should be provided to improve the urban environment;
- that the government's plan to build a gigantic canopy covering at least half of the WKCD would not be desirable;
- that the development was not supported by any cultural policy and research; and
- that the root cause of the entire controversy was the government's heavy-handed approach, lack of public consultation, and deliberate plan to get around legislative approval in the decision making process.

Criticisms against the government's WKCD plan were strong and widespread among the civil society, business community and political parties. Some conservation groups, professional associations for architects and surveyors, and cultural groups advocated fundamental changes to the WKCD design and development process. The civil society attempted new forms of engagement to raise public awareness and stimulate public participation in articulating their opinion on the WKCD design. Through lobbying legislators and influencing public opinion, the civil society facilitated a political consensus in the usually

divided legislature to increase pressure on the government. In February 2006, the SAR government announced that they would start anew the WKCD plan. It set up a new consultative structure to involve different parties and organized civic engagement to gauge public views in re-designing the WKCD.

From 2006 to 2007, the Consultative Committee on the Core Arts and Cultural Facilities of the WKCD and its three advisory groups commissioned a study on public views and organized a three-month public engagement exercise on the new recommendations. From September to December 2007, three public forums were organized, roving exhibitions were staged in different locations in the territory, 33 meetings were held with the Legislative Council Subcommittee on the WKCD and with civil society groups, and over 3,000 wish cards were received from members of the public.³⁹ In contrast to the hardline defense against public criticism before 2006, the government responded more positively to public opinion after the engagement exercises.⁴⁰

Meanwhile, some civil society groups (including built environment conservation groups) organized their own engagement activities to promote public participation in developing the WKCD. The civil society made an impact in turning around the government's original WKCD development approach. However, the impact should not be overstated because the powerful property sector, which was also unhappy with the single-developer award, was a major influence on the government's final decision.

The government has conducted other public engagement exercises on a lesser scale in the last few years. These exercises were mostly on urban development plans and a few were on long-term environment policies. The CSD conducted an engagement process on policy choices for "better air quality" in 2007. The EPD organized public engagement on integrated waste management (e.g. use and location of incinerator) in 2005. The Planning Department organized public engagement on the Central harbour front (2007-8), land use in a Closed Area (2008-9), Hunghom Harbourfront (2007) and the Kai Tak planning review (2004-6).

A Diverse Conservation Sector

There is no doubt that the conservation sector in Hong Kong has contributed to an increase in public awareness of environmental issues. The conservation sector compelled

³⁸ *The WKCD case study from 2003 to 2006 is adapted from Yeung, Rikki LK, 2006, "Turning Around Government Plan: The Civil Society Impact on the West Kowloon Cultural District Development," Unpublished.*

³⁹ *Kao, Hing Monica Esther, 2008, Civic Engagement and the Policy Process in Hong Kong: The Case of West Kowloon Cultural District. A dissertation submitted in partial fulfillment of the requirements of the Degree of Master of Public Administration, The University of Hong Kong. June 2008, Chapter 5.*

⁴⁰ *Ibid.*

⁴¹ *Lai (2000)*, p. 260, 278-280.

the government to change its agenda or policies in some cases, through advocacy or challenging the authority either in the court or on the streets. The sector is diverse in their views and approaches on dealing with various environmental issues and policies. Even among active advocacy groups, some may take firm positions while some are more ready to compromise. There have been many instances in the environmental controversies cited above, in which the authorities or private developers sought alliances with “moderate” conservation groups against opposing CGs. It must be emphasised, however, that advocacy and confrontation only play a small part in the daily activities of conservation groups in Hong Kong. Many green groups are quiet and “consensual”⁴¹ and focus on specific environmental concerns. Such a consensual approach is manifested in public education programmes co-organised with the government or through business sponsorship, and the emergence of groups promoting alternative lifestyles and expanding the market for green products. The diversity in missions and approaches is confirmed in the Report findings.

3

ORGANIZATIONAL CHARACTERISTICS

⁴² The exceptional case of 1,500 full-time staff employed by one CG is deleted from the calculation of average number.

⁴³ See footnote 42 for calculation of the average. The difference between younger and older CGs is statistically significant according to the Mann-Whitney U Test (at the level of <0.05).

⁴⁴ Two CGs have very large membership size of 5,000 and 7,000 respectively. These two extreme cases were deleted from the calculation of average.

A Young and Small Sector

The conservation sector is relatively young, growing but still quite small in organization size. The average age of the CGs who responded was only 10.5 years. The mean age of the built environment conservation groups was 6 years. The age range was from 2 to 54 years. The majority (64.3 percent) of the responding CGs were established after 2002 (Chart 1).

The CGs were relatively small in size in terms of branch numbers, membership, staff and budget. Less than half of the CGs (42.9 percent) operated branch offices (Chart 2). The CGs with branch offices mostly operated only one branch. Their branches were mostly located on Hong Kong Island.

Most CGs hired few or no staff. Half of the CG respondents hired full-time staff. Of them, 35.7 percent had only three employees or less and 78.6 percent employed ten or less (Charts

3a and 3b). Staff numbers varied widely, from a minimum of one full-time employee to a maximum of 1,500 employees. The average number of full-time staff is 21 (after taking out an extreme case⁴²), part-time staff is between 12 and 13 and temporary staff is between 4 and 5 in the conservation sector. Our statistical analysis also found that younger CGs established after 2003 employed fewer full-time staff (3 to 4 persons on average) than those CGs set up before 2003 (21 persons on average), after deleting an extreme case.⁴³ The conservation sector is also small in budget size (see page 31).

60.7 percent reported that they have a membership scheme. Of those reporting membership numbers (34 CGs), the average number was 239 members per group, after taking two extreme cases in the calculation (Charts 4a and 4b).⁴⁴ 18 CGs reported membership of over 100 persons.

Chart 1: Percentage Distribution of Year of Establishment

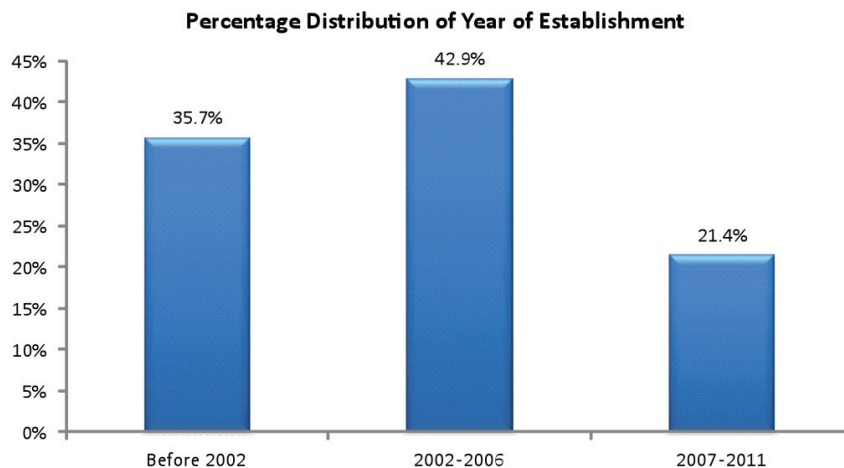


Chart 2: Percentage Distribution of the Number of Branches

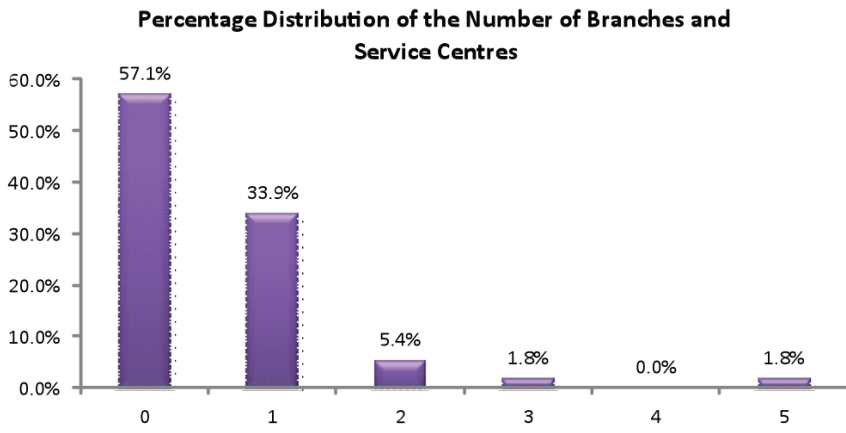


Chart 3a: Percentage Distribution of Employees

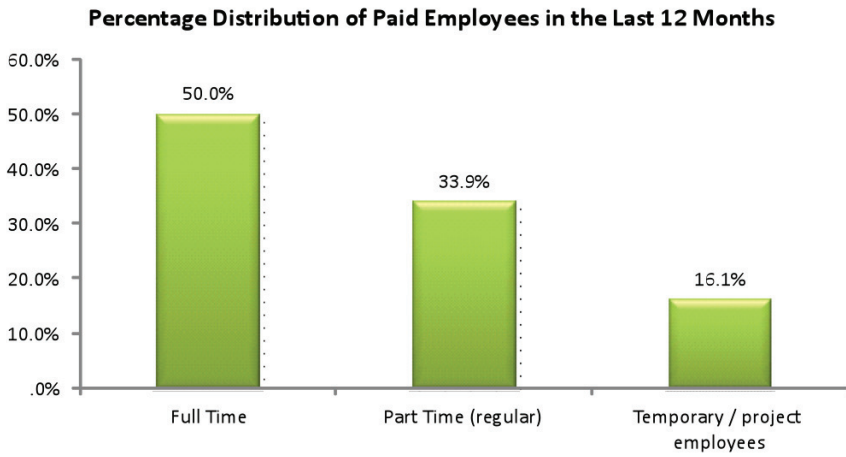


Chart 3b: Percentage Distribution of Numbers of Full-time, Part-time and Temporary Staff

(Base: 28 respondents for those who had employed full-time staff; 19 respondents for those who had employed part-time staff; and 9 respondents for those who had employed temporary staff)

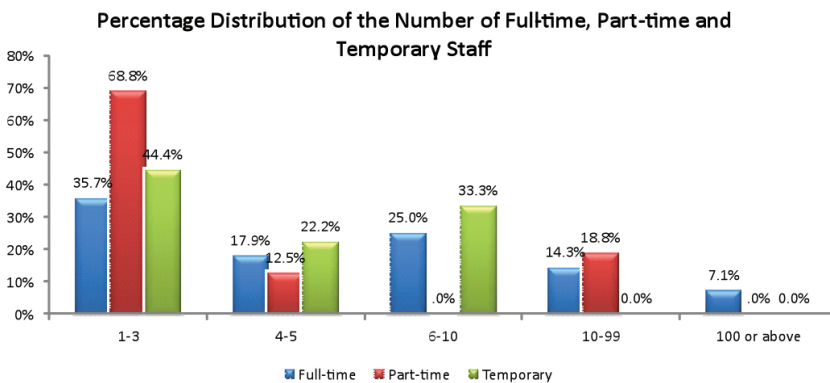


Chart 4a: Percentage Distribution of CGs with Membership System

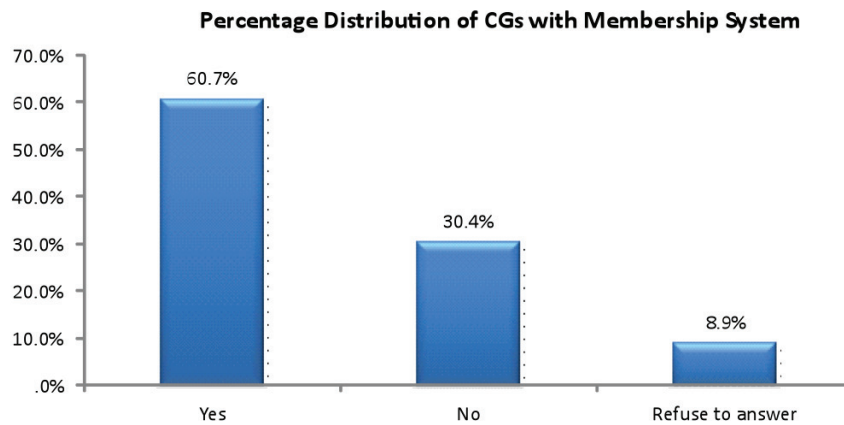
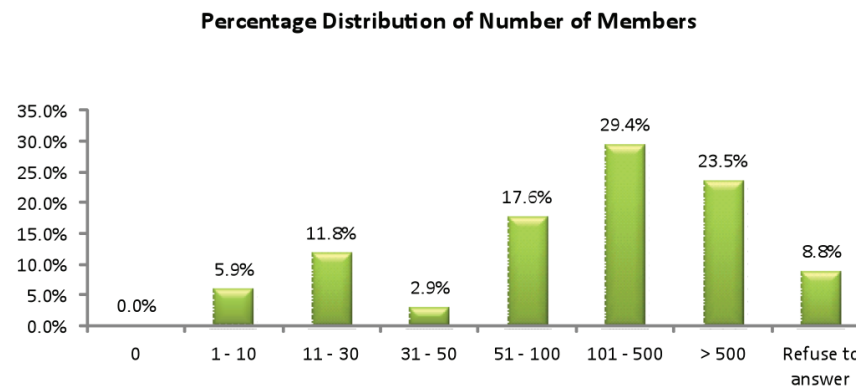


Chart 4b: Percentage Distribution of Number of Members

(Base: 34 respondents with membership system)



Although the size of most CGs was small, the conservation sector has expanded. Our 2010 survey population (142 groups) was almost double the population (72) in the CPU study in 2003, though the basis for comparison is not entirely the same.

The conservation sector in Hong Kong is predominantly local. Only 3.6 percent reported themselves as branches or subsidiaries of international organizations (Chart 5).

Diverse Missions and Governance

In our survey, the missions of the environment conservation sector are diverse (Chart 6a). Advocacy of some kind -- policy (12.5 percent), values (18 percent) or rights (14 percent) leading to a total of 44.5 percent -- was the primary mission selected by the largest proportion of CGs. The second most popular primary mission was public education (25 percent). The third was service provision (17.9 percent). Advocacy was also chosen as the second

mission by the largest proportion of respondents - 25 percent when advocacy of policy, rights and values are combined (Chart 6b). But fairly few respondents selected "monitoring government" (which is advocacy-related); and none chose "monitoring business" as their primary mission. The role of religion is quite minimal in the conservation sector.

The conservation sector's target concerns match the sub-categorization of CG population we first identified (Chart 7). NECGs are mostly concerned with pollution control, natural resource conservation, animal protection, and green living. BECGs are mainly concerned with environment beautification, open spaces, urban renewal, and heritage conservation. The conservation sector's primary geographical location of concern is Hong Kong (85.7 percent). Chart 8 shows that the CGs are partly concerned with issues in Pearl River Delta (30.4 percent as the second priority), Mainland China (19.6 percent selected this as the first

Chart 5: Percentage Distribution of CGs as Branches of International Organizations

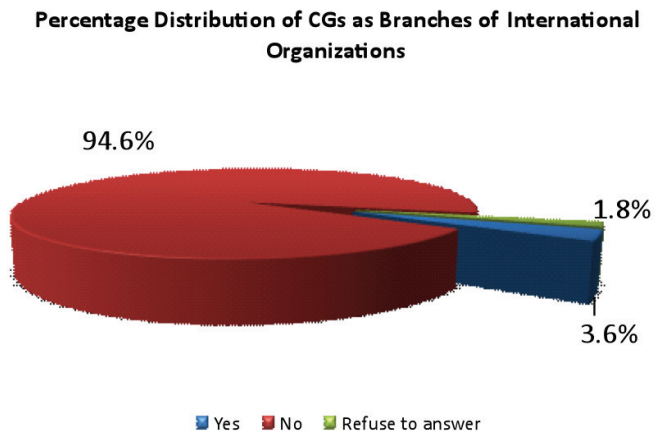


Chart 6a: Percentages of Primary Missions of CGs

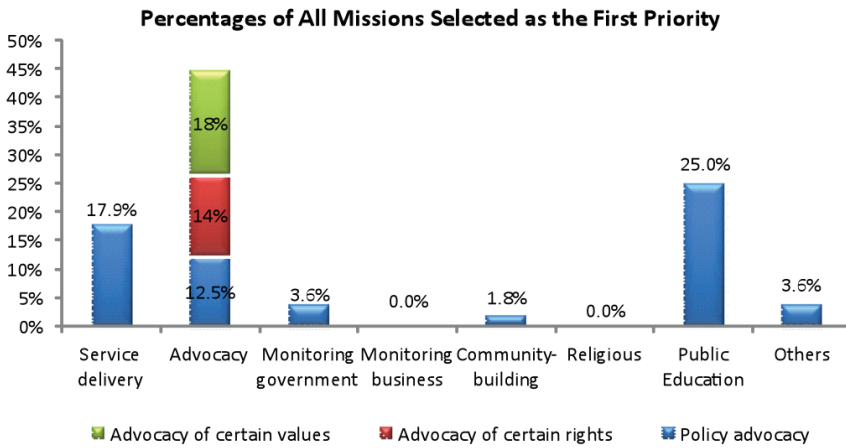


Chart 6b: Percentages of Secondary Missions of CGs

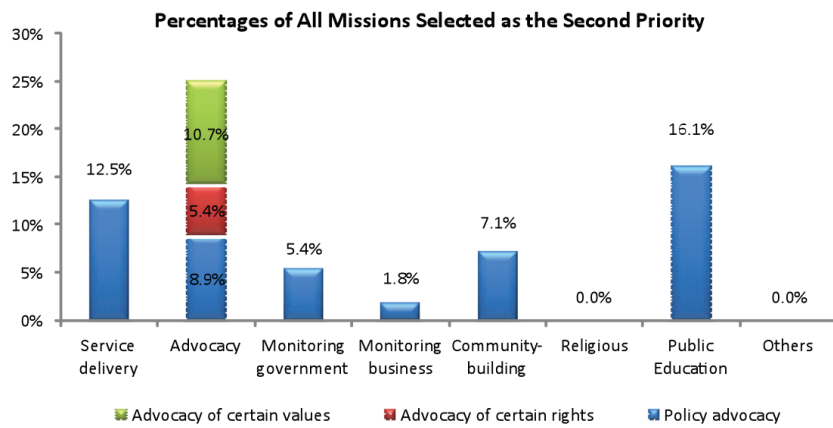


Chart 7: Percentages of Major Issues of Concern

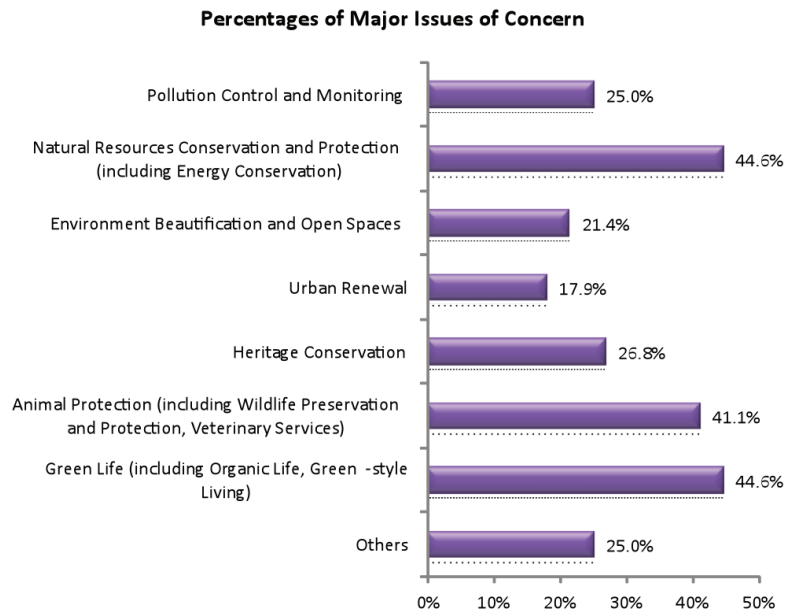


Chart 8: Percentage Distribution of Priority Locations of Concern

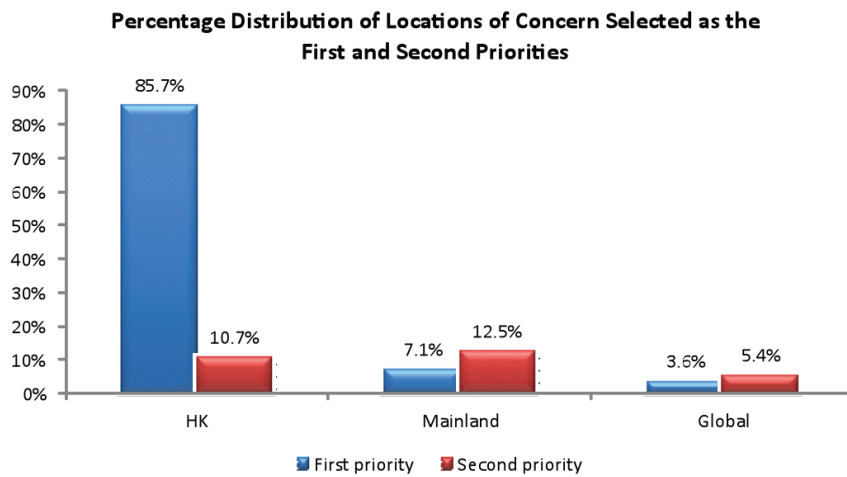
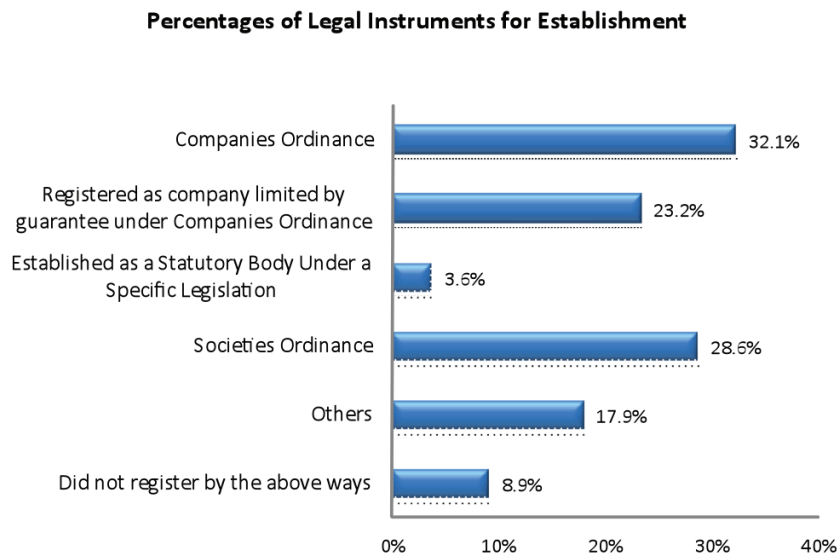


Chart 9: Percentages of Legal Instruments for Establishment



or second priority) and the world (9 percent chose this as the first or second priority).

On the CG's legal status, 55.3 percent were formed under the Companies Ordinance and 28.6 percent under the Societies Ordinance (Chart 9). It is worth noting that 8.9 percent are very informal and are not established or registered under any legal instrument.

Regarding governance, 69.6 percent of CGs are governed by boards of directors but only 40 percent in the BECG sub-sector are. The CG boards are fairly small with an average number of 5 directors (Charts 10a and 10b). Many CG boards (42.9 percent) had no committee (Chart 11). A majority of CG boards (60 percent) adopted one or more mechanisms for accountability to their members -- 42.9 percent organized annual meetings, 42.9 percent issued regular newsletters, 30.4 percent published an annual report and 41.1 percent published reports on issues (Chart 12). Only 35.7 percent of CG boards published financial reports open to the public. In the BECG

sub-sector, even fewer groups conducted the reporting activities above. The environment conservation sector relies more on emailing for communicating with members (55.4 percent). Small staff size and tight financial resources may explain why the majority did not do more in terms of accountability and transparency.

Tight Financial and Manpower Resources

Our research team attempted to collect the financial and manpower data of CGs from three sources: (a) the survey questionnaire, (b) annual financial reports filed to the Companies Registry by those groups registered as limited companies, and (c) websites of the CGs. We experienced particular difficulty in obtaining data for this part of study. First, while 45 CGs answered the question on the total income band of the previous financial year, fewer CGs responded to the questions on their income sources in the survey. Second, although annual financial reports obtained from the Companies Registry are supposed to contain docu-

Chart 10a: Percentage Distribution of CG Boards

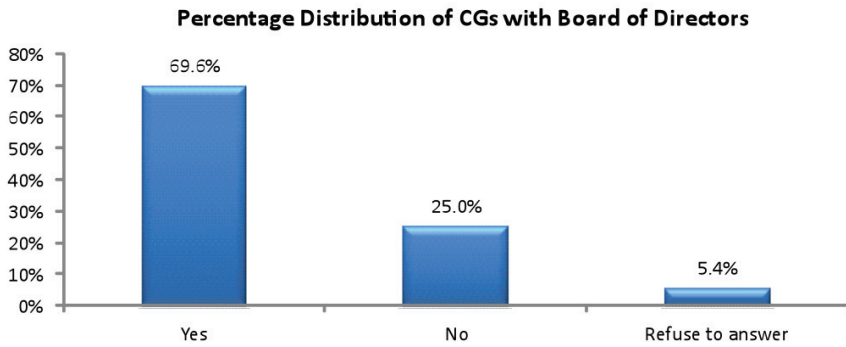
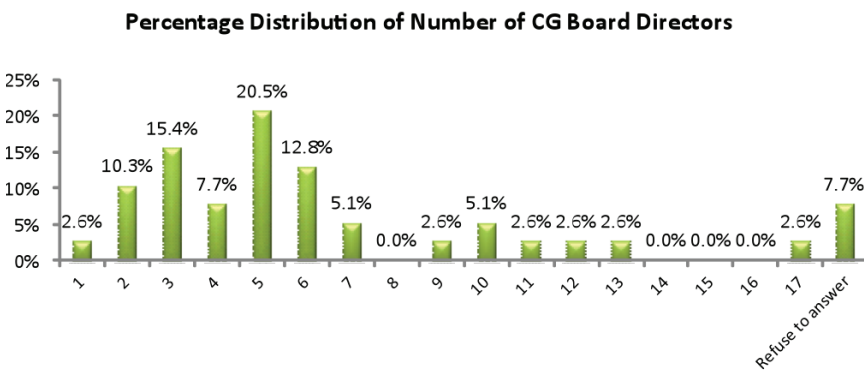


Chart 10b: Percentage Distribution of Number of CG Board Directors



⁴⁵ These include data of 15 CGs from their websites, 20 CGs from the Companies Registry, and 30 CGs which responded to the income question in the survey but did not provide income data elsewhere. Please note that income data from the Companies Registry and websites is in specific numbers. Data from the survey is in the form of income bands. If an organization provided data from two or more sources but there was conflicting data among the sources, the data from the Companies Registry was selected. This is because this source is an official document. The financial data is of the most recent year available. In most cases, the data obtained was from 2008/9 and 2009/10. But the financial data in three cases was before 2006.

⁴⁶ These include data of 15 CGs from their websites, 20 CGs from the Companies Registry and 31 CGs from their responses to funding source questions in the survey. As with the total income analysis, if there was conflicting data between the sources, we took the data from the Companies Registry as final.

Chart 11: Percentage Distribution of CG Board Committees

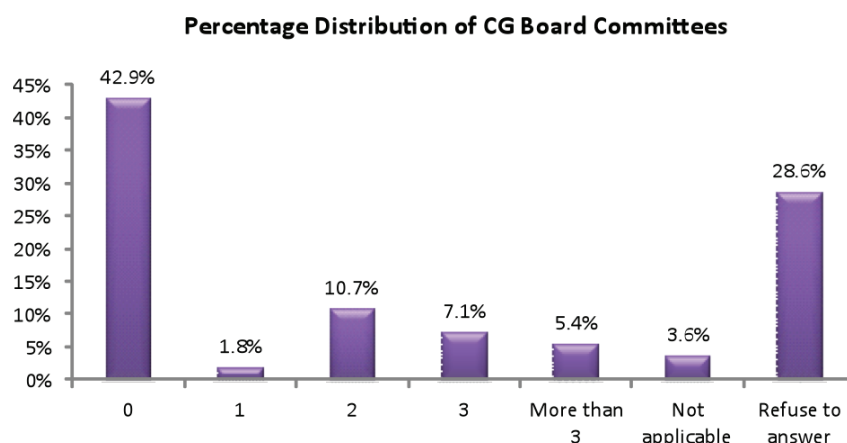
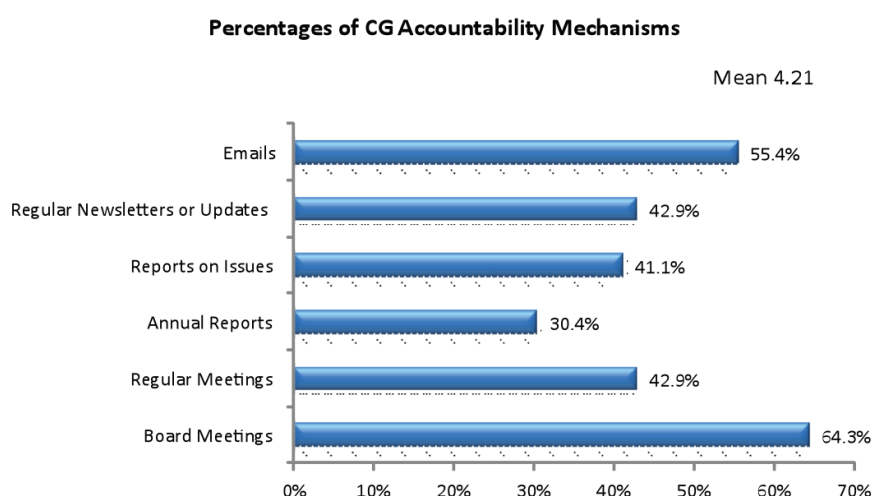


Chart 12: Percentages of CG Accountability Mechanisms



mented information (e.g. audited accounts and accounting policies), only 20 groups were found to have filed such reports. Third, only 15 groups were found to have provided financial information on their websites.

Total Income and Funding Sources

Total yearly income (in either specific figures or income bands) from 65 CGs has been obtained from the three data sources mentioned.⁴⁵ CGs do not generally have a large budget (Table 1). The majority (60.6 percent) had an income of less than HK\$1 million. The range of total income size varies greatly from over HK\$70 million to less than HK\$50,000.

We categorize funding sources of civil society groups into four general types:

- Government funding, including government subvention on a regular basis, project funding and other government department funding;
- Charities, including the Hong Kong Jockey

Club, Lotteries Fund, Community Chest, non-government charity foundations, non-government project funds and other charity sources;

- Donation and fundraising including sponsorship from individuals or companies, sponsorship from local or overseas institutions, donation from individuals local or overseas and any other fundraising events; and
- Internally generated income including membership fees, income from sales and service, income and interest from investments, and any other income generated by the groups' activities.

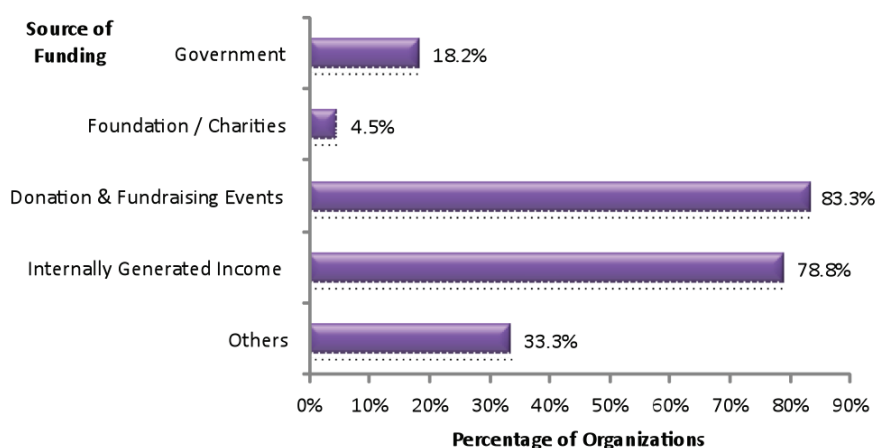
We compiled a database of funding sources of 66 CGs.⁴⁶ Chart 13 summarizes the percentage distribution. The two most important funding sources are donation and fundraising, and internally generated income. If we look into the detailed breakdown, the three most prominent sources were: public donations from Hong Kong (40 percent, meaning

Table 1: Percentage Distribution of Total Yearly Income Bands of 65 Conservation Groups

Total Income in the Most Recent Financial Year (HK\$)	No. of CGs (%)
Over \$50,000,001	2 (3.1%)
Between \$10,000,001 and \$50,000,000	6 (9.2%)
Between \$3,000,001 and \$10,000,000	9 (13.8%)
Between \$1,000,001 and \$3,000,000	9 (13.8%)
Between \$500,001 and \$1,000,000	7 (10.8%)
Between \$200,001 and \$500,000	10 (15.4%)
Between \$50,001 and \$200,000	10 (15.4%)
Below \$50,000	12 (18.5%)
Total	65 (100%)

Chart 13: Funding Sources of 66 Conservation Groups

(The percentages add up to more than 100 because each CG may have more than one funding source.)



donations from individual members of the public), sales and service fees (31.3 percent), and membership fees (11.9 percent). From the data collected, commercial sponsorship accounted for only 1.5 percent. About one-third of CGs received funding only from donation and sponsorship. The CGs received very little funding from the government or government-related charities such as the Lotteries Fund.

Perception of Tight Finances

In addition to the analysis on the financial data collected, we also asked respondents their opinions on their financial situation in the survey. The results reflect mainly the opinions of the managers who provided the answers. The respondents generally considered their financial situation quite tight. Fewer than half (41.1 percent) agreed or very much agreed that they had sufficient and stable financial resources in the previous financial year (Charts 14a and 14b). Slightly more than half (53.6 percent)

said they could use their financial resources flexibly (Chart 14c). The majority (60.7 percent) agreed or very much agreed that they had not secured sufficient donations to achieve their work plans (Chart 15).

Perception of Tight Manpower and Facilities

Half of the CG respondents did not employ any full-time staff. Of those hiring full-time staff, the majority (76 percent) employed ten people or fewer. They did not hire many part-time or ad hoc staff. Only one-third (33.9 percent) employed part-time paid staff and among them a majority (68.8 percent) hired between one and three persons. Only 16.1 percent of the respondents hired temporary staff (Chart 3a). One third (33.9 percent) employed staff specifically for advocacy purposes (Chart 16a). Interestingly, 60 percent of the built environment conservation sub-sector said they did not employ staff to do advocacy

Chart 14a: Percentage Distribution on Self-evaluation of Financial Sufficiency

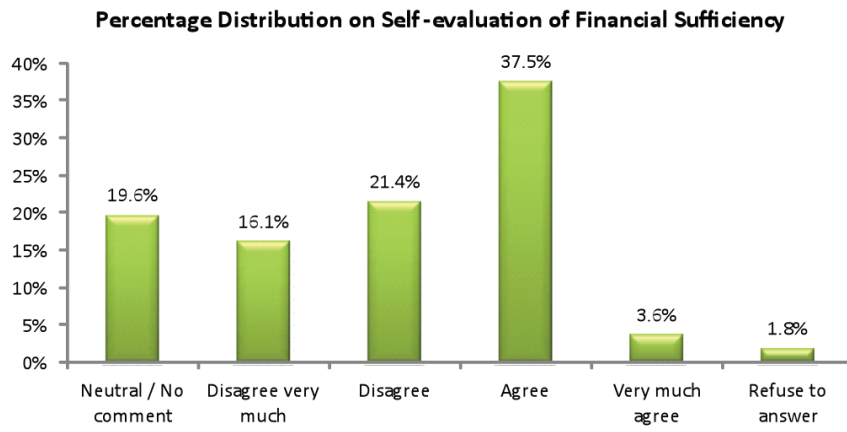


Chart 14b: Percentage Distribution on Self-evaluation of Financial Stability

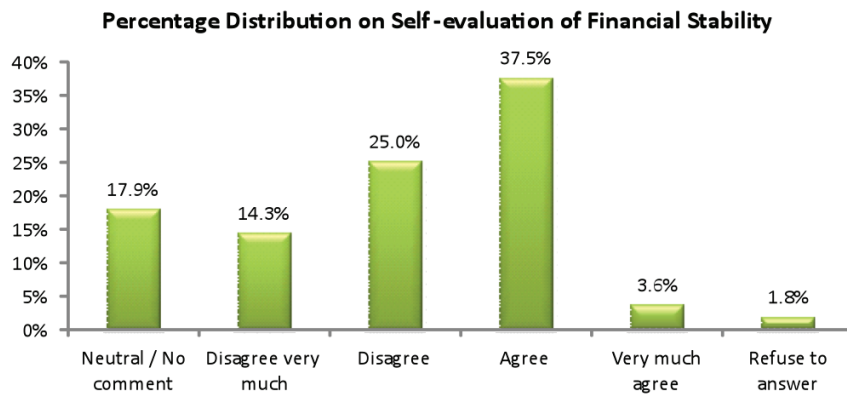


Chart 14c: Percentage Distribution on Self-evaluation of Financial Flexibility

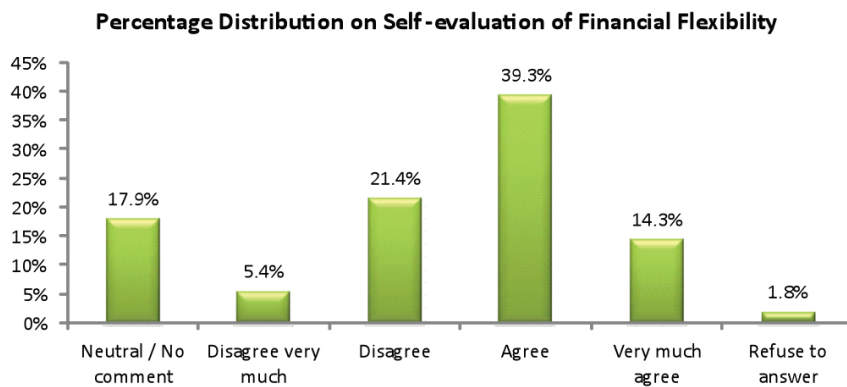


Chart 15: Percentage Distribution of Self-evaluation of Donation Sufficiency

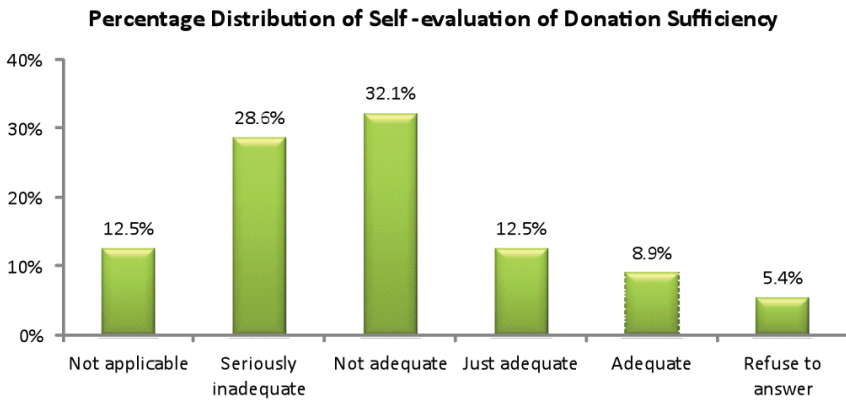


Chart 16a: Percentage Distribution of Employing Staff for Advocacy

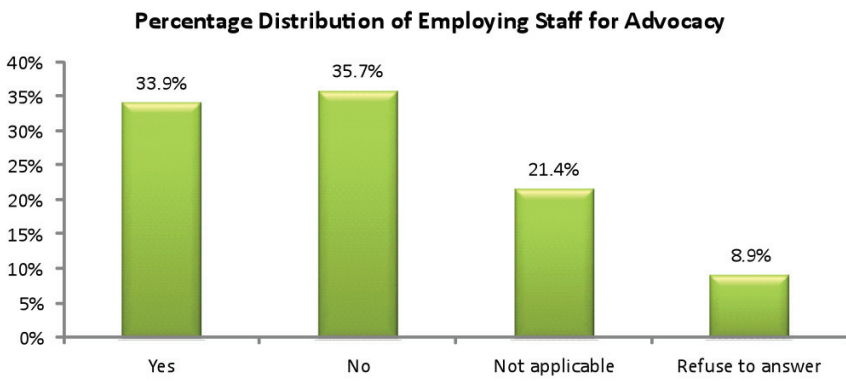
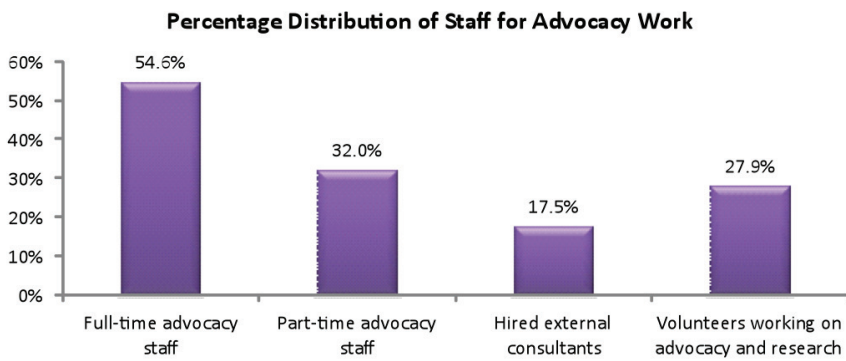


Chart 16b: Percentage Distribution of Staff for Advocacy Work



even though this is their key mission. This may imply that active BECG members did the advocacy work mostly themselves.

The conservation sector considered that their manpower was tight (Chart 17). Most (62.5 percent) disagreed or very much disagreed that they had sufficient manpower to achieve the tasks planned. Less than half (48.2 percent) agreed or very much agreed that their employees were professionally competent and well-trained. 48.2 percent agreed or very much agreed that they had sufficient facilities for achieving their purpose whereas 37.5 percent held opposite views (Chart 18).

When we studied the data in detail, as a whole, smaller proportions of BECGs found their manpower and facilities to be inadequate than in the conservation sector. This may be because the BECG members are actively engaged in the groups' work and viewed facilities and paid manpower as less important factors to achieve their missions.

Chart 17: Percentage Distribution of Self-evaluation on Staff Sufficiency

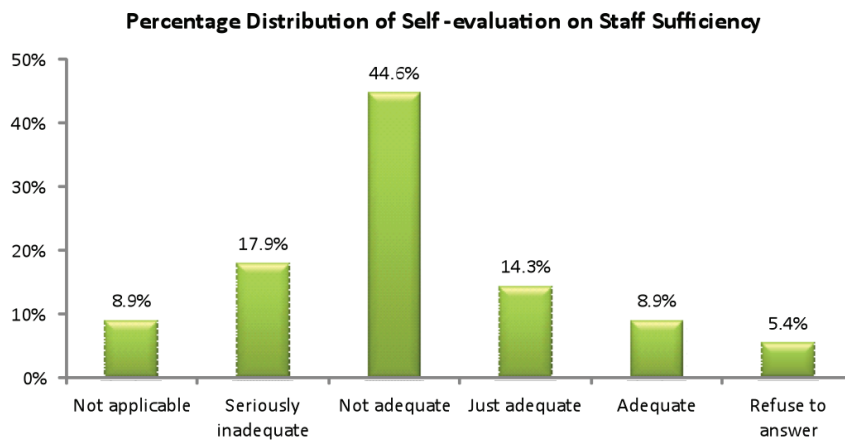
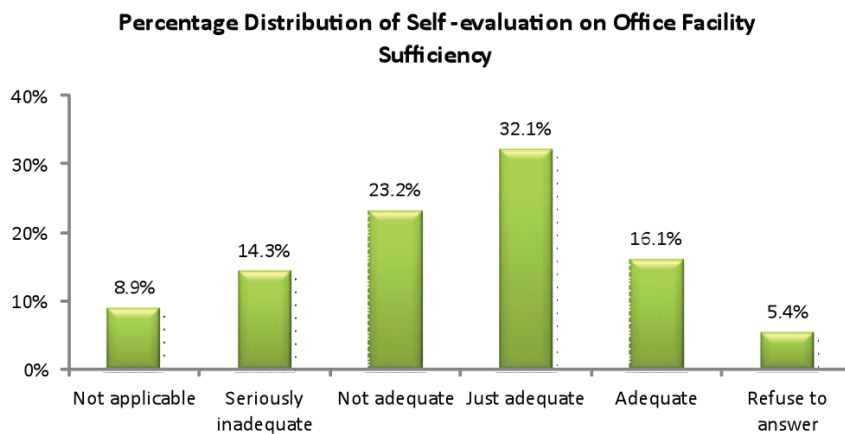


Chart 18: Percentage Distribution of Self-evaluation on Office Facility Sufficiency



4

MOBILIZATION AND EXTERNAL RELATIONS

⁴⁷ The difference between larger and smaller CGs is statistically significant according to the Mann-Whitney U Test (at the level of <0.05). Two extreme cases (1,800 and 1,700 volunteers of two CGs) were deleted from the calculation of averages.

Vibrant Mobilization and Advocacy

In the last twelve months, the CGs each mobilized an average of 92 volunteers to join their work (Chart 19). BECGs mobilized far fewer (21) volunteers. Less than half of CGs (42.9 percent) kept records of volunteers. Of those who did, they had an average of 294 persons on their records (Chart 20). Larger CGs employing more than 5 full-time staff have a larger number of volunteers (304 persons) on their regular volunteer list than those CGs employing less than 5 full-time staff (66 volunteers), after deleting extreme cases in the calculations.⁴⁷

Fundraising and Use of IT

Although many CGs found donations important to them, only 19.6 percent (9 CGs) kept records of regular donors (Chart 20). The number of regular donors on their records ranges from 2 to 30,000. Only 35.7 percent of CGs organized fundraising activities in the twelve months prior to the survey (Chart 21). Of those which raised funds, 32.1 percent used the Internet, mobile phone or other digital means (Chart 22). However, very few CGs found the use of information technology in fundraising satisfactory. When promoting their fundraising activities, the conservation sector leveraged on their membership network (70 percent placed this in the top three channels), used emailing and SMS on mobile phones (65 percent placed this in the top three channels) and social networking tools such as Facebook (55 percent placed this in the top three channels) (Chart 23).

Even though we cannot conclude from our survey that the conservation sector is tech-

nology-savvy, there is evidence that they have been using the Internet and SMS for fundraising and advocacy (see below). This may be explained by their relative lack of capacity to organize other manpower-consuming activities, such as flag days or charity dinners, and that the CGs are aware of the cost advantages and efficiency of information technologies.

Mobilizing Support for Advocacy

Our survey found that part of the conservation sector has been active in advocacy. In fact, they actually advocated more than they acknowledged. Of the CGs, 44.7 percent said their top mission was advocacy of policy, values or rights (see Chapter 3). When asked if they had organized or participated in policy advocacy activities in the previous twelve months, 54.4 percent of CGs replied that they had (Charts 24a and 24b). Among the 42 smaller CGs employing fewer than 5 full-time staff, around 55 percent participated in advocacy. In the previous twelve months, the CGs organized or participated in a total of 97 advocacy activities including protests, signature campaigns, press conferences, submissions to government, etc. (Chart 25a). The average number of protestors mobilized in each protest (which can be described as intensive participation in advocacy) is 463. The average number of signatures (a much easier form of participation) collected in each event was in the range of 8,000-12,000 (11,814 signatures on the street, 11,200 signatures on the Internet and 8,866 signatures on Facebook) (Chart 25b). There is one statistically significant difference between CGs specializing in animal protection and other CGs specializing

Chart 19: Percentage Distribution of Volunteers Recruited

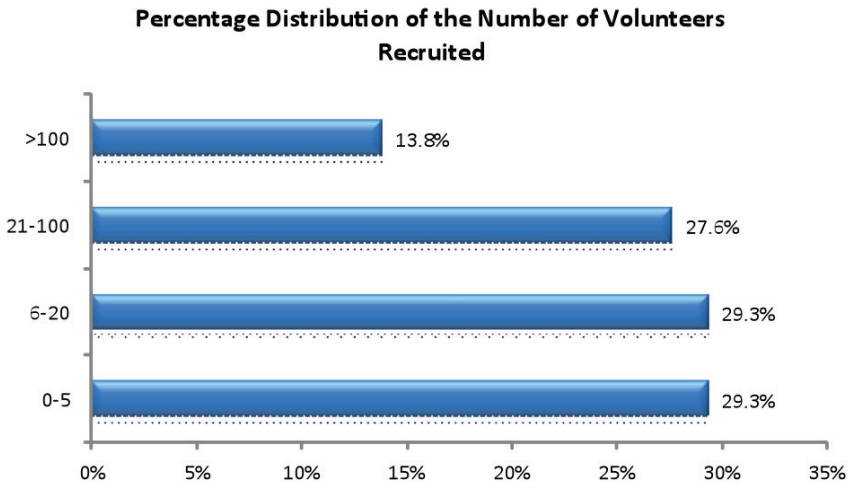


Chart 20: Percentage Distribution of CGs Keeping Lists of Volunteers, Donors and Business Donors

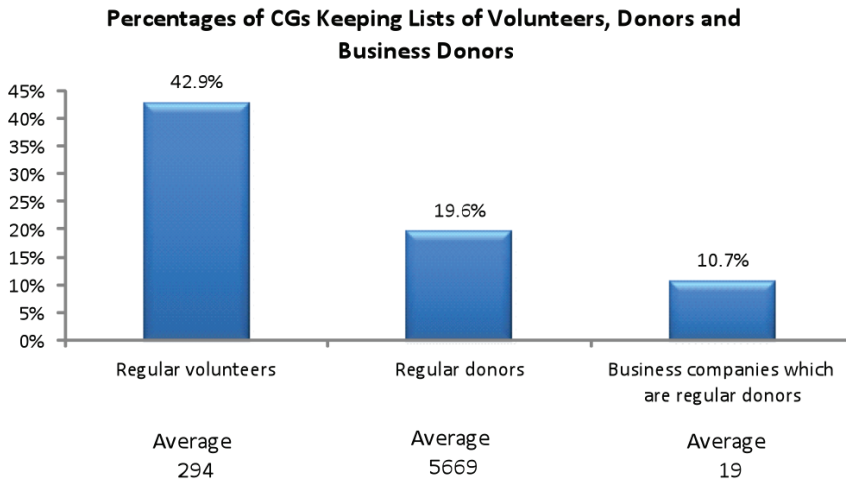
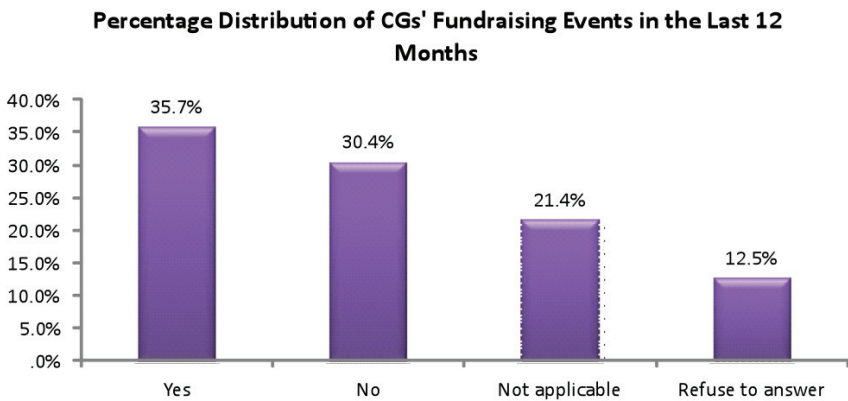


Chart 21: Percentage Distribution of Fundraising Events



⁴⁸ The extreme case taken out was 365 signature events by one group. There were only 3 animal CGs and 5 non-animal CGs providing numbers of signature events in this question. The statistical significance test used was the Mann-Whitney U Test (at the level of <0.05).

Chart 22: Percentage Distribution of CGs Using Information Technology for Fundraising

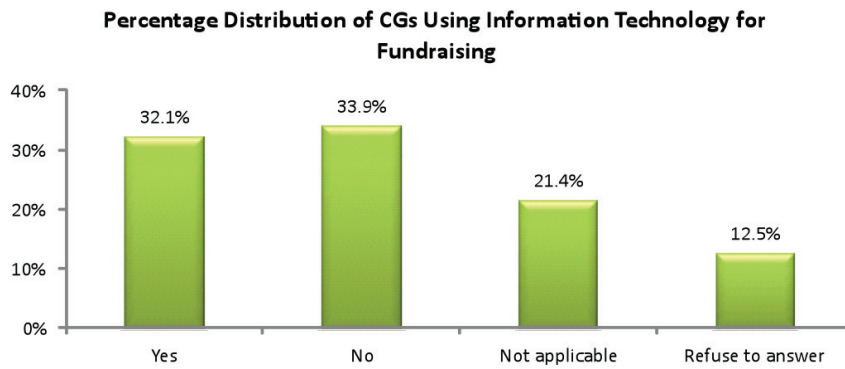
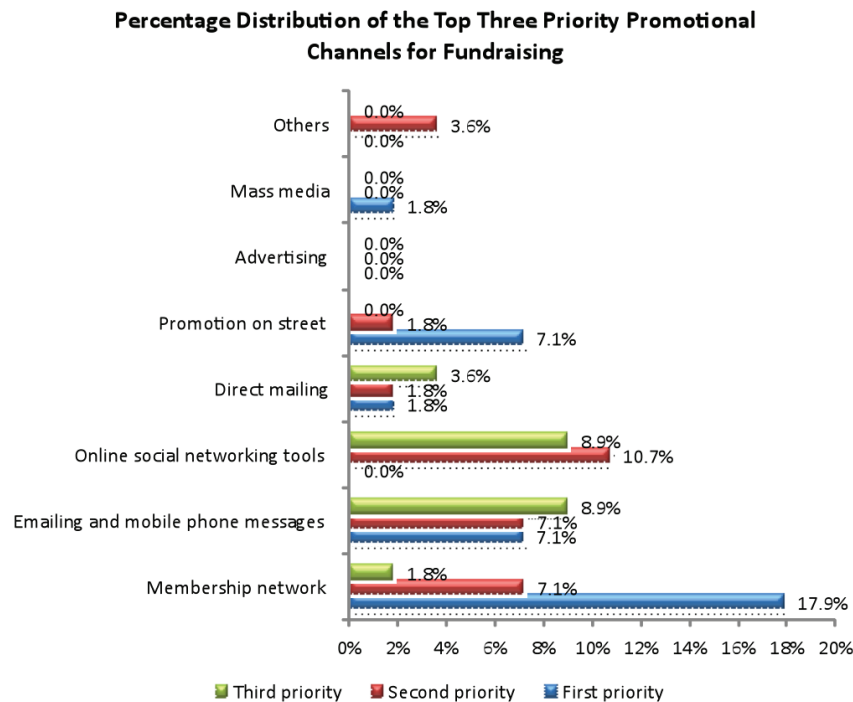


Chart 23: Percentage Distribution of Promotional Channels for Fundraising



in natural conservation. Animal CGs mobilized fewer signature events on Facebook or other social networking tools than non-animal CGs (on average 1 vs. 4 signature events), after taking out an extreme case.⁴⁸ On promotion of advocacy activities, the CGs used their membership network (37 percent placed it in the top three channels), social networking tools such as Facebook (30 percent placed it in the top three channels), and emailing and SMS on mobile phones (25 percent placed it in the top three channels) (Chart 26).

The numbers of supporters CGs mobilized for advocacy activities are fairly impressive, given their relatively small organizing capacity, membership and volunteer base. This may

mean that the CGs had identified the ‘right’ kind of issues matching societal grievances and that the groups had fairly effectively promoted their causes to the public through various media. In addition, active green advocacy groups collaborated with each other to form advocacy networks (see below). Cooperation among green advocacy groups was instrumental in enlarging individual CGs’ capacity for mobilization.

We would like to stress, however, that quite a portion of the conservation sector (36.8 percent of the CGs surveyed) had not organized or participated in any advocacy in the past twelve months. This reflects the diverse missions and approaches of the sector -- one

Chart 24a: Percentage Distribution of Participation in Advocacy

Percentage Distribution of CGs Organizing or Participating in Advocacy Activities in the Last 12 Months

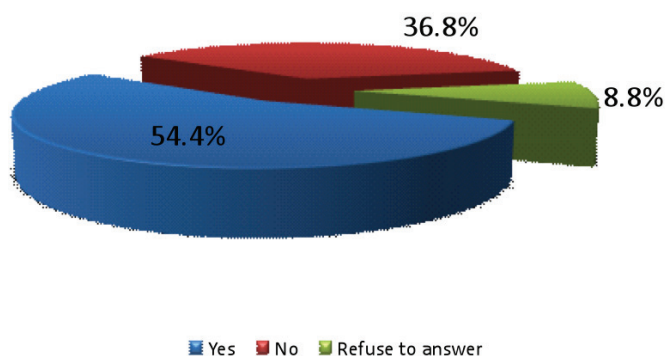
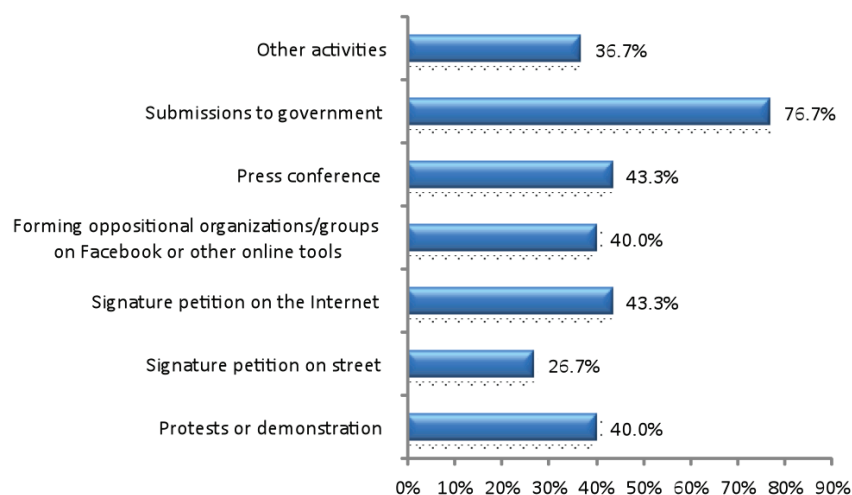


Chart 24b: Percentages of Types of Advocacy Activities

(Percentages are on the basis of 31 respondents which participated in / organized advocacy.)

Percentages of Types of Advocacy Activities Organized or Participated by CGs in the Last 12 Months



part being fairly active and another part being pretty quiet in conservation advocacy.

Peer Relations: Scattered Network, Limited Collaboration

The level of collaboration and networking within a civil society sector is an indicator of the sector’s capacity to pursue its missions and develop further. To understand how far the conservation groups in Hong Kong are collaborating among themselves, we collected data from two sources and conducted two separate network analyses. First is the peer collaboration network. We asked detailed survey questions on the existence and mode of cooperation with peer groups in the form of

network tables (see Chapter 1). The respondents were invited to choose from a full list of CGs their collaborators and the forms of cooperation. Respondents could add organizations not mentioned in the network tables. Second, we mapped out the interlocking directorate among the groups. We conducted Internet searches to identify the board membership of all the CGs in our population and analysed the extent of interlocking directorships among them. The analyses derived from the two data collection exercises are presented below.

Peer Collaboration Network

From our survey, only 26.3 percent of the CGs

Chart 25a: Mean Scores of Numbers of Advocacy Events by Types of Advocacy Activities

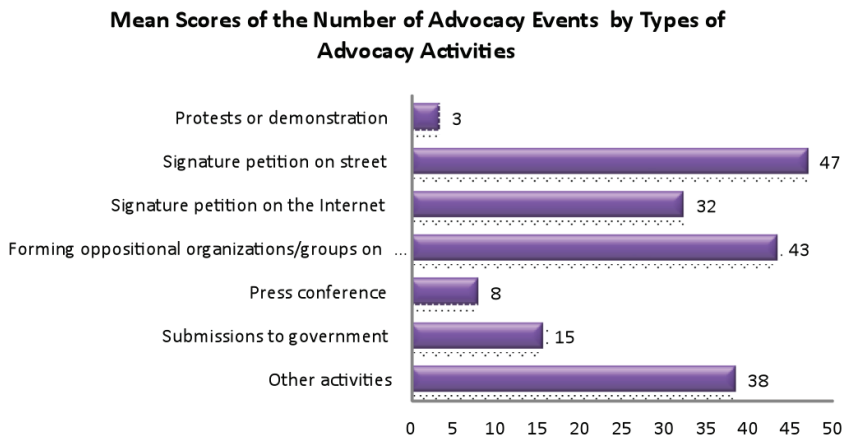


Chart 25b: Mean Scores of Numbers of Participants by Types of Advocacy Activities

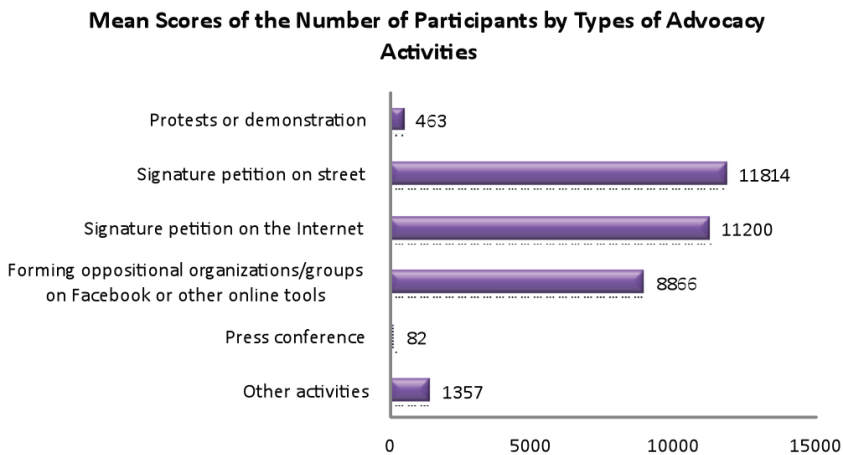
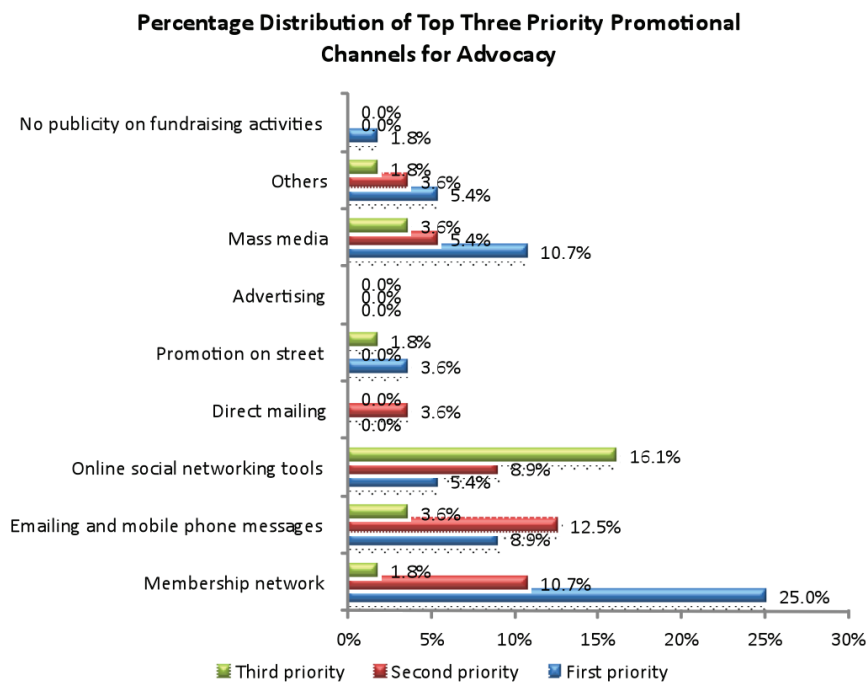


Chart 26: Percentage Distribution of Use of Promotional Channels for Advocacy



had regular contact with international groups, but even fewer had contact with Mainland environmental groups (8.8 percent). Most (71.9 percent) did not see competition among their peers (Chart 27).

In our survey, only 27.5 percent of respondents said they collaborated with peer groups. However, from their answers to the network tables, actually many more CGs are collaborating with each other. Out of the 142 CGs in our population, 97 groups (68.3 percent) were chosen by at least one partnering group. In addition to the groups listed in our questionnaires, the respondents named 16 other organizations (e.g. universities) in their collaboration network. Based on the survey data, we constructed a network of peer collaboration among the natural environment conservation groups in Graph 1.⁴⁹

Each pink circle in Graph 1 represents a CG. Thicker lines indicate collaboration among CGs in advocacy activities. The size of a circle indicates the number of collaborators each CG has. The five biggest circles represent those core-CGs mentioned by most peer groups in collaboration. CGs connecting to these five core groups usually share similar areas of concern in conservation. CG No. 135 and CG No. 142 are mainly concerned with marine life conservation and nature / animal conservation. They appear to be the core groups for other CGs concerned with similar issues. CG No. 85 seems to be the core group for those active in public education and promotion of natural environment conservation and agriculture-related issues. CG No.

45 and CG No. 69 are active in green policy advocacy. They appear to be the core actors connecting with peer collaborators in advocacy, as shown by the thick lines.

Certain limitations should be noted in interpreting the network graph. This network does not provide the full picture. The graph was plotted on only the data provided by survey respondents; some CGs known to be active in lining up peer collaboration did not provide data on their partnering groups.

Interlocking Directorates

Interlocking directorate analysis tells us the degree and pattern of cooperation at the level of strategic decision making. We could identify from the Internet the lists of board directors of the 111 CGs and counted 823 individuals serving as directors.⁵⁰

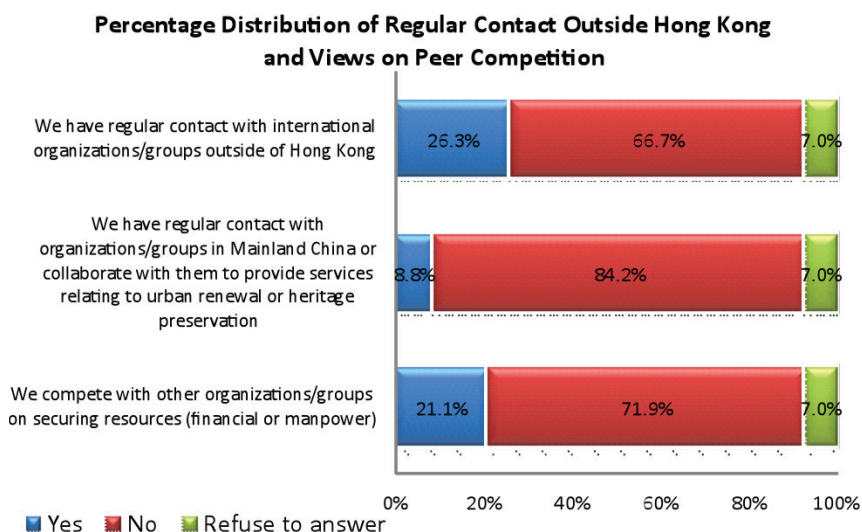
Graph 2 maps out the pattern of interlocking directorates at the organizational level such that we link up the groups with overlapping directors. Each pink circle represents a CG and the size indicates the number of CGs that they share a board member with. Interlocking directorates are found in only a small portion of CGs (22 percent or 31 groups). The overall pattern is scattered with many isolates, meaning that most organizations do not share a director with peer groups. Graph 2 shows seven clusters. The largest cluster is composed of 14 CGs.⁵¹ In this cluster, the 5 CGs forming a hexagon shape are those with 4-6 overlapping directors. These five groups share concerns mainly in sustainable development covering both natural and built environ-

⁴⁹ The network of the built environment conservation groups was excluded because only four built environment conservation groups plus two environment think tanks answered the questions on their peer group partners. There was too little data for plotting a meaningful network.

⁵⁰ 111 CGs and 823 persons are the basis of the percentage calculation in the analysis on interlocking directorates.

⁵¹ Among the 14 CGs, 7 groups responded to our survey; the other 7 were mentioned by other survey respondents as their peer group collaborators.

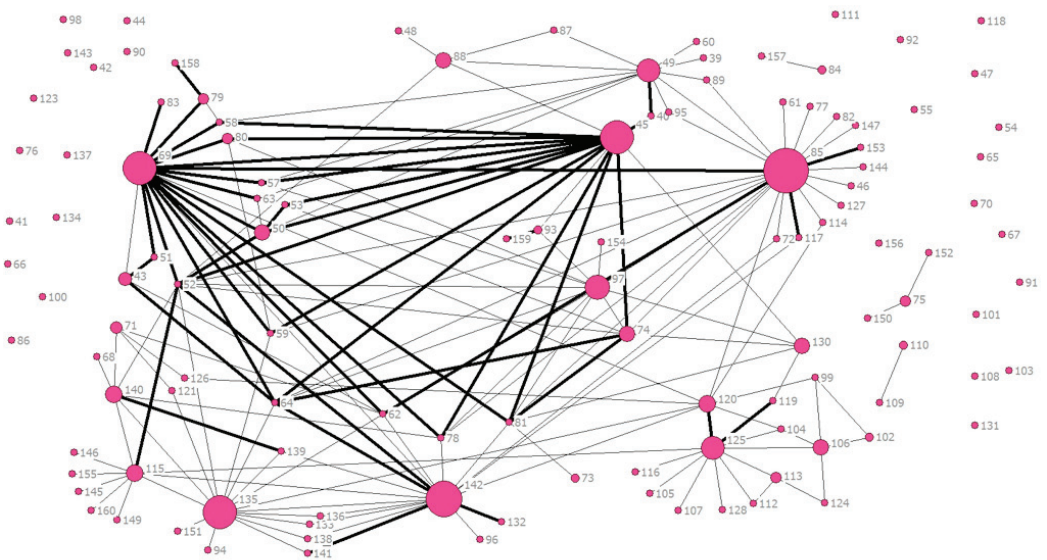
Chart 27: Percentage Distribution of Regular Contact Outside Hong Kong and Views on Peer Competition



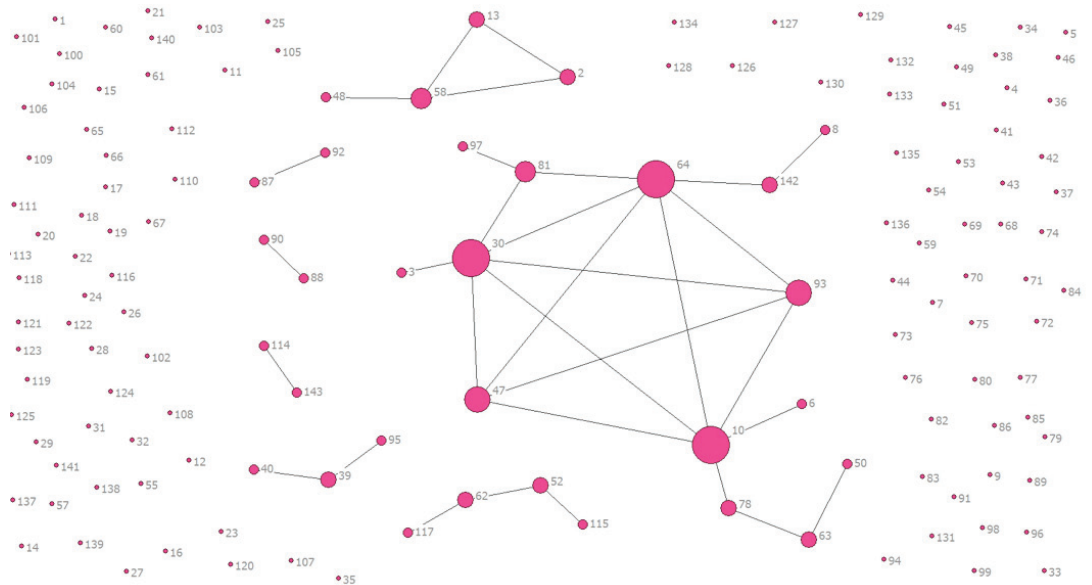
⁵² Information from the group's website <http://www.cahk.org.hk/aboutCA/mainE.htm>

⁵³ We have dropped the directors who serve on only one CG so that the graph is easier to read.

Graph 1: Cooperation Network of Natural Environment CGs



Graph 2: Interlocking Directorate Among CGs



ment, and heritage conservation. CG No. 64 is the oldest organization, founded in 1968,⁵² and CG No. 30 is its younger sister organization. The other three (CGs No. 10, 47 and 93) were younger organizations established after 2000 (and some by directors at CG No. 64). In the largest cluster, there are three other older organizations (CGs No. 78, 81 and 142). Two were established in 1988 and the oldest one in 1957; all three are more concerned with nature conservation or environmental protection in general. The other clusters in Graph 2

are smaller with two or no more than four CGs sharing some directors.

Graph 3 is a remake of Graph 2 but showing the linkages of individual directors and CGs. Graph 3 demonstrates the influence of individuals within the interlocking directorate network among the CGs. Each green triangle represents an individual serving as a director to two or more CGs.⁵³ Red circles are the CGs. However, of the 823 individuals, only 3.4 percent (28 persons) serve on more than one board. Four personalities serve on

three or more boards. The maximum number of boards that one individual served was 5 groups. Those statistics indicate that directors who serve on more than three boards are relatively influential in the embedded CG networks and act as Bridgers, transferring knowledge among CGs. Without them, the current network would be even more fragmented. The network pattern in Graphs 2 and 3 may suggest that certain experienced directors from older CGs continue to be active in the field. They have established or have been nurturing new conservation groups, in particular after 2000 when conservation received more societal attention and new conservation activists emerged.

Government Relations: Selective Consultation and Collaboration

We conducted dual data collection exercises to study the environment conservation sector's relationship with government. First, in the survey we asked the respondents their views on their relationship with the government and included a list of 13 government units in the network table. Second, we separately conducted Internet searches to identify duplication of membership between 40 government committees and CGs.

Autonomy vs. Monitoring

A vast majority of the CGs said they operated autonomously or very autonomously from government in their daily operation (87.5 percent) and decision making (83.9 percent) (Chart 28). Their views were fairly split on whether mutual

trust with the government had changed over the past five years (Chart 29): 26.8 percent said the trust level had increased; 14.3 percent said it had decreased; 32 percent considered there had been no change.

The conservation sector's views on monitoring the government were divided. Half (51.8 percent) of the CGs said they should monitor the government in environment policy making (Chart 30a). Of this 51.8 percent, 48.3 percent said their monitoring was satisfactory (Chart 30b). Another 41.1 percent of the environment groups thought they had no role in monitoring the government. The difference on this critical question again reflects the diversity in their positioning and perceived roles in the conservation sector.

⁵⁴ They are the Agriculture, Fisheries and Conservation Department, Development Bureau, Environment Bureau, Environmental Protection Department, Hong Kong Housing Society, Lands Department, Leisure and Cultural Services Department, Planning Department, Town Planning Board, Urban Renewal Authority, Housing Department, Lands Registry and the Hong Kong Housing Authority.

Cooperation with Government Units

Based on the survey data, we mapped out a network graph showing collaboration between CGs and government units. There are 13 government units named in the questionnaire.⁵⁴ Graph 4 shows the working relationship between CGs (pink circles) and government units (blue squares). The larger the blue square, the more CGs indicated a working relationship with that government unit. Data to this question was provided by 28 CGs, indicating they have a working relationship with one or more government units. The thickness of connecting lines indicates the duration of the partnership. The thicker the line, the more years of cooperation between the CG and that government unit. Care should be used when interpreting Graph 4 because the response

Graph 3: Interlocking Directorate Among CGs (with Individual Directors)

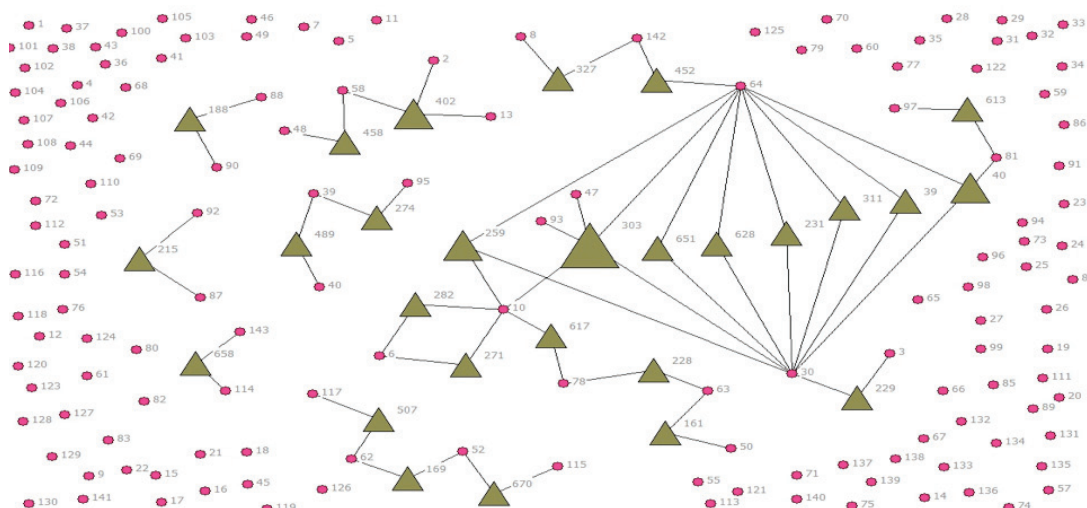


Chart 28: Percentage Distribution of Views on Autonomy

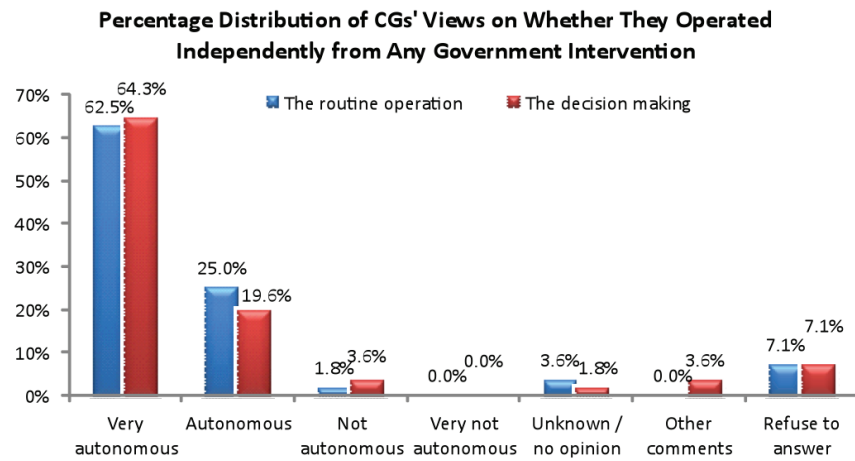


Chart 29: Percentage Distribution of Views on Mutual Trust with Government

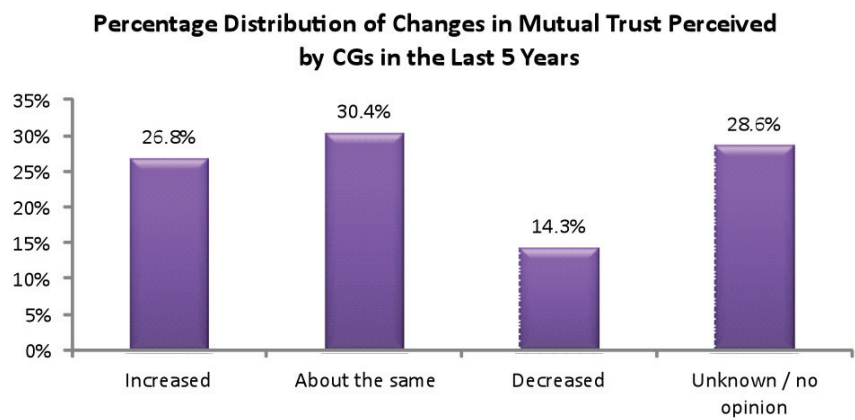


Chart 30a: Percentage Distribution of CGs' Views on the Role of Monitoring Government and the Business Sector

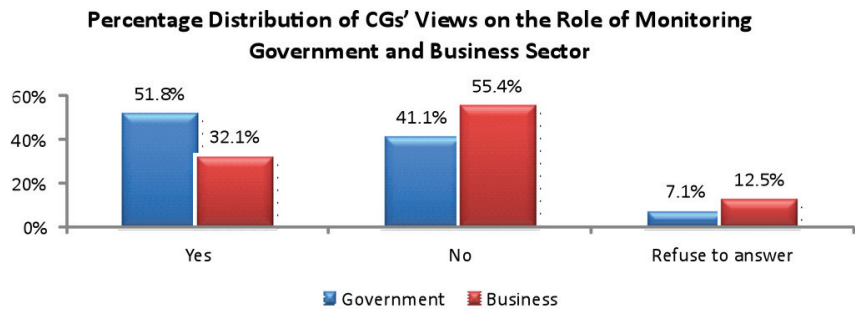
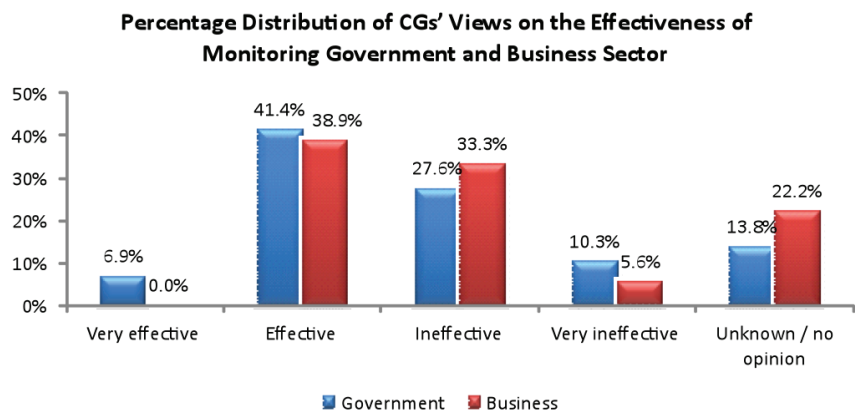
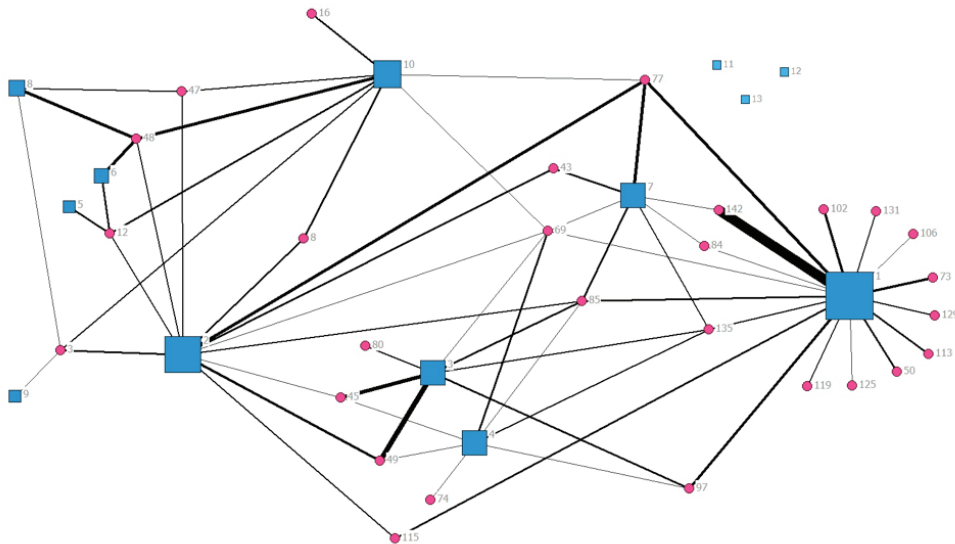


Chart 30b: Percentage Distribution of CGs' Views on the Effectiveness of Monitoring Government and Business Sector



Graph 4: Network of CGs' Cooperation with Government Units



⁵⁵ The EB was established after 2007 and officially has only a few years of history. Here, the long-term relationship cited by CGs likely includes the partnership with the EB's predecessors, which were part of a policy bureau dealing with environment policies.

⁵⁶ The government says they make appointments to committees on appointees' personal capacity and, unless specified otherwise, the appointees are not supposed to represent their organizations. However, it is reasonable to expect that the government committee members who are personnel from organizations may reflect views from those organizations.

rate to this particular survey question was only 19.7 percent (or 28 CGs), while more groups (40 CGs) provided answers to the questions on peer collaboration.

The two government units cited by most CGs as their working partners are the Agriculture, Fisheries and Conservation Department (AFCD) (blue square no. 1) and the Development Bureau (DB) (square no. 2). The AFCD had a working relationship with 17 CGs. In particular, one CG specializing in nature and animal conservation (pink circle no. 142) has been working with the AFCD for 40 years, the longest working relationship in the graph. This particular CG is also a core CG in the peer collaboration network (see Graph 1). Other CGs working with the AFCD are also concerned with natural environment conservation. The 12 CGs working with the DB are mostly built environment and heritage conservation groups. Other noteworthy government units include the Urban Renewal Authority (URA, blue square no. 10), with which 8 CGs indicated a working relationship; and the Environment Bureau (EB, blue square no. 3), with which 7 CGs said they cooperated. The EB has a particularly long-term working relationship with two CGs. One (pink circle no. 49) was formed by environment-conscious businessmen and companies and has been working with the EB for 19 years. Another (pink circle no. 45) is an active green advocacy group, which has been working with the EB for 14 years.⁵⁵ One CG (pink circle no. 48) is a think tank specializing in environment and

conservation polices and has sustained a decade-long relationship with several government units including the URA, the Planning Department and the Lands Department. Another CG specializing in the green affairs of an outlying island (pink circle no. 77) has been working with the Leisure and Cultural Services Department (LCSD), the DB, and AFCD for 11 years.

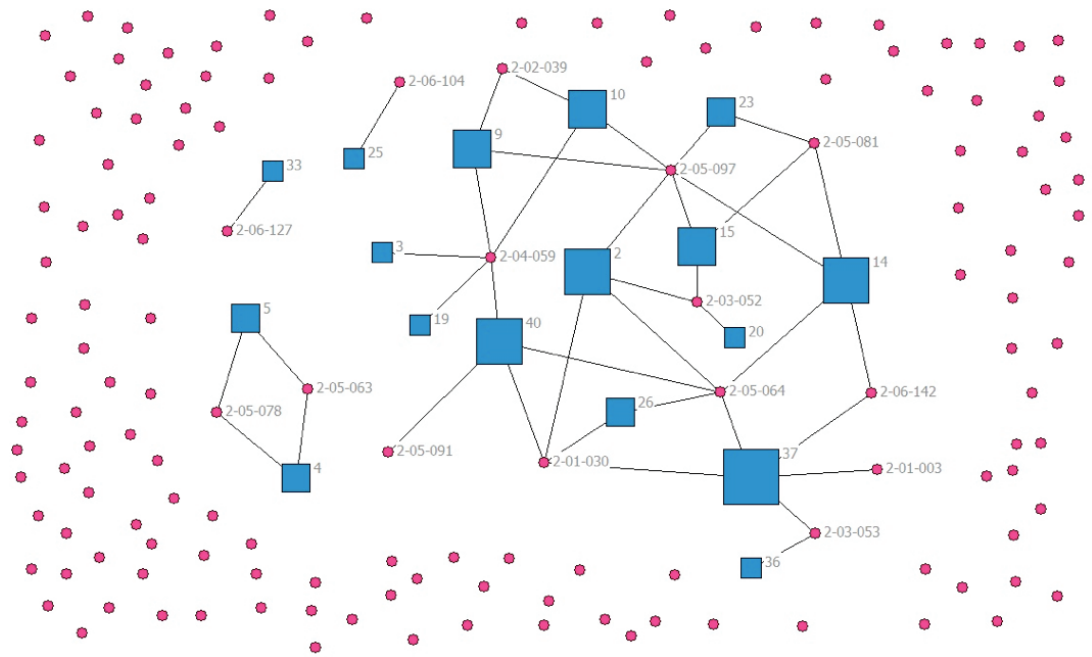
Three government units were not cited by any of the CGs responding to the question. They are the Hong Kong Housing Authority, which is responsible for planning, constructing and managing public housing programmes (HKHA, blue square no. 13) and its executive arm, the Housing Department (HD, blue square no. 11), and the Lands Registry (LR, blue square no. 12), which is mainly responsible for land registration matters.

Government Committee Network

We mapped the network between CGs and conservation/environment-related government committees in Graph 5. We identified up-to-date membership lists of 40 relevant government committees (Appendix E), and matched the government committee members with personalities associated with CGs (e.g. directors or full-time staff.)⁵⁶

Overall, the government has appointed personnel associated with CGs to less than half (42.5 percent) of relevant government committees. The Antiquities Advisory Board has the highest number of CG associated individuals. The government has appointed

Graph 5: Network of Government Committees and CGs



personnel from only 15 CGs, a majority of which are older groups established in the 1990s or before. Moreover, members from the same groups were appointed to as many as 6 government committees.

Such intense networking between government committees and only a few CGs indicates the government's reliance on just a handful of environmentalists in the consultation process. This implies deficiency in the government's consultative mechanism. As evident in the Report, the conservation groups as key stakeholders in the environment policy-making are diversified in their missions and approach. Counting on views from only a selected few means that the government must miss much opinion and intelligence from the rest of the conservation sector.

Some Business Partnership

In the survey, 39.3 percent of CGs said they did not cooperate with the business sector in the last twelve months, implying that over half in the conservation sector had some kind of cooperation. The forms of collaboration with the business sector included fundraising and sponsorship (37.5 percent), joint projects (14.3 percent) and volunteer recruitment (10.7 percent) (Chart 31). Some (23.2 percent) said their relationship with the business sector had improved in the past twelve months but close to 8.9 percent found the opposite; and 42.9 percent had no opinion (Chart 32). Only

10.7 percent of the CGs kept a list of regular corporate donors, with an average number of 19 companies (Chart 20). Around a third (30 percent) of the CGs considered the business sector as a supporter or donor. Less than half of the respondents (32.1 percent) believed that they had a responsibility to monitor the business sector. Of this 32.1 percent, less than half (38.9 percent) thought their monitoring was effectively or very effectively done (Charts 30a and 30b).

Chart 31: Percentage Distribution of CGs' Cooperation with Business Sector

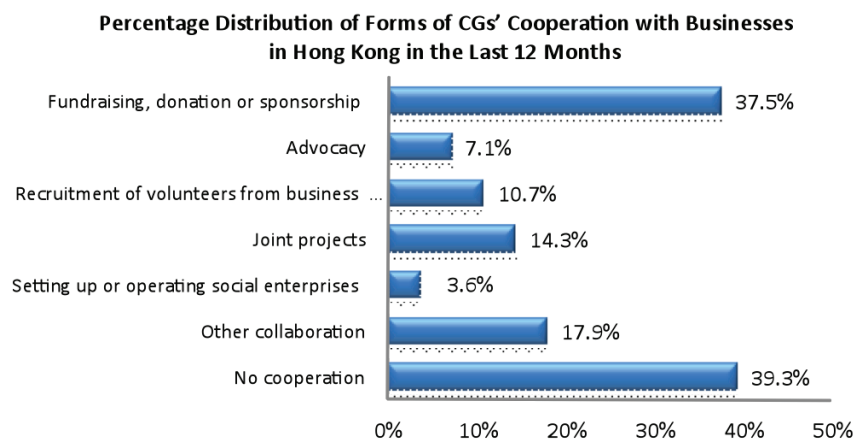


Chart 32: Percentage Distribution of Views on Relationship with Business Sector

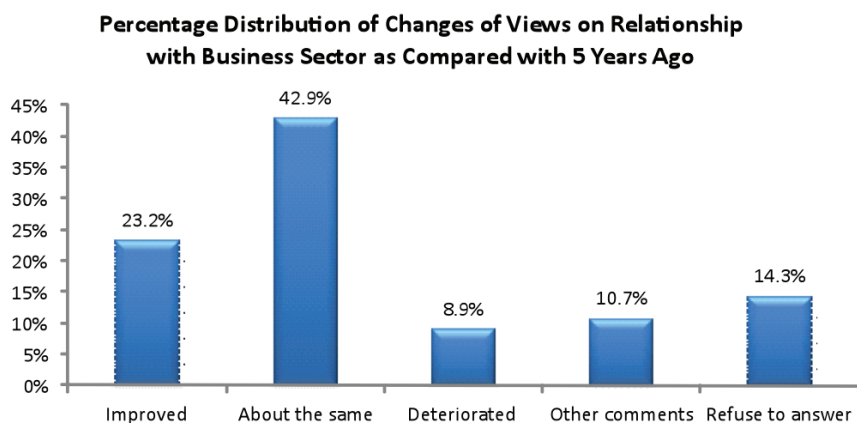
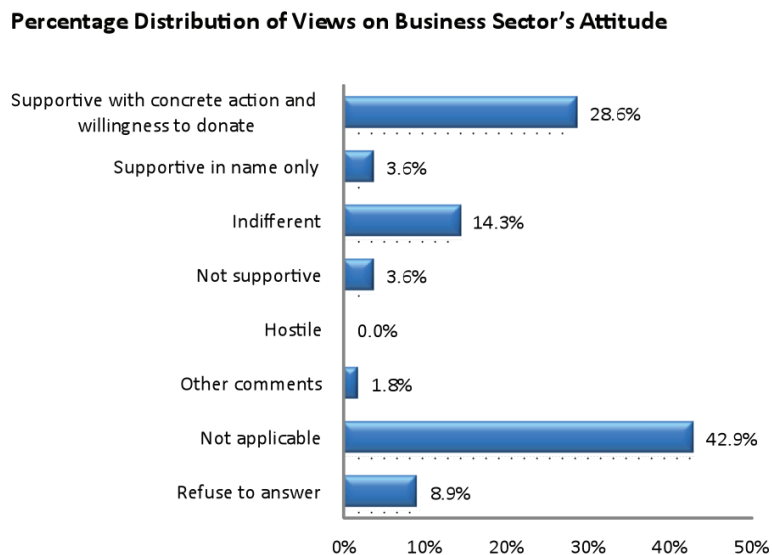


Chart 33: Percentage Distribution of Views on Business Sector's Attitude



5

CONCLUSIONS

Very Different from Social Service Sector

When we compare the research findings on the conservation sector this year with the social service sector in the Annual Report last year, we find they are two very different civil society sectors. The survey population of the social service sector included 381 social service organizations (SSOs) and the response rate was 64 percent. The conservation sector included a much smaller population of 142 CGs and the response rate was 41.5 percent. Owing to the different survey population sizes and response rates, many statistics cannot be directly compared. However, we can still make certain observations.

Overall, the social service sector in Hong Kong is bigger, more established and older than the conservation sector. We portrayed a typical SSO as a civil society organization of 20 years old, operating 6 service centres in different districts and having 2,700 members. More than half had a budget of over HK\$5 million. Conservation groups in Hong Kong are much younger (average of 10.5 years old) and smaller by any measure -- in the number of branches (usually just one), membership size, staff size and annual budget (over 60 percent had less than HK\$1 million in annual income). Such differences are simply due to the different nature of business and funding sources -- CGs do not provide service as much as SSOs do, and many SSOs obtain regular government funding. A common characteristic is that SSOs and CGs are predominantly home grown.

SSOs are more conventional and structured in organization. SSOs are registered under the Companies Ordinance, Societies

Ordinance or other legislations. Most CGs are legally registered but about 9 percent are not established under any legal instrument. While most groups in both sectors have governing boards (70 percent of CGs, 88.7 percent of SSOs), the board operation in the conservation sector is less formal and smaller in scale. First, the CG boards have an average of 5 directors whereas SSO boards have 14 on average. Second, most CG boards have no committee whereas most SSOs do. Third, a much lower proportion of CG boards has established mechanisms for accountability to their members and the public, e.g. annual meetings, annual reports, regular newsletters or financial reports that are available to the public.

Differences are found in the missions. The social service sector is fairly unified. SSOs are predominantly service oriented and advocacy was much less important to them. CGs are diverse in their missions and purposes. A significant proportion of CGs took advocacy of policy, rights or values as their top priorities. Another proportion, however, regarded public education as their main purpose and advocacy was not a priority. CGs are divided on whether they should monitor the government and businesses.

Funding source marks another important difference. The social service sector relies greatly on funding from government and government-related charities such as the Hong Kong Jockey Club and the Lotteries Fund. The conservation sector has received little from government sources and depends mainly on donations from the public, membership fees and sales and service. The conser-

vation sector's self-perception of their financial sufficiency is less favourable than SSOs. The social service management was generally more positive on the quantity and professional competence of staff than the CGs.

The social service sector could mobilize more volunteers during the twelve months prior to the survey conducted (SSOs: 813; CGs: 92). A few SSOs mobilized more than 10,000 and up to 67,000 volunteers in that year. Less than half of CGs kept records of regular volunteers, with an average of 294 volunteers on their list; more than 56 percent of SSOs kept such a record, with an average of 1,355 persons. The contrast in volunteer mobilization may be explained by two factors. First, SSOs require more voluntary helpers to provide direct services. Second, some advocacy CGs might find it difficult to attract volunteers on controversial issues.

Despite the smaller organizing capacity, CGs are more active in advocacy. CGs mobilized impressive numbers of supporters in advocacy activities, such as protests and signature campaigns. CGs used more information technology than SSOs to mobilize support for advocacy and fundraising, e.g. Internet donation, emails, SMS and Facebook. This was part of the CGs' solution to their limited organizing capacity.

The conservation sector has had slightly more interactions with the business sector. A higher proportion in the social service sector had had no cooperation with the business sector in the previous twelve months (SSOs: 53.6 percent; CGs: 39.3 percent). The majority in both sectors did not interact much with international or Mainland civil society groups. But slightly more CGs than SSOs regularly contacted international groups whereas slightly more SSOs liaised regularly with Mainland counterparts.

The vast majority in both sectors considered themselves autonomous from the government. Slightly more CGs than SSOs suggested that the level of mutual trust with the government had decreased in the last five years. If we compare the networks between government committees and CGs/SSOs, we find a similar pattern: the government has appointed committee members from only a small portion of CGs/SSOs. In the social service sector, older SSOs enjoyed a closer working relationship with government committees. In the conservation sector, the government has appointed only a few environmentalists to many environment-related committees.

Pointers for Future Research

This Report presents baseline data analysis of the conservation sector as a whole. As discussed in Chapter 1, several important types of questions cannot be answered here either because they are beyond the scope of the Report or because of limitations in the quantitative data analysis. The findings in this Report may be used for identifying many possibilities of future research such as the following examples:

- Does organizational size matter? From the two Annual Reports, it seems that the relationship between organizational size and effectiveness of achieving civil society purposes has different manifestations. Organizational size may be more important for service providers. But some activists in advocacy groups may find that small is beautiful and flexible.⁵⁷
- Does peer collaboration matter? Collaboration and networking among peers is generally regarded as positive for promoting civil society development. However, is it equally important in all civil society sectors or in all situations? Some have argued that competition increases efficiency in social service provision. Some conservation activists find it more effective to do things their own way rather than compromising with peer groups.⁵⁸
- How much has vibrancy in our civil society been translated into social change? The conservation sector, for example, has certainly raised public awareness of environmental and conservation issues, and has made "wins" in a number of policy issues. To assess the type and extent of social change achieved by the conservation sector, there needs to be qualitative research such as in the form of comparative case studies.

Conclusions

Hong Kong has a vibrant conservation sector which is rather diverse in mission, approach and main issues of concern. CGs specialize in different areas of concern including natural environment conservation, built environment conservation, animal protection groups, etc. The emergence of built environment / heritage conservation groups is more recent than other sub-sectors. The sector is on the whole fairly young, small and less elaborate in governance structure, by conventional organizational measures. Many groups found their manpower and financial resources (mainly from donations) tight. Part of the conserva-

⁵⁷ Views expressed at the Roundtable discussion on 5 November 2011.

⁵⁸ Ibid.

tion sector is active in advocacy. Such groups have been able to mobilize considerable numbers of supporters in advocacy activities, especially in easy forms of participation such as signature campaigns on the street or on websites. Another part of the conservation sector, however, focuses on public education and does not participate in advocacy at all. Generally speaking, collaboration within the sector is not strong. There is sometimes collaboration among groups in each sub-sector but little cooperation across sub-sectors. The government has been working and liaising with only a selected few in the conservation sector, and thus very likely misses many conservation activists' voices, especially the new voices. Recent history tells us that the Hong Kong community has become more aware of environmental issues and more ready to fight for conservation, whether it be tangible environmental degradation or intangible heritage values. Civil society activism in conservation has definitely been on the rise and been successful in altering the development plans of the government and businesses. The future development of conservation groups will certainly help chart the city's direction in terms of its politics and policies of both natural and built environment concerns.

APPENDICES AND REFERENCES

Appendix A	International Classification of Non-profit Organizations (ICNPO)
Appendix B	Survey Questionnaires in Chinese
Appendix C	List of Natural and Built Environment Conservation Groups and Websites
Appendix D	Chronology of Major Events in Conservation Sector
Appendix E	List of Government Committees Relevant to Natural and Built Environment Conservation

References

¹ Salamon, L.M. and Anheier H.K. (1997) *Defining the Nonprofit Sector: A Cross-national Analysis*. Manchester and New York, Manchester University Press, p. 70-74.

Appendix A

International Classification of Non-profit Organizations (ICNPO)¹

1. Culture and Recreation
 - Culture and Arts
 - Recreation
 - Service Clubs

2. Education and Research
 - Primary and Secondary Education
 - Higher Education
 - Other Education
 - Research

3. Health
 - Hospitals and Rehabilitation
 - Nursing Homes
 - Mental health and Crisis Intervention
 - Other Health Services

4. Social Services
 - Social services
 - Emergency and Relief
 - Income Support and Maintenance

5. Environment
 - Environment
 - Animals

6. Development and Housing
 - Economic, Social and Community Development
 - Housing
 - Employment and Training

7. Law, Advocacy and Politics
 - Civic and Advocacy Organizations
 - Law and Legal Services
 - Political Organizations

8. Philanthropic Intermediaries and Voluntarism Promotion
 - Philanthropic Intermediaries

9. International
 - International Activities

10. Religion
 - Religious Congregations and Associations

11. Business and Professional Associations, and Unions
 - Business and Professional Associations, and Unions

12. [Not Elsewhere Classified]

Appendix B

Questionnaires

樣本編號:

訪問員編號:

公民社會研究之市區更新及文化保育組織調查(2010)

我們懇請閣下提供研究所需的資料。是次調查之主要目標為探討當今香港市區更新及文化保育公民社會組織的情況及發展。閣下所提供的資料均會絕對保密，並只會作研究用途，有關研究報告亦不會披露個別機構的資料。我們衷心感謝閣下對是次調查的支持及協助。

A. 組織成立目的及服務對象

1. 貴組織是根據那一項法律條例登記註冊？(可選多項答案)

- (1) 公司條例 (3) 特定法律註冊成法定機構
(2) 根據《公司條例》註冊為擔保有限公司 (4) 社團條例
(5) 其他，請註明: _____
(6) 若貴組織沒有從以上途徑註冊，請描述 貴組織的運作模式，如非正式團體、電子網絡、聯盟成員:

2. 貴組織於何年成立? _____ 年

3. 貴組織是否國際組織的支部或分會組織?

- (1) 是，請註明: _____
(2) 否

4. 請按貴組織的使命，按重要程度排列以下的選項。

(在括號內填入數字，「1」為最重要，請略過非貴組織使命的選項)
次序

- (1) () 提供服務(包括顧問服務)，請註明服務: _____
(2) () 政策倡議，請註明政策: _____
(3) () 權益倡議，請註明議題: _____
(4) () 價值倡議，請註明價值: _____
(5) () 監察政府，請註明政策: _____
(6) () 監察商業機構，請註明項目/議題: _____
(7) () 建設社區，請註明項目: _____
(8) () 宗教，請註明項目: _____
(9) () 公眾教育，請註明: _____
(10) () 其他，請註明: _____

5. 貴組織現時有多少間支部或服務中心?

總共 _____ 間 (若沒有支部，請跳答問題7)

6. 貴組織的支部或服務中心設立在那些地區?(可選多項)

- | 香港 | 九龍 | 新界西 | 新界東 |
|--|--|--|--|
| (1) <input type="checkbox"/> 中西區(共__間) | (5) <input type="checkbox"/> 油尖旺(共__間) | (10) <input type="checkbox"/> 葵青(共__間) | (15) <input type="checkbox"/> 北區(共__間) |
| (2) <input type="checkbox"/> 灣仔(共__間) | (6) <input type="checkbox"/> 深水埗(共__間) | (11) <input type="checkbox"/> 荃灣(共__間) | (16) <input type="checkbox"/> 大埔(共__間) |
| (3) <input type="checkbox"/> 東區(共__間) | (7) <input type="checkbox"/> 九龍城(共__間) | (12) <input type="checkbox"/> 屯門(共__間) | (17) <input type="checkbox"/> 沙田(共__間) |
| (4) <input type="checkbox"/> 南區(共__間) | (8) <input type="checkbox"/> 黃大仙(共__間) | (13) <input type="checkbox"/> 元朗(共__間) | (18) <input type="checkbox"/> 西貢(共__間) |
| | (9) <input type="checkbox"/> 觀塘(共__間) | (14) <input type="checkbox"/> 離島(共__間) | |

7. 貴組織的主要服務範圍包括以下哪類?(可選多項)

- (1) 污染控制及監察 (5) 文物保育
(2) 節約及保育天然資源(包括節約能源) (6) 動物保護(包括保護野生，獸醫服務)
(3) 美化環境及開放空間 (7) 綠色生活(包括有機生活，綠色生活模式)
(4) 市區更新 (8) 其他，請註明: _____

8. 貴組織主要的關注事項屬於是以下哪種範圍
(可選多項，並以優先次序排列，「1」為最優先; 請略過非貴組織使命的選項)
次序
- (1) () 香港事項
 - (2) () 珠江三角洲事項
 - (3) () 中國內地事項
 - (4) () 亞洲事項
 - (5) () 世界事項

B. 組織內部情況：人力資源，管治及管理

9. 在過去12個月，有多少名受薪職員在 貴組織工作?
(若職員數目在其間有較大變動，請指出變動範圍)
- (1) 全職，總共_____名
 - (2) 兼職(固定)，總共_____名
 - (3) 臨時/項目職員，總共_____名
10. 請問 貴組織有沒有職員專責有關倡議及研究工作? 該職員參與倡議工作的時間，佔他們每月工作時數的百分比?
- (1) 有，參與倡議工作的時間佔職員每月工作時數(請指出(i)至(iv)的資料)
平均佔每月工作時數的百分比
- | | |
|-------------------|--------|
| (i) 全職職員參與倡議工作 | _____% |
| (ii) 兼職職員參與倡議工作 | _____% |
| (iii) 僱用外部顧問 | _____% |
| (iv) 參與倡議及研究工作的義工 | _____% |
- (2) 沒有職員專責參與倡議及研究工作
- (3) 不適用，倡議並非本組織目標
11. 貴組織有否設立董事會?
- (1) 有，董事會成員數目為:_____名
 - (2) 沒有 (請跳答問題14)
12. 董事會每年舉行多少次會議?_____次
- | | |
|-----------------------------------|--|
| (1) <input type="checkbox"/> 從不 | (4) <input type="checkbox"/> 每季一次 |
| (2) <input type="checkbox"/> 一年一次 | (5) <input type="checkbox"/> 每月一次 |
| (3) <input type="checkbox"/> 一年兩次 | (6) <input type="checkbox"/> 其他，請註明: _____ |
13. 貴組織的董事會轄下有多少個小組?
- | | |
|-------------------------------------|---|
| (1) <input type="checkbox"/> 沒有任何小組 | (4) <input type="checkbox"/> 3個 |
| (2) <input type="checkbox"/> 1個 | (5) <input type="checkbox"/> 多過3，請註明: _____ |
| (3) <input type="checkbox"/> 2個 | |
14. 貴組織有否會員制度?
- (1) 如有，有多少會員(包括繳交會費及不需繳交會費的會員)
- | | | | |
|--------------------------------|-------|--------------------------------|----------------|
| (i) <input type="checkbox"/> | 0 | (v) <input type="checkbox"/> | 51-100 |
| (ii) <input type="checkbox"/> | 1-10 | (vi) <input type="checkbox"/> | 100 - 500 |
| (iii) <input type="checkbox"/> | 11-30 | (vii) <input type="checkbox"/> | > 500 請註明_____ |
| (iv) <input type="checkbox"/> | 31-50 | | |
- (2) 沒有，本組織沒有會員制度
15. a) 貴組織有否舉行週年會員大會?
- (1) 有
 - (2) 沒有
- b) 貴組織有否為會員提供以下事項? (可選多項答案)
- (1) 年報
 - (2) 事項報告
 - (3) 定期通訊
 - (4) 電郵

C. 組織內部情況：實現目標

16. 閣下認為貴組織	足夠	剛剛足夠	不足夠	嚴重不足夠	不適用
	(4)	(3)	(2)	(1)	(0)
i. 是否有足夠的人手進行所擬訂的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ii. 員工是否有足夠專業技能和訓練進行所擬訂的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
iii. 是否能籌集足夠捐款進行所擬訂的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
iv. 是否有足夠辦公地方/設施進行所擬訂的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. 組織外部情況：與義工及捐款人士的關係

17. 在過去12個月，大約一共有多少位義工曾參與貴組織的工作? _____名

18. 貴組織有沒有固定義工的名冊?

- (1) 有，共多少位義工在名冊內: _____名
- (2) 沒有，我的組織沒有固定義工的名冊
- (3) 不適用，本組織沒有招募義工

19. 貴組織有沒有固定捐款人士的名冊?

- (1) 有，名冊內固定捐款人的數目: _____名
- (2) 沒有，我的組織沒有固定捐款人的名冊
- (3) 不適用，本組織沒有籌款活動(請跳答問題23)

20. 貴組織有沒有透過互聯網、手提電話或其他數碼媒介籌款?

- (1) 有 (續答20a(i)至20a(iii))
- (2) 沒有，為什麼: _____

20a你認為成效如何?

	很理想	理想	甚不理想	很不理想	不知道/無意見
	(4)	(3)	(2)	(1)	(0)
i. 互聯網	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ii. 手提電話	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
iii. 其他數碼媒介，請註明: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. 在過去12個月，貴組織有沒有舉行籌款活動?

- (1) 有，請選有關籌款活動：(可選多項) (2) 沒有(請跳答問題23)

- (1) 賣旗日
- (2) 籌款晚宴
- (3) 網上籌款活動，請註明: _____
- (4) 電視慈善表演
- (5) 小型慈善嘉年華會
- (6) 公共屋村或地區慈善活動
- (7) 慈善獎券
- (8) 街頭籌款活動
- (9) 其他，請註明: _____

22. 貴組織透過哪些渠道宣傳籌款活動? 請根據最常用的宣傳渠道排列以下選項。次序(請順序填入數字，「1」為最常用，請略過不適用之選項)

- (1) () 會員網絡
- (2) () 電郵及手提電話訊息
- (3) () 網上社交網絡工具 (如Facebook, Twitter)，請註明: _____
- (4) () 郵遞
- (5) () 街頭推廣
- (6) () 廣告
- (7) () 大眾傳媒 (包括報章、電台、電視)
- (8) () 其他，請註明: _____
- (9) 沒有宣傳籌款活動

23. 在過去12個月，貴組織有沒有舉行或參與倡議工作（包括自行或與其他機構合作）？

(可選多項)	有關事件/倡議對象	事件次數	參加總人數
(i) <input type="checkbox"/> 抗議或示威			
(ii) <input type="checkbox"/> 街頭簽名請願			
(iii) <input type="checkbox"/> 互聯網簽名請願			
(iv) <input type="checkbox"/> 在Facebook或其他網上工具組織反對			
(v) <input type="checkbox"/> 記者招待會			
(vi) <input type="checkbox"/> 向政府提交意見書			不適用
(vii) <input type="checkbox"/> 其他活動，請註明:			
(viii) <input type="checkbox"/> 沒有舉行或參與倡議工作 (請跳答問題25)			

24. 貴組織透過哪些渠道宣傳倡議工作？請根據最常用的宣傳渠道排列以下選項。

次序(請順序填入數字，「1」為最常用，請略過不適用之選項)

- (1) () 會員網絡
- (2) () 電郵及手提電話訊息
- (3) () 網上社交網絡工具（如Facebook, Twitter），請註明: _____
- (4) () 郵遞
- (5) () 街頭推廣
- (6) () 廣告
- (7) () 大眾傳媒（包括報章、電台、電視）
- (8) () 其他，請註明: _____
- (9) 沒有宣傳倡議工作

E. 組織外部情況：與其他公民團體的關係

25. 請回答以下選項及填寫有關資料

在過去12個月	是	否
(i) 我們有定期接觸香港以外的國際組織	<input type="checkbox"/> 國際組織名稱 _____	<input type="checkbox"/>
(ii) 我們有定期接觸中國內地的組織 提供市區更新或文化保育服務	<input type="checkbox"/> 中國內地的組織名稱 _____	<input type="checkbox"/>
(iii) 我們與其他組織在爭取資源 (財政或人力) 方面存在競爭	<input type="checkbox"/> 請說明競爭情況 _____	<input type="checkbox"/>

F. 組織外部情況：與政府的關係

26. 閣下認為貴組織在日常營運中，是否獨立自主，不受政府影響？

- (1) 非常自主
- (2) 自主
- (3) 不自主
- (4) 極不自主
- (5) 不知道/沒有意見
- (6) 其他意見，請註明: _____

27. 閣下認為貴組織在決策制定上，是否獨立自主，不受政府影響？

- (1) 非常自主
- (2) 自主
- (3) 不自主
- (4) 極不自主
- (5) 不知道/沒有意見
- (6) 其他意見，請註明: _____

28. 在過去5年，閣下認為政府及貴組織的互信程度是

- (1) 增加
- (2) 沒有改變
- (3) 減少
- (0) 不知道/沒有意見

29. 在市區更新或文化保育政策方面，貴組織認為是否需要扮演監察政府的角色，以促使政府問責？

- (1) 需要，成效如何？
 - (2) 不需要
- (i) 很理想 (iv) 很不理想
 (ii) 理想 (v) 不知道/沒有意見
 (iii) 不理想

G. 組織外部情況：與商業機構的關係

30. 在過去12個月，貴組織曾否與其他香港商業機構合辦以下活動? (可選多項)

- (1) 籌款、捐款或贊助
- (2) 倡議，請註明: _____
- (3) 從商業機構招募義工，請註明: _____
- (4) 合辦項目，請註明: _____
- (5) 成立/經營社會企業，請註明: _____
- (6) 其他協作，請註明: _____
- (7) 沒有合作

31. 貴組織有沒有『經常提供捐款的商業機構』的名冊?

- (1) 有，機構數目: _____ 間
- (2) 沒有

32. 貴組織是否認為需要扮演監察商業機構的角色?

- (1) 需要，成效如何?
 - (i) 很理想
 - (ii) 理想
 - (iii) 不理想
 - (iv) 很不理想
 - (v) 不知道/沒有意見
- (2) 不需要

[請注意：如問題30答『沒有合作』，請於問題33答“不適用”]

33. 整體來說，閣下認為商界對貴機構所持的態度是? (可選多項)

- (1) 有實際行動及願意捐獻的支持
- (2) 只有名義/口頭上的支持
- (3) 可有可無
- (4) 不支持
- (5) 不友善
- (6) 其他意見，請註明: _____
- (7) 不適用

34. 比較過去5年，你如何形容以上情況?

- (1) 已改善
- (2) 沒有改變
- (3) 已惡化
- (4) 其他，請註明: _____

H. 資源

	非常同意	同意	不同意	非常不同意	中立/無意見
35. 閣下認為 貴組織在上一個財政年度	(4)	(3)	(2)	(1)	(0)
i. 財政資源足以履行組織的使命及目標	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ii. 有穩定的財政資源	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
iii. 能彈性運用財政資源	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36. a) 貴組織有否公開財政年報?

- (1) 有
- (2) 沒有

b) 貴組織上一個財政年度總收入為(請選擇)

- (1) \$0 - \$50,000
- (2) \$50,001 - \$200,000
- (3) \$201,000 - \$500,000
- (4) \$501,000-\$1,000,000
- (5) \$1,000,001-\$3,000,000
- (6) \$3,000,000-\$10,000,000
- (7) 超過 \$10,000,000或請註明: _____

c) 貴組織上一個財政年度總收入來源的百分比。(可選多項)

	0%	1%> - 10%	11%-30%	31% - 60%	61%-80%	80%-100%
(i) 政府固定資助	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(ii) 政府項目的收入	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iii) 本地商業機構的贊助	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iv) 海外捐款	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(v) 私人(個人名義)捐款	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(vi) 會員會費	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(vii) 服務費用/銷售	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(viii) 公眾捐款(包括賣旗日)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(ix) 其他，請註明: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I. 組織外部情況：對外關係

在以下數頁列出一些有關市區更新及文化保育的組織。請根據你的認識，回答以下5個問題

- (1) 貴組織跟這些組織合作年期?
- (2) 貴組織通過什麼形式與其他組織合作? (請參照提示#1)
- (3) 貴組織跟這些組織的溝通的密度?
- (4) 貴組織怎樣形容跟這些組織的互信質素? (請參照提示#2)
- (5) 貴組織通過什麼形式與其他組織溝通?

提示#1 與其他組織的關係

貴組織跟其他組織的關係可以劃分為以下類型：

- (i) 策略性合作 -- 指互相合作制定整體政策的目標及議程
- (ii) 共用資源 -- 共用寫字樓、員工或資金
- (iii) 推動教育/社區外展 -- 公眾教育及社區參與
- (iv) 分享資訊 -- 發放/接收電郵、書信、建議、投訴、回應
- (v) 倡議 -- 對不同的市區更新提供服務及支援

提示#2 與其他組織的互信質素

評估 貴組織與其他組織的互信關係，請考慮於以下3方面：

- (i) 你是否信任該組織願意分享維持雙方關係所需的資訊
- (ii) 你是否信任該組織在他們決策時會考慮你的意見
- (iii) 你是否信任該組織會在維持雙方關係上投入資源（金錢、時間、人力等）

經整體評估後，你認為你跟該組織的關係是

- (1) 差(沒有信心)
- (2) 尚可(一般)
- (3) 很好(有信心)

請指出 貴組織跟以下組織在過去12個月的關係

組織	合作年期	合作形式(可選多項)(請參照提示#1)					溝通的密度	互信質素(請參照提示#2)	溝通形式(可選多項)	
		(i) 策略性合作	(ii) 共用資源	(iii) 推動教育/社區外展	(iv) 分享資訊	(v) 倡議			書面建議/書信	非正式接觸/個人關係
Example: ABC	5 years since 2005	✓		✓	✓		DW [Ⓜ] QY	1 [ⓐ] 3	✓	✓
1000 Development Bureau 發展局							DWMQY	1 2 3		
1001 Urban Renewal Authority 市區重建局							DWMQY	1 2 3		
1002 Planning Department 規劃署							DWMQY	1 2 3		
1003 Lands Department 地政總署							DWMQY	1 2 3		
1004 Town Planning Board 城市規劃委員會							DWMQY	1 2 3		
1005 Housing Department 房屋署							DWMQY	1 2 3		
1006 Lands Registry 土地註冊處							DWMQY	1 2 3		
1007 The Hong Kong Housing Authority 香港房屋委員會							DWMQY	1 2 3		
1008 Hong Kong Housing Society 香港房屋協會							DWMQY	1 2 3		
2-01-001 Friends of the Harbour 海港之友							DWMQY	1 2 3		
2-01-002 Society for Protection of the Harbour 保護海港協會							DWMQY	1 2 3		
2-01-003 30S Group 30會							DWMQY	1 2 3		
2-01-004 Hong Kong Alternatives 香港更美好							DWMQY	1 2 3		
2-01-005 World City Committee							DWMQY	1 2 3		
2-01-006 Central & Western Concern Group 中西區關注組							DWMQY	1 2 3		
2-01-007 H15 Concern Group H15 關注組							DWMQY	1 2 3		
2-01-008 K28 Concern Group 洗衣街/花園街/奶路臣街落實重建行動組							DWMQY	1 2 3		
2-01-009 SEE Network 思網絡							DWMQY	1 2 3		

2-01-010	Hong Kong Heritage Conservation (Heritage Watch)	D W M Q Y	1 2 3
2-01-011	Wan Chai Street Market Concern Group 灣仔街市關注組	D W M Q Y	1 2 3
2-01-012	藍屋社區保育小組	D W M Q Y	1 2 3
2-01-013	Designing Hong Kong	D W M Q Y	1 2 3
2-01-014	High & Dry	D W M Q Y	1 2 3
2-01-015	H18 重建關注組	D W M Q Y	1 2 3
2-01-016	H19 士丹頓及永利街重建租客組	D W M Q Y	1 2 3
2-01-017	舊區租客大聯盟	D W M Q Y	1 2 3
2-01-018	全港舊區重建業主聯會	D W M Q Y	1 2 3
2-01-019	觀塘市中心區重建業主立法法團大聯盟	D W M Q Y	1 2 3
2-01-020	十三街維修關注組	D W M Q Y	1 2 3
2-01-021	關注重建舊區(觀塘)居民協會	D W M Q Y	1 2 3
2-01-022	Hong Kong Southern District Sustainable Development Concern Group 港島南區持續發展關注組	D W M Q Y	1 2 3
2-01-023	K21關注組	D W M Q Y	1 2 3
2-01-024	深水埗重建關注組	D W M Q Y	1 2 3
2-01-025	九龍社團聯會關注市區重建大廈管理專責小組	D W M Q Y	1 2 3
2-01-026	K28 波鞋街關注組	D W M Q Y	1 2 3
2-01-027	嘉咸一號關注小組	D W M Q Y	1 2 3
2-01-028	西九龍關注市區重建協會	D W M Q Y	1 2 3
2-01-029	Community Cultural Concern	D W M Q Y	1 2 3
2-01-030	The Conservancy Association Centre of Heritage (CACHE)	D W M Q Y	1 2 3
2-01-031	Urban Watch Hong Kong	D W M Q Y	1 2 3
2-01-032	People Planning In Action	D W M Q Y	1 2 3
2-01-033	Building Healthy Kowloon City Association Limited 建設健康九龍城協會有限公司	D W M Q Y	1 2 3
2-01-034	Asian Planning Schools Association	D W M Q Y	1 2 3
2-01-035	Heritage Hong Kong Foundation	D W M Q Y	1 2 3
2-01-036	出租業主聯席	D W M Q Y	1 2 3
2-03-047	Professional Commons 公共專業聯盟	D W M Q Y	1 2 3
2-03-048	Civic Exchange 思匯政策研究所	D W M Q Y	1 2 3
2-01-037	中西區發展動力	D W M Q Y	1 2 3
2-01-038	舊區更新電視台：深水埗K20-23重建區台	D W M Q Y	1 2 3

有沒有其他機構/團體/網絡的關係?

組織	合作年期	合作形式(可選多項)(請參照提示#1)	溝通的密度	互信質素(請參照提示#2)	溝通形式(可選多項)
		(v) 信誼 (w) 分享資訊 (ii) 推動教育/社區外展 (ii) 共自資源 (i) 策聯性合作	每天D / 每星期W / 每月 M / 每季Q / 每年Y	1差(沒有信心) 2尚可(一般) 3很好(有信心)	非正式接觸/個人關係 參與公眾事務委員會/工作小組 小組委員會/政府諮詢委員會的成員 書面建議/信件
1			D W M Q Y	1 2 3	
2			D W M Q Y	1 2 3	
3			D W M Q Y	1 2 3	
4			D W M Q Y	1 2 3	
5			D W M Q Y	1 2 3	
6			D W M Q Y	1 2 3	
7			D W M Q Y	1 2 3	
8			D W M Q Y	1 2 3	
9			D W M Q Y	1 2 3	
10			D W M Q Y	1 2 3	

問卷完，多謝你的幫忙及合作!

Appendix B (Continued)

樣本編號: 訪問員編號:
公民社會研究之綠色及保育組織調查(2010)

我們懇請閣下提供研究所需的資料。是次調查之主要目標為探討當今香港綠色及保育公民社會組織的情況及發展。閣下所提供的資料均會絕對保密，並只會作研究用途，有關研究報告亦不會披露個別機構的資料。我們衷心感謝閣下對是次調查的支持及協助。
[Sections A-H in this questionnaire are exactly the same as the questionnaire for BECGs.]

I. 組織外部情況：對外關係

在以下數頁列出一些有關環保的組織。請根據你的認識，回答以下5個問題

- (1) 貴組織跟這些組織合作年期?
- (2) 貴組織通過什麼形式與其他組織合作? (請參照提示#1)
- (3) 貴組織跟這些組織的溝通的密度?
- (4) 貴組織怎樣形容跟這些組織的互信質素? (請參照提示#2)
- (5) 貴組織通過什麼形式與其他組織溝通?

提示#1 與其他組織的關係

貴組織跟其他組織的關係可以劃分為以下類型：

- (i) 策略性合作 -- 指互相合作制定整體政策的目標及議程
- (ii) 共用資源 -- 共用寫字樓、員工或資金
- (iii) 推動教育/社區外展 -- 公眾教育及社區參與
- (iv) 分享資訊 -- 發放/接收電郵、書信、建議、投訴、回應
- (v) 倡議 -- 對不同的市區更新提供服務及支援

提示#2 與其他組織的互信質素

評估 貴組織與其他組織的互信關係，請考慮於以下3方面：

- (i) 你是否信任該組織願意分享維持雙方關係所需的資訊
- (ii) 你是否信任該組織在他們決策時會考慮你的意見
- (iii) 你是否信任該組織會在維持雙方關係上投入資源（金錢、時間、人力等）

經整體評估後，你認為你跟該組織的關係是

- (1) 差(沒有信心)
- (2) 尚可(一般)
- (3) 很好(有信心)

請指出 貴組織跟以下組織在過去12個月的關係

政府組織 (若過去12個月曾經合作過，請回答以下表格。若沒有，請跳至下一個表格。)

CATO	組織	合作年期	合作形式(可選多項)(請參照提示#1)					溝通的密度	互信質素(請參照提示#2)	溝通形式(可選多項)
			(i) 策略性合作	(ii) 共用資源	(iii) 推動教育/社區外展	(iv) 分享資訊	(v) 倡議			
	Example: ABC	5 years since 2005	✓	✓	✓	✓	DW [Ⓜ] QY	1 [ⓐ] 3	✓	✓
1000	Development Bureau 發展局						DWMQY	1 2 3		
1001	Urban Renewal Authority 市區重建局						DWMQY	1 2 3		
1009	Environment Bureau 環境局						DWMQY	1 2 3		
1010	Environmental Protection Department 環境保護署						DWMQY	1 2 3		
1011	Agriculture, Fisheries and Conservation Department 漁農自然護理署						DWMQY	1 2 3		
1012	Leisure and Cultural Services Department 康樂及文化事務署						DWMQY	1 2 3		

美化環境及開放空間(若過去12個月曾經合作過，請回答以下表格。若沒有，請跳至下一個表格。)

CAT2	組織	合作年期	合作形式(可選多項)(請參照提示#1)	溝通的密度	互信質素(請參照提示#2)	溝通形式(可選多項)
			(i) 策略性合作 (ii) 共用資源 (iii) 推動教育/社區外展 (iv) 分享資訊 (v) 信託	每天D / 每星期W / 每月 M / 每季Q / 每年Y	1差(沒有信心) 2尚可(一般) 3很好(有信心)	非正式接觸/個人關係 參與公眾事務委員會/工作小組 小組委員會的成員 書面建議/信件
2-02-039	Beam Society			D W M Q Y	1 2 3	
2-02-040	Professional Green Building Council 環保建築專業議會			D W M Q Y	1 2 3	
2-02-041	Hong Kong Critical Geography Group			D W M Q Y	1 2 3	
2-02-042	The Union of SOS-Owners			D W M Q Y	1 2 3	
2-02-043	Dragon Garden Charitable Trust			D W M Q Y	1 2 3	
2-02-044	Heartbeat			D W M Q Y	1 2 3	

環境保護(若過去12個月曾經合作過，請回答以下表格。若沒有，請跳至下一個表格。)

CAT 3	組織	合作年期	合作形式(可選多項)(請參照提示#1)	溝通的密度	互信質素(請參照提示#2)	溝通形式(可選多項)
			(i) 策略性合作 (ii) 共用資源 (iii) 推動教育/社區外展 (iv) 分享資訊 (v) 信託	每天D / 每星期W / 每月 M / 每季Q / 每年Y	1差(沒有信心) 2尚可(一般) 3很好(有信心)	非正式接觸/個人關係 參與公眾事務委員會/工作小組 小組委員會的成員 書面建議/信件
2-03-045	Greenpeace China			D W M Q Y	1 2 3	
2-03-046	EarthCare 地球仁協會			D W M Q Y	1 2 3	
2-03-049	Business Environment Council 商界環保協會			D W M Q Y	1 2 3	
2-03-050	Eco Association 環保生態協會/環保生態協會			D W M Q Y	1 2 3	
2-03-051	InMedia 香港獨立媒體			D W M Q Y	1 2 3	
2-03-052	World Wide Fund Hong Kong 世界自然基金會香港分會			D W M Q Y	1 2 3	
2-03-053	Oxfam Hong Kong 樂施會			D W M Q Y	1 2 3	
2-03-054	Ever Green Association 長青環保協進會			D W M Q Y	1 2 3	

污染控制及監察(若過去12個月曾經合作過，請回答以下表格。若沒有，請跳至下一個表格。)

CAT 4	組織	合作年期	合作形式(可選多項)(請參照提示#1)	溝通的密度	互信質素(請參照提示#2)	溝通形式(可選多項)
			(i) 策略性合作 (ii) 共用資源 (iii) 推動教育/社區外展 (iv) 分享資訊 (v) 信託	每天D / 每星期W / 每月 M / 每季Q / 每年Y	1差(沒有信心) 2尚可(一般) 3很好(有信心)	非正式接觸/個人關係 參與公眾事務委員會/工作小組 小組委員會的成員 書面建議/信件
2-04-055	Air & Waste Management Association			D W M Q Y	1 2 3	
2-04-056	The Air Association Limited			D W M Q Y	1 2 3	
2-04-057	Clear The Air 爭氣行動			D W M Q Y	1 2 3	
2-04-058	Clean Air Network 健康空氣行動			D W M Q Y	1 2 3	
2-04-059	Friends of the Earth 地球之友			D W M Q Y	1 2 3	
2-04-060	Hong Kong Environmental Protection Foundation Limited 香港環保基金有限公司			D W M Q Y	1 2 3	

節約及保育天然資源(包括節約能源) (若過去12個月曾經合作過, 請回答以下表格。若沒有, 請跳至下一個表格。)

CAT 5	組織	合作年期	合作形式(可選多項)(請參照提示#1)	溝通的密度	互信質素(請參照提示#2)	溝通形式(可選多項)
			(i) 策略性合作 (ii) 共用資源 (iii) 推動教育/社區外展 (iv) 分享資訊 (v) 倡議	每天D / 每星期W / 每月M / 每季Q / 每年Y	1差(沒有信心) 2尚可(一般) 3很好(有信心)	非正式接觸/個人關係 參與公眾事務委員會工作小組 小組委員會的成員 書面建議/信件
2-05-061	Friends of the Country Parks 郊野公園之友會			DWMQY	1 2 3	
2-05-062	Kadoorie Farm and Botanic Garden 嘉道理農場暨植物園			DWMQY	1 2 3	
2-05-063	Green Council 環保促進會			DWMQY	1 2 3	
2-05-064	The Conservancy Association 長春社			DWMQY	1 2 3	
2-05-065	Environment Front 環境前線			DWMQY	1 2 3	
2-05-066	Promotion of Environmental Protection Awareness 綠色教育先鋒			DWMQY	1 2 3	

CAT 5	組織	合作年期	合作形式(可選多項)(請參照提示#1)	溝通的密度	互信質素(請參照提示#2)	溝通形式(可選多項)
			(i) 策略性合作 (ii) 共用資源 (iii) 推動教育/社區外展 (iv) 分享資訊 (v) 倡議	每天D / 每星期W / 每月M / 每季Q / 每年Y	1差(沒有信心) 2尚可(一般) 3很好(有信心)	非正式接觸/個人關係 參與公眾事務委員會工作小組 小組委員會的成員 書面建議/信件
2-05-067	綠色廣場			DWMQY	1 2 3	
2-05-068	Eco-Vision 生態視野			DWMQY	1 2 3	
2-05-069	Green Sense 環保觸覺			DWMQY	1 2 3	
2-05-070	Eco-Adventures Foundation Limited			DWMQY	1 2 3	
2-05-071	Eco-Sys Action Foundation Limited			DWMQY	1 2 3	
2-05-072	Tai O Cultural and Ecological Integrated Resource Centre 大澳文化生態綜合資源中心			DWMQY	1 2 3	
2-05-073	Hong Kong Organic Agriculture & Ecological Research Association Limited / Garden Farm 園藝農場			DWMQY	1 2 3	
2-05-074	Catholic Messengers of Green Consciousness 天主教綠識傳人			DWMQY	1 2 3	
2-05-075	GREEN ACTION CHARITY FOUNDATION LIMITED 力行植林慈善基金會有限公司			DWMQY	1 2 3	
2-05-076	GREEN FIELD FOUNDATION LIMITED 大地基金有限公司			DWMQY	1 2 3	
2-05-077	Green Peng Chau Association 坪洲綠衛者			DWMQY	1 2 3	
2-05-078	GREEN POWER LIMITED 綠色力量有限公司			DWMQY	1 2 3	
2-05-079	Green2Greener			DWMQY	1 2 3	
2-05-080	GREENERS ACTION (Green Student Council) 綠領行動 (原名: 綠色學生聯會)			DWMQY	1 2 3	
2-05-081	Produce Green Foundation 綠田園基金			DWMQY	1 2 3	
2-05-082	Aeon Education and Environment Fund Limited			DWMQY	1 2 3	
2-05-083	Consumer Acting for People and the Environment 消費者力量			DWMQY	1 2 3	

CAT 5	組織	合作年期	合作形式(可選多項)(請參照提示#1)	溝通的密度	互信質素(請參照提示#2)	溝通形式(可選多項)
			(i) 策略性合作 (ii) 共用資源 (iii) 推動教育/社區外展 (iv) 分享資訊 (v) 倡議	每天D / 每星期W / 每月M / 每季Q / 每年Y	1差(沒有信心) 2尚可(一般) 3很好(有信心)	非正式接觸/個人關係 參與公眾事務委員會工作小組 小組委員會的成員 書面建議/信件
2-05-084	Qing Tong Environmental Education Foundation Limited 青桐環保教育基金會有限公司			DWMQY	1 2 3	
2-05-085	Tai Po Environmental Association Limited 大埔環保會有限公司			DWMQY	1 2 3	
2-05-086	Association for Geoconservation Hong Kong 香港地貌岩石保育協會			DWMQY	1 2 3	
2-05-087	The Climate Change Business Forum 氣候變化商界論壇			DWMQY	1 2 3	
2-05-088	Association for Sustainable & Responsible Investment in Asia (ASRIA)			DWMQY	1 2 3	
2-05-089	The Hong Kong Business Coalition on the Environment			DWMQY	1 2 3	
2-05-090	Hong Kong Environmental Industries Association 香港環保產業協會			DWMQY	1 2 3	
2-05-091	Hong Kong Geographical Association			DWMQY	1 2 3	

2-05-092	Hong Kong Institute of Environmental Impact Assessment	D W M Q Y	1 2 3
2-05-093	Hong Kong People's Council for Sustainable Development 香港可持續發展公民議會	D W M Q Y	1 2 3
2-05-094	Save Our Shorelines	D W M Q Y	1 2 3
2-05-095	The Hong Kong Sustainable Development Forum	D W M Q Y	1 2 3
2-05-096	The Green Lantau Association	D W M Q Y	1 2 3
2-05-097	Hong Kong Organic Resource Centre Certification Limited 香港有機資源中心認證有限公司	D W M Q Y	1 2 3

動物保護(包括保護野生·獸醫服務)(若過去12個月曾經合作過·請回答以下表格。若沒有·請跳至下一個表格。)

CAT 6	組織	合作年期	合作形式(可選多項)(請參照提示#1)					溝通的密度	互信質素(請參照提示#2)	溝通形式(可選多項)
			(i) 策劃性合作	(ii) 共用資源	(iii) 推動教育/社區外展	(iv) 分享資訊	(v) 倡議			
							每天D / 每星期W / 每月 M / 每季Q / 每年Y	1差(沒有信心) 2尚可(一般) 3很好(有信心)	非正式接觸/個人關係 參與公眾事務委員會/工作小組 小組委員會的成員 書面建議/信件	
2-06-098	World Animal Rights (Charity) Association Ltd 世界動物權益(慈善)協會有限公司						D W M Q Y	1 2 3		
2-06-099	Society for the Prevention of Cruelty to Animals 香港愛護動物協會						D W M Q Y	1 2 3		
2-06-100	Companion Animal Federation Limited 動物伴我行會社有限公司						D W M Q Y	1 2 3		
2-06-101	Concern Animal Heart Ltd. 關注動物心協會有限公司						D W M Q Y	1 2 3		
2-06-102	Hong Kong Dog Rescue 救狗之家						D W M Q Y	1 2 3		
2-06-103	PETA Asian Limited 善待動物物 組織亞太分部						D W M Q Y	1 2 3		
2-06-104	Society for Abandoned Animals Limited 保護遺棄動物協會有限公司						D W M Q Y	1 2 3		
2-06-105	Stray Cats Association Ltd 流浪貓屋有限公司						D W M Q Y	1 2 3		
2-06-106	Hong Kong Animal Adoption Centre Limited 香港動物領養中心						D W M Q Y	1 2 3		
2-06-107	Animals Earth 動物地球						D W M Q Y	1 2 3		
2-06-108	Doggy Garden Organization 被遺棄之家						D W M Q Y	1 2 3		
2-06-109	Hong Kong Alley Cat Watch						D W M Q Y	1 2 3		
2-06-110	HKCATS						D W M Q Y	1 2 3		
2-06-111	Hong Kong Cat Salvation Army 香港愛貓救世軍						D W M Q Y	1 2 3		
2-06-112	Concern Group for Pets 香港寵物福利協會						D W M Q Y	1 2 3		
2-06-113	Hong Kong Rabbit Society 香港兔友協會						D W M Q Y	1 2 3		
2-06-114	Hong Kong Lepidopterists' Society 香港鱗翅目學會						D W M Q Y	1 2 3		
2-06-115	Ocean Park Conservation Foundation 海洋公園鯨豚保護基金						D W M Q Y	1 2 3		
2-06-116	Hong Kong Marine Ecology Conservation and Education Society 香港海洋生態保育協會有限公司						D W M Q Y	1 2 3		
2-06-117	Fung Yuen Butterfly Reserve 鳳園蝴蝶保育區						D W M Q Y	1 2 3		
2-06-118	Hong Kong Marine Conservation Society 香港海洋環境保護協會						D W M Q Y	1 2 3		
2-06-119	Green Animals Education Foundation Limited 綠色動物教育基金						D W M Q Y	1 2 3		
2-06-120	Hong Kong Dolphin Conservation Society Limited 香港海豚保育學會有限公司						D W M Q Y	1 2 3		
2-06-121	Project Kaisei						D W M Q Y	1 2 3		
2-06-122	Protection of Animals Lantau South 大嶼山動物保護協會						D W M Q Y	1 2 3		
2-06-123	Cheung Chau Animal Care 長洲愛護動物小組						D W M Q Y	1 2 3		
2-06-124	Lamma Animals Welfare Centre 南丫島動物保護組織						D W M Q Y	1 2 3		
2-06-125	Hong Kong Society of Herpetology Foundation 香港兩棲及爬行動物保育基金有限公司						D W M Q Y	1 2 3		
2-06-126	Animals Asia Foundation 亞洲動物基金						D W M Q Y	1 2 3		
2-06-127	Doctor Pet Limited 動物醫生有限公司						D W M Q Y	1 2 3		
2-06-128	Non-Profit Making Veterinary Services Society Ltd.						D W M Q Y	1 2 3		
2-06-129	Pet Favour Garden 寵樂園						D W M Q Y	1 2 3		

綠色生活 (若過去12個月曾經合作過，請回答以下表格。若沒有，請跳至下一個表格。)

CAT 7	組織	合作年期	合作形式(可選多項)(請參照提示#1)			溝通的密度	互信質素(請參照提示#2)	溝通形式(可選多項)
			(i) 資源性合作	(ii) 共用資源	(iii) 推動教育/社區外展	(iv) 分享資訊	(v) 倡議	非正式接觸/個人關係 參與公眾事務委員會工作/小組 小組委員會的成員 書面建議/信件
2-07-130	Green Living Education Foundation Limited 綠色生活教育基金有限公司							
2-07-131	Flower World Organic Farm 花花世界農莊							

有沒有其他機構/團體/網絡的關係?

組織	合作年期	合作形式(可選多項)(請參照提示#1)			溝通的密度	互信質素(請參照提示#2)	溝通形式(可選多項)
		(i) 資源性合作	(ii) 共用資源	(iii) 推動教育/社區外展	(iv) 分享資訊	(v) 倡議	非正式接觸/個人關係 參與公眾事務委員會工作/小組 小組委員會的成員 書面建議/信件
Example: ABC	5 years since 2005	✓	✓	✓	DW [Ⓜ] QY	1 [ⓐ] 3	✓ ✓
1					DWMQY	1 2 3	
2					DWMQY	1 2 3	
3					DWMQY	1 2 3	
4					DWMQY	1 2 3	
5					DWMQY	1 2 3	
6					DWMQY	1 2 3	
7					DWMQY	1 2 3	
8					DWMQY	1 2 3	
9					DWMQY	1 2 3	
10					DWMQY	1 2 3	

問卷完，多謝你的幫忙及合作!

Appendix C

List of Natural and Built Environment Conservation Groups

30S Group	http://www.30sgroup.org/
Aeon Education and Environment Fund Limited	http://www.aeonfund.org.hk/en/contribution_to_society/contribution_to_society_009_msf.php
Air & Waste Management Association	http://www.awma.org.hk/
Animals Asia Foundation 亞洲動物基金	http://www.animalsasia.org/?hk
Animals Earth 動物地球	http://www.animalearth.org/index.php
Asian Planning Schools Association	http://www.hku.hk/cupem/apsa/ABOUT%20APSA.htm
Association for Geoconservation Hong Kong 香港地貌岩石保育協會	http://www.rocks.org.hk/HTML-pages/Core/index_eng.html
Association for Sustainable & Responsible Investment in Asia (ASRIA)	http://www.asria.org/
Beam Society	http://www.hk-beam.org.hk/general/home.php
Bloom Association Hong Kong	http://www.bloomassociation.org/bloom/abysses-conservation-cn.php
Building Healthy Kowloon City Association Limited 建設健康九龍城協會有限公司	http://www.healthkyc.org.hk/en/about+us
Business Environment Council 商界環保協會	http://www.bec.org.hk/eng/index.aspx
Catholic Messengers of Green Consciousness 天主教綠識傳人	http://www.greenmessengers.org/home.html
Central & Western Concern Group	http://www.centralandwestern.org
Cheung Chau Animal Care 長洲愛護動物小組	n/a
Civic Exchange 思匯政策研究所	http://www.civic-exchange.org/eng/index.aspx
Clean Air Network 健康空氣行動	http://www.hongkongcan.org/eng/
Clear The Air 爭氣行動	http://www.cleartheair.org.hk/
Community Cultural Concern	http://www.hkcommunities.net/concern/westkln/about/
Companion Animal Federation Limited 動物伴我行會社有限公司	http://www.hkcaf.org/
Concern Animal Heart Ltd. 關注動物心協會有限公司	http://www.cah.org.hk/main.htm
Concern Group for Pets 香港寵物福利協會	http://www.hkcgp.org.hk/
Consumer Acting for People and the Environment 消費者力量	http://www.consumerpower.org.hk/content/
Designing Hong Kong	http://www.designinghongkong.com/cms/
Doctor Pet Limited 動物醫生有限公司	http://www.doctorpet.org.hk/index.php?option=com_frontpage&Itemid=1
Doggy Garden Organization 被遺棄之家	http://www.doggygarden.org/
Dragon Garden Charitable Trust	http://dragongarden.hk/
EarthCare 地球仁協會	http://www.earth.org.hk/
Earthwatch Institute Hong Kong	http://www.earthwatch.org/contactus/
Eco Association 環保生態協會	http://www.eco.org.hk/
Eco-Adventures Foundation Limited	http://ea-foundation.com/home
Eco-Sys Action Foundation Limited	http://www.ecosysaction.org/index.html
Eco-Vision 生態視野	http://www.eco-vision.net/1.htm
Environment Front 環境前線	http://meltingpot.fortunecity.com/roberts/818/
Ever Green Association 綠長青環保協進會	http://www.hk-evergreen.org/
Flower World Organic Farm 花花世界農莊	http://www.flowerworldhk.com/index.php
Friends of Hoi Hai	n/a
Friends of Sai Kung 西貢之友	http://www.friendsofsaikung.org/
Friends of Tai Long Sai Wan 西貢大浪灣關注組	n/a
Friends of Tai Long Wan 大浪灣之友	http://www.facebook.com/pages/Friends-of-Tailongwan/136923842995758?v=info
Friends of the Country Parks 郊野公園之友會	http://www.focp.org.hk/eng/index.htm
Friends of the Earth 地球之友	http://www.foe.org.hk/welcome/geten.asp
Friends of the Harbour 海港之友	http://www.friendsoftheharbour.org/main.php?lang=chi
Fung Yuen Butterfly Reserve 鳳園蝴蝶保育區	http://www.fungyuen.org/%5Epage=be_member&lang=eng/default.htm.htm
GREEN ACTION CHARITY FOUNDATION LIMITED 力行植林慈善基金會有限公司	http://www.greenaction.org.hk/
Green Animals Education Foundation Limited 綠色動物教育基金	http://www.greenanimals.org.hk/
Green Council 環保促進會	http://www.greencouncil.org/tchi/aboutus/about.asp
GREEN FIELD FOUNDATION LIMITED 大地基金有限公司	http://www.gff.com.hk/home_eng.html
Green Living Education Foundation Limited 綠色生活教育基金會有限公司	http://www.club-o.org/
Green Peng Chau Association 坪洲綠衛者	http://greenpengchau.org.hk/Green_Peng_Chau_Association/GPCA.html
GREEN POWER LIMITED 綠色力量有限公司	http://www.greenpower.org.hk/gp/e_main.asp
Green Sense 環保觸覺	http://www.greensense.org.hk/
Green2Greener	http://www.green2greener.com/
GREENERS ACTION (Green Student Council) 綠領行動 (原名:綠色學生聯會)	http://www.greeners-action.org/modules/AMS/
Greenpeace China	http://www.greenpeace.org/china/en/
H15 Concern Group	n/a
Heartbeat	http://www.heartbeat.com.hk/index.htm
Heritage Hong Kong Foundation 香港文化遺產基金會有限公司	http://heritagehk.net/index.php?option=com_content&view=article&id=1&Itemid=1
High & Dry	n/a
HKCATS	http://www.hkcats.org/
HKWildlife.net Forum 香港自然生態論壇	n/a
Hong Kong Alley Cat Watch	http://www.hkalleycats.com/index.html
Hong Kong Alternatives 香港更美好	http://www.hkalternatives.com/Eng/
Hong Kong Animal Adoption Centre Limited 香港動物領養中心	http://www.hk-aac.com/ch/index.htm
Hong Kong Bird Watching Society 香港觀鳥會	http://www.hkbws.org.hk/web/chi/index.htm
Hong Kong Cat Salvation Army 香港愛貓救世軍	http://www.hkcsa.org.hk/welcome1.htm
Hong Kong Critical Geography Group	http://hkcg.org/
Hong Kong Dog Rescue 救狗之家	http://www.hongkongdogrescue.com/public/general.php?pageld=104
Hong Kong Dolphin Conservation Society Limited 香港海豚保育學會有限公司	http://www.hkdcs.org/index_en.htm
Hong Kong Entomological Society 香港昆蟲學會	http://hkentsoc.org/index.html

Hong Kong Environmental Industries Association 香港環保產業協會	http://www.hkenvia.org/en/pastevent.php
Hong Kong Environmental Protection Foundation Limited 香港環保基金有限公司	http://hkprotect.org/1a_E.html
Hong Kong Geographical Association	http://www.hkga.org/
Hong Kong Heritage Conservation (Heritage Watch)	n/a
Hong Kong Institute of Environmental Impact Assessment	http://www.hkieia.org.hk/about/news.htm
Hong Kong Lepidopterists' Society 香港鱗翅目學會	http://www.hkls.org/
Hong Kong Marine Conservation Society 香港海洋環境保護協會	n/a
Hong Kong Marine Ecology Conservation and Education Society 香港海洋生態保育協會有限公司	http://www.hkmeces.org/
Hong Kong Organic Agriculture & Ecological Research Association Limited 園藝農場	http://www.hkgardenfarm.org/
Hong Kong Organic Resource Centre Certification Limited 香港有機資源中心認證有限公司	n/a
Hong Kong People's Council for Sustainable Development 香港可持續發展公民議會	http://www.susdevhk.org/index.php
Hong Kong Rabbit Society 香港兔友協會	http://www.hkrabbit.org/
Hong Kong Shark Foundation 香港鯊鯊會	http://hksharkfoundation.org/
Hong Kong Society of Herpetology Foundation 香港兩棲及爬行動物保育基金有限公司	http://www.hkherp.org/
Hong Kong Southern District Sustainable Development Concern Group	n/a
InMedia 香港獨立媒體	http://www.inmediahk.net/
K28 Concern Group 洗衣街/ 花園街/ 奶路臣街落實重建行動組	n/a
Kadoorie Farm and Botanic Garden 嘉道理農場暨植物園	http://www.kfbg.org.hk/kfb/homepage.xml?lang=tw
Lamma animals welfare centre 南丫島動物保護組織	http://www.lammaanimals.org/
Living Seas 勃勃海洋	http://www.facebook.com/livingseas.hk
Lung Fu Shan Environmental Concern Group 龍虎山自然面貌關注組	n/a
Non-Profit Making Veterinary Services Society Ltd.	http://www.npv.org.hk/en/content.asp
Ocean Park Conservation Foundation 海洋公園鯨豚保護基金	http://www.opcf.org.hk/eng/index.asp
Oxfam Hong Kong 樂施會	http://www.oxfam.org.hk/public/
People Planning In Action	n/a
Pet Favour Garden 寵樂園	http://www.pfg.org.hk/
PETA Asia Limited 善待動物組織亞太分部	http://www.petaasiapacific.com/index.asp
Produce Green Foundation 綠田園基金	http://www.producegreen.org.hk/index.asp
Professional Commons 公共專業聯盟	http://www.procommons.org.hk/tag/hong-kong
Professional Green Building Council 環保建築專業議會	http://www.hkpgbc.org/index.html
Project Kaisei	http://www.projectkaisei.org/
Promotion of Environmental Protection Awareness 綠色教育先鋒	http://www.ust.hk/~webpepa/
Protection of Animals Lantau South 大嶼山動物保護協會	http://www.pals.org.hk/
Qing Tong Environmental Education Foundation Limited 青桐環保教育基金會有限公司	http://www.qingtong.org/
Save Our Shorelines	http://www.saveourshorelines.bizland.com/index.html
SEE Network 思網絡	http://www.project-see.net/
Society for Abandoned Animals Limited 保護遺棄動物協會有限公司	http://www.saa.org.hk/index_e.html
Society for Protection of the Harbour 保護海港協會	http://www.harbourprotection.org/
Society for the Prevention of Cruelty to Animals 香港愛護動物協會	http://www.spca.org.hk/eng/home.asp
流浪貓屋有限公司	http://www.straycatshome.org/
大澳文化生態綜合資源中心	http://cerc.ywca.org.hk/
大埔環保會有限公司	http://www.taipoea.org.hk/index.php
氣候變化商界論壇	http://www.climatechangebusinessforum.com/en-us/about
長春社	http://www.conservancy.org.hk/index_E.html
The Conservancy Association Centre of Heritage (CACHE)	http://www.cache.org.hk/index.html
The Green Lantau Association	http://www.greenlantau.com/
The Hong Kong Business Coalition on the Environment	http://www.chamber.org.hk/bce/
The Hong Kong Sustainable Development Forum	http://www.hksdf.org.hk/
The Union of SOS-Owners	n/a
Urban Watch Hong Kong	n/a
Wan Chai Street Market Concern Group	n/a
世界動物權益(慈善)協會有限公司	http://www.cowshomehk.org/
World City Committee	n/a
世界自然基金會香港分會	http://www.wwf.org.hk/eng/
出租業主聯席	n/a
藍屋社區保育小組	n/a
H18 重建關注組	n/a
H19 士丹頓及永利街重建租客組	n/a
舊區租客大聯盟	n/a
全港舊區重建業主聯會	n/a
觀塘市中心區重建業主立案法團大聯盟	n/a
十三街維修關注組	n/a
關注重建舊區(觀塘)居民協會	n/a
K21 關注組	n/a
深水埗重建關注組	n/a
九龍社團聯會關注市區重建大廈管理專責小組	n/a
K28 波鞋街關注組	n/a
嘉咸一號關注小組	http://grahamstmarket.blogspot.com/
西九龍關注市區重建協會	n/a
中西區發展動力	n/a
舊區更新電視台：深水埗 K20-23 重建區台	http://sspk2023.wordpress.com/
綠色廣場	http://www.hk-green.com/

Appendix D

Chronology of Major Events in Environmental Protection and Conservation

- 1862** The Sanitary Committee was appointed to deal with environmental problems for the first time in Hong Kong's history after the Cholera epidemic.²
- 1881** Mr. Osbert Chadwick was appointed as a consultant to review Hong Kong's environmental policies.³
- 1883** The Sanitary Board replaced the Sanitary Committee, and was later taken over by the Urban Council.⁴
- 1904-5** Government launched three large slum clearance projects in Tai Pang, Lower Lascaz Row and Kau U Fong in order to prevent plague from spreading.⁵
- 1947** Government invited Sir Patrick Abercrombie to prepare a preliminary planning report on land use for future development. His recommendations included the preparation of a master plan for the Colony.⁶
- 1949** The Housing Society was established and started building low cost housing.
- 1953** A disastrous fire at Shek Kip Mei broke out on Christmas Eve, leaving around 53,000 squatters homeless.
- 1954** The first urban renewal project in Hong Kong, initiating a large-scale slum clearance scheme followed the disastrous fire at Shek Kip Mei.⁷
The Hong Kong Housing Authority and the Resettlement Department were established.
- 1957** Star Ferry Pier was built.
- 1959** The Clean Air Ordinance was passed but was limited in scope and effectiveness in view of the non-interventionist approach of the colonial government.⁸
- 1960** A series of experimental urban renewal schemes (Pilot Scheme Area, the Urban Improvement Scheme, Environmental Improvement Areas and Comprehensive Redevelopment Areas) was initiated between 1960 and 1980 to improve environmental conditions, traffic circulation and the provision of community facilities in the older urban areas.
- 1962** Government introduced a low-cost housing programme to provide accommodation for low-income people who lived in overcrowded conditions.
- 1969** The Conservancy Association petitioned the government about water pollution in the Tolo Harbour.⁹
- 1970** Government started acquisition of property for an Urban Renewal Pilot Scheme on Hollywood Road, Sai Ying Pun.
The Comprehensive Development Area (CDA) concept in statutory zoning plans was first introduced in the 1970s as a Comprehensive Redevelopment Area (CRA) to existing street blocks with the intention of ensuring redevelopment on a comprehensive basis and avoiding piecemeal redevelopment.¹⁰
- 1972** Government implemented a temporary public housing scheme to relocate displaced residents from the squatter areas.¹¹
- 1973** The New Territories Development Department was established to implement the New Town Development Programme.
- 1973** About 13,000 nightsoil pans were serviced nightly by the then Urban Services Department.¹²
- 1974** Consultants were commissioned to review the territory's pollution problems and make recommendations in view of the increasing pollution following population increase and economic development.¹³
The Advisory Committee on Environmental Pollution was set up.

² Terrene, S.W. Tsang, 1998, *An evaluation of the implementation of environmental protection policies in Hong Kong*, The University of Hong Kong

³ *Ibid.*

⁴ *Ibid.*

⁵ "Urban redevelopment in Hong Kong: the partnership experience" – Issac Ng

⁶ Davis, (1972). *Land Use Problem in Hong Kong*. The University of Hong Kong.

⁷ Castells, M. with L. Goh and R.Y.-W. Kwok. *The Shek Kip Mei Syndrome: Economic Development and Public Housing in Hong Kong and Singapore*. London: Pion Limited, 1990

⁸ Amy, P.Y, Ho, 1988, *Interest groups and the policy process: a study of environmental protection policies in Hong Kong*, The University of Hong Kong

⁹ *Ibid.*

¹⁰ Lai, L.W.C. (1997). *Town Planning in Hong Kong: A Critical Review*. Hong Kong: City University of Hong Kong Press.

¹¹ (Bernard Williams, "Public Housing in Hong Kong," *Housing Review*, (Sept.-Oct, 1979), p. 133.)

¹² *Environmental Resources Limited., & Hong Kong. (1975). Control of the environment in Hong Kong: Stage 1 report*. Hong Kong: s.n.

¹³ see footnote 2

1976	The Antiquities and Monuments Ordinance was enacted to ensure that heritage in Hong Kong was protected appropriately.	¹⁴ <i>Environmental Resources Limited., & Hong Kong. (1977). Control of the environment in Hong Kong: Final report. s.n.</i>
1977	The final consultant report on pollution was published. It called for a framework for planning and management of environmental protection policy to deal with air and water pollution, as well as the solid waste problem. ¹⁴ The Environmental Unit was established to oversee environmental protection policies. ¹⁵ The Town Planning Ordinance was introduced to provide notes for each plan so it could exercise certain discretion over the use of land in each type of zoning indicated.	¹⁵ see footnote 2 ¹⁶ see footnote 4
1979	The Environmental Protection Advisory Committee (EPCOM) was set up to advise on environmental protection issues. But it was criticized for being biased towards industrial commercial interest groups. ¹⁶	¹⁷ see footnote 2 and above, n4. See also T.M Ko (1987) <i>Pressure groups and the Daya Bay Controversy</i> , the University of Hong Kong
1980s	The public raised concern over the environmental impact of the construction of the new airport and the construction of the Daya Bay Nuclear Plant. ¹⁷ Many Environmental NGOs were established such as the Wild Life Fund in 1981, Friends of the Earth in 1984, and the Environmental Centre in 1987. The Conservancy Association also began to be localized in terms of personnel. ¹⁸	¹⁸ see footnote 4 ¹⁹ see footnote 2 ²⁰ http://www.yearbook.gov.hk/1997/eindex.htm
1980	The Environment Branch set up a Strategic Planning Unit to formulate a territorial development strategy to provide guidance to the Government for the long-term provision of land and infrastructure to meet the needs arising from the continued population growth.	²¹ see footnote 2 ²² see footnote 2
1981	The Environmental Unit was upgraded to the Environmental Agency. ¹⁹ The Housing Society's Urban Improvement Scheme resumed properties at Causeway Bay and Ap Lei Chau Main Street and provided ex-gratia compensation to owners.	²³ see footnote 2 ²⁴ <i>Environment Protection Department, (1989). Pollution in Hong Kong—A Time to Act.</i>
1982	Government launched a large housing programme as part of new town development. The 1982 squatter structures survey provided a baseline for control of new squatting on government land and private agricultural land. Squatter control was maintained by carrying out regular patrols and hut-to-hut checks. About 3,000 illegal structures and extensions were demolished during the year. ²⁰	²⁵ see footnote 2 ²⁶ see footnote 2 ²⁷ <i>Lai, L.W.C. Town Planning in Hong Kong: A Critical Review. Hong Kong: City University of Hong Kong Press, 1997</i>
1985	An Environmental Chapter was added to Hong Kong Planning Standards and Guidelines. ²¹	²⁸ see footnote 2
1986	The Environmental Protection Department (EPD) was established. ²²	
1987	Government decided to establish the Land Development Corporation to facilitate the process of renewal in urban areas. Government commenced Metroplan reclamation projects as one of the long-term regional development strategies up to the year 2011. Metroplan investigates and defines major sources of new land to meet various planning requirements and new parameters for restructuring the old urban fabric. It also envisaged massive strategic reclamations of the Victoria Harbour.	
1988	Governor Sir David Wilson declared that in future environmental pollution would be treated as a major priority. ²³ The Land Development Corporation (LDC) was established in January.	
1989	Government published a White Paper entitled "Pollution in Hong Kong—A Time to Act" to review existing environmental policies and suggest comprehensive planning at different levels for the next 10 years. ²⁴ The Planning, Environment and Lands Branch (PELB) was set up to manage environmental issues. ²⁵ The Drainage Services Department was set up to deal with sewage problems. ²⁶ Metroplan and the Port and Airport Development Strategy (PADS) were first announced in the governor's policy speech in October 1989. ²⁷	
1990	The Planning Department was set up for different levels of planning. ²⁸	
1995	Government initiated several environmental charging schemes such as chemical waste treatment, marine	

²⁹ see footnote 2

³⁰ see footnote 2

³¹ see footnote 2

³² C.S. Liu (1998) *A study of the Hong Kong harbor reclamation policy in the 1980s and the 1990s*, The University of Hong Kong

³³ see footnote 2

³⁴ *Street Level air to be monitored*, South China Morning Post, 1998/6/13

³⁵ Civil Engineering and Development Department, http://www.cedd.gov.hk/eng/about/achievements/regional/regi_central.htm

³⁶ 中環填海區規劃收62份反對書, 文匯報, 1998/7/30

³⁷ Rikkie Yeung, "Turning Around Government Plan: The Civil Society Impact on the West Kowloon Cultural District Development"

³⁸ 綠色和平行動激 港人難接受?, 香港經濟日報, 1998/10/29

³⁹ 中環填海計畫被迫再縮 劉勳超預計歲晚可刊憲公布第三期新規模, 星島日報, 1998/12/29

⁴⁰ 中環填海規模縮四成 商業用地10.4公頃減至0.4公頃, 星島日報, 1999/6/9

⁴¹ 環評過關 迪士尼料五月動工 環保團體批評報告不專業不科學, 香港經濟日報, 2000/3/14

⁴² 九鐵環境評估報告提建議 環保團體關注 落馬洲鐵路線建兩濕地, 大公報, 2000/6/13

⁴³ 十環保團體力保塋原 九鐵受壓揚言罷建三新線, 成報, 2000/6/24

⁴⁴ 落馬洲支線遭否決 九鐵稱是壞消息 環評受重視 基建發展添障礙, 香港經濟日報, 2000/10/17

⁴⁵ 環保人士護自然 再勝一仗, 星島日報, 2000/11/14

⁴⁶ 沙螺洞發展商業司法覆核遭駁回 港府及環保團體表歡迎 村民不滿質疑蜻蜓受重視高於居民, Ta Kung Pao, 2001/11/10

pollution wastes, and sewage services based on the "polluter pays" principle.²⁹

The first Air Pollution Index was published by the EPD.³⁰

1996 The Town Planning Ordinance was amended in June to introduce the public right of a hearing and objection in both the plan preparation and planning application procedures.

All squatters on government land in the urban area were offered rehousing by March.

The Noise Control Ordinance was used to fine the organizer of Alan Tam's concert in the Hong Kong Stadium for noise nuisance. In the same year, there were 252 convictions for noise nuisance, among more than 7,000 complaints.³¹

1997 More than 60 properties were resumed at a cost of about \$1 billion for urban renewal schemes carried out by the LDC and Housing Society.

June: The Protection of The Harbour Ordinance (Cap 531) was enacted after much debate and discussion since 1994.³²

July: Wan Chai Reclamation Phase I, which began in 1994, was completed.

Sept.: Central Reclamation Phase II, which began in 1994, was completed.

1998 **April:** The new Environmental Impact Assessment Ordinance was implemented. Since then, any major development projects have had to apply for an Environment Permit following the Environmental Impact Assessment of the projects.³³

June: The Environmental Protection Department (EPD) started monitoring street level air pollution by establishing three roadside monitoring stations in Mong Kok, Central and Causeway Bay. The EPD has since then released the Roadside Air Pollution Index (API), together with a General API every day.³⁴

Central Reclamation Phase I, which began in 1993, was completed.³⁵

July: Government faced opposition to the Central Reclamation Project from various sectors in the consultation period.³⁶

Oct.: The Chief Executive announced in his policy address the West Kowloon Cultural District Development project.³⁷

Nine members of Greenpeace went into Toys"R"US in Tsim Sha Tsui to demand the shop remove alleged poisonous toys from the shelves. The shop called the police and the protesters were eventually asked to leave after 4 hours.³⁸

Dec.: In view of strong public opposition and the request of the Urban Planning Commission, the government promised to reduce the proposed size of the Central Reclamation area.³⁹

1999 **June:** Government released the compromise version of the Central Reclamation proposal, which reduced by 40 percent the original reclamation area including substantial parts of the commercial area and transport area. Government also reduced the proposed size of the Eastern Kowloon Reclamation area by nearly 50 percent.⁴⁰

2000 **March:** The Environmental Assessment Report on the construction of Disneyland was passed but environmental protection NGOs criticized the report for being unscientific and unreliable, especially in light of the damage construction would cause to the habitat of the Chinese White Dolphin.⁴¹

June: The Kowloon and Canton Railway Corporation (KCRC) released its Environmental Impact Assessment Report on the proposed construction of the Lok Ma Chau line and recommended the construction of an artificial wetland to compensate for the loss of natural wetland in Long Valley, which the proposed new line would pass through.⁴² More than ten environmental NGOs opposed the proposal but the KCRC insisted on its original plan.⁴³

27 June: The Urban Renewal Authority Bill was passed.

Oct.: The Director of Environmental Protection (DEP) turned down the KCRC's Environmental Impact Assessment Report, criticizing the insufficiency of the Report.⁴⁴ This decision was named by Time Magazine as one of the five best pieces of environmental news in the year.

Nov: DEP turned down the government's Environmental Impact Assessment Report on the construction of the proposed South-North road of New Northern Lantau Island, which would pass through Tai Ho Bay, which is of great ecological value.⁴⁵

2001 **Jan.:** An application for a judicial review to keep Sha Lo Tung as a "Site with Specific Value" was rejected.⁴⁶

May: The Urban Renewal Authority (URA) was established to implement a (people-oriented) urban renewal

programme consisting of 200 new projects and 25 uncompleted LDC projects in the next 20 years. Following the Comprehensive Feasibility Study for the Revised Scheme of South-East Kowloon Development commenced in November 1999, a Preliminary Layout Plan was prepared in May 2000.

May: With the diversity of opinion about the development of Sha Lo Tung, the Town Planning Board decided to reconsider the direction of sustainable development there.⁴⁷

May: Government stressed the importance of incinerators, as the three landfill sites would be full in 15 years.⁴⁸

July: The Environmental Impact Assessment Committee dismissed the KCRC's appeal concerning the DEP's decision to turn down its Environmental Impact Assessment Report.⁴⁹

Sept.: The KCRC proposed using a tunnel under, instead of a high-rise bridge over, Long Valley.⁵⁰

Oct.: An application to build houses in Sha Lo Tung was rejected by the Town Planning Board.⁵¹

2002 **March:** DEP accepted the Environmental Impact Assessment Report of KCRC's new proposal for an integrated tunnel and high-rise bridge to cross the Long Valley. The Lok Ma Chau line was eventually approved.⁵²

May: Chief Executive Tung Chee Wah, when implementing the Principal Official Accountability System, integrated the Environment policy into a new Environment, Transport and Work Bureau (ETWB) in May. Environmental NGOs argued the independence and importance of environmental protection in the new Bureau would be reduced.⁵³

2003 The URA announced that HK\$3.58 billion would be spent on Lee Tung Street ("Wedding card street") and McGregor Street for redevelopment.

The H15 Concern Group initiated a viable counter-proposal to preserve and keep intact the signature six-storey "Tong Lau" in the middle part of Lee Tung Street that would have rendered it possible to preserve the community. Nevertheless, the URA and Government chose to proceed with the demolition as planned.

Jan.: The Lands Department announced land resumption at Johnson Road, Wan Chai, for a URA redevelopment project.

Feb.: Central Reclamation Phase III (CR3) began construction.

April: SPH applied for a judicial review against the government's plan to reclaim the Victoria Harbour for the Central-Wanchai bypass.⁵⁴

May: The Town Planning Ordinance (Amendment) Bill 2003 was introduced in LegCo. A private developer (related to the Cheung Kong Group) was awarded the tender for preservation and development of the former Marine Police Headquarters.

July: The High Court ruled against the Town Planning Board's plan to reclaim the Harbour (Wanchai waterfront section) as there was no pressing need under the law.⁵⁵

Government pledged to promote the use of renewable energy for electricity generation.⁵⁶

Oct.: The Secretary for Home Affairs initiated action to declare the Morrison Building in Tuen Mun a monument under the Antiquities and Monuments Ordinance.

Dec.: The contractors responsible for building an artificial lake at Hong Kong Disneyland unlawfully transferred a substantial amount of rocks from the riverbank of the Tung Chung River, destroying the river habitats.⁵⁷

2004 The Court of Final Appeal endorsed the interpretation of the Protection of the Harbour Ordinance as suggested by the High Court (on the Wanchai section) and issued review criteria for future reclamation projects. SPH subsequently urged the Government to halt all reclamation works in CR3 and launched large-scale petitions, campaigns and surveys among the public to arouse concern and opposition towards any further reclamation project.

March: The Court of Appeal allowed the government's appeal on the harbour reclamation (Central section).⁵⁸

July: The Legislative Council passed the Management of Wastes (Amendment) Bill, under which developers who dispose of construction waste will be charged.⁵⁹

Sept.: Hong Kong Electric Company Limited announced its plan to build Hong Kong's first Wind Energy Station on Lamma Island.⁶⁰

Government announced there would be no more reclamation of the Victoria Harbour in future.⁶¹

Oct.: Government cancelled its plan to expand the prison on Hei Ling Chau after months of debate about its impact on the ecology of the island.⁶²

Nov.: Hung Hom Peninsula, an estate which was originally built to meet the housing demand under the

⁴⁷ 反對意見分歧太大 沙螺洞重新諮詢再定發展方向, 明報, 2001/5/12

⁴⁸ 政府強硬銷焚化爐計畫, *Oriental Daily News*, 2001/5/26

⁴⁹ 落馬洲線環評九鐵敗訴, 東方日報, 2001/7/31

⁵⁰ 落馬洲支線地底穿壁原 建費增至百億零七年始完成, 新報, 2001/9/19

⁵¹ 沙螺洞建屋申請 再遭否決, 香港經濟日報, 2001/10/11

⁵² 落馬洲線終批准興建, 大公報, 2002/3/12

⁵³ 11決策局修訂重組公布, 新報, 2002/5/30

⁵⁴ 灣仔北填海案司法覆核 保護海港協會與訟 拯救維多利亞港, 成報, 2003/4/8

⁵⁵ 環保團體推翻規畫 大計高院判灣仔填海違例, 星島日報, 2003/7/9

⁵⁶ 港府支持 再生能源發電, 星島日報, 2003/7/19

⁵⁷ 配合迪士尼發展 東涌河面目全非 政府縱容偷石砌湖毀生態, 蘋果日報, 2003/12/4

⁵⁸ 保港會尋求司法覆核 敗訴感失望 中環填海工程一月內恢復, 澳門日報, 2004/3/10

⁵⁹ 發展商任意拆樓 研罰款 廢料處置例通過 堆填區傾倒徵費, 香港經濟日報, 2004/7/3

⁶⁰ 年省二百噸煤將變環保景點 南丫島首創風力發電, 太陽報, 2004/9/10

⁶¹ 維港不再有新填海計劃, 香港特別行政區政府新聞處(中文版), 2004/9/24

⁶² 喜靈洲建監獄突擱置, 明報, 2004/10/13

⁶³ 紅灣決定拆卸重建 發展商受抨擊, 大公報, 2004/11/30

⁶⁴ 發展商不拆紅灣 息社會紛爭 環團: 人民勝利 商界: 損營商環境, 香港經濟日報, 2004/12/11

⁶⁵ 沙羅洞生態價值 面臨消失 危機, 明報, 2005/3/26

⁶⁶ 環保署推行充電池回收計劃, 香港特別行政區政府新聞處(中文版), 新聞公報, 2005/4/9

⁶⁷ 政府倡建超級垃圾廠 採六種技術 日處理7200公噸, 成報, 2005/5/14

⁶⁸ 粵港監測網啟動港指數近超標 番禺順德空氣最污濁, 大公報, 2005/12/1

⁶⁹ 《固體廢物大綱》今公布, 成報, 2005/12/8

⁷⁰ 免費膠袋擬禁, 明報, 2006/2/23

⁷¹ http://www.epd.gov.hk/epd/english/action_blue_sky/25.5.html

⁷² 特首啟動藍天行動 同日空氣污染爆燈, 明報, 2006/7/26

⁷³ 環團抨屏風樓 增空氣污染, 成報, 2006/10/23

⁷⁴ For example 大圍站建20座樓居民恐釀屏風效應, 明報, 2007/1/22

⁷⁵ 環諮會通過大鴉洲建氣站, 大公報, 2007/2/13

⁷⁶ 中電大鴉洲環評 環署有條件批准, 明報, 2007/4/4

⁷⁷ 擬09年中實施停車熄匙 運輸業抗議, 成報, 2007/11/3

⁷⁸ 回報最低9.56% 政府逼兩電減排, 明報加東版(多倫多), 2008/1/9

⁷⁹ 堆填區飽和 研建焚化爐初步選址屯門曾咀或大嶼山石鼓洲, 成報, 2008/1/30

⁸⁰ 旺角空氣污染超世衛標準, 香港商報, 2008/10/2

⁸¹ 空氣質素指引 團體指倒退, 文匯報, 2008/12/15

⁸² 光污染投訴82宗 研立法管制, 香港經濟日報, 2009/01/08

⁸³ 膠袋每個徵五角 七月七日起實施, 星島日報, 2009/4/24

⁸⁴ Section 18 of the Product Eco-responsibility Ordinance (Cap 603)

Home Ownership Scheme, was sold at a “knock-down” price by the Government to NWS Holdings and Sun Hung Kai Properties in February when the Home Ownership Scheme was ceased. The joint-venture developers’ expressed intention to demolish Hunghom Peninsula aroused widespread opposition from over 30 environmental organizations.⁶³

Dec.: Under great public pressure, NWS Holdings retracted the decision to demolish Hunghom Peninsula.⁶⁴

2005

March: Due to damage from pollution and lack of management, the habitats of Sha Lo Tung were found to be disappearing.⁶⁵

April: The EPD announced and implemented its Rechargeable Battery Recycling Programme.⁶⁶

May: Government announced its plan to build a “super incinerator” to deal with the increasing amount of waste, saying it would gradually replace the use of landfill.⁶⁷

Dec.: HKSAR Government and Guangdong Provincial Government started releasing the regional air quality index.⁶⁸

Government announced a “Municipal Solid Waste Roadmap”, suggesting controversial policies e.g. charging management fees for domestic waste, building incinerators, a plastic bag tax, etc.⁶⁹

2006

Completion of land resumption of Lee Tung Street.

Feb.: Government announced its plan to tax plastic bags.⁷⁰

Mar: Government encouraged citizens to turn up their air-conditioning to 25.5°C.⁷¹

July: The “Blue Sky Campaign” was launched to encourage citizens to use less energy.⁷²

Oct.: Environmental NGOs severely criticized the construction of “walled buildings”, which refers to a number of high-rise buildings on the harbourfront blocking ventilation.⁷³ Subsequently there were many cases of protests against walled buildings.⁷⁴

Nov.: Star Ferry Pier was closed on 11 November.

2007

Controversy over the Star Ferry and Queen’s Pier began. Government postponed demolition of the piers until a consensus could be reached. There were clashes between government and conservationists staging protests at Queen’s Pier seeking to preserve “collective memory.” Government changed their plan from demolition to a proposal of a piece-by-piece relocation of the pier to a new location on the reclaimed waterfront after the completion of the Project.

Feb.: Amid strong opposition from green groups, the Environmental Assessment Report was approved by the Advisory Council on the Environment (ACE) for the CLP to build a new liquefied petroleum gas station in Tai A Chau.⁷⁵ The EPD later conditionally approved the Report.⁷⁶

April : Queen’s Pier was closed down on 26 April and was demolished in 2008.

Nov.: Government proposed legislation to ban idling vehicles in 2009.⁷⁷ From 2007 till the successful legislation in 2009, there was heated debate concerning what type(s) of vehicle should be given exemption, and for how long.

Dec.: Lee Tung Street was demolished.

2008

Jan.: Government signed a new Scheme of Control Agreement (SCA) with the two power companies. The SCA states that if they emit more pollutants than are allowed, their allowed profit rate will be decreased.⁷⁸ Government proposed building incinerators in Tuen Mun or on Lantau Island.⁷⁹

July: The Development Bureau carried out a 3-stage public consultation between July 2008 and June 2010 to review the urban renewal strategy. Over 2,400 public opinions/comments were received. A revised strategy was published for public consultation between 13 October and 13 December 2010.

King Yin Lei was formally declared a monument for heritage protection by the Secretary for Development under the Antiquities and Monuments Ordinance.

Oct.: The air pollution in Mong Kok was found to exceed the standards set by the World Health Organization (WHO).⁸⁰

Dec.: Government proposed adopting the “mid-term indicators” of the WHO air quality guidelines. Environmental NGOs criticized the government for using the lowest indicators, which were designed for developing countries.⁸¹

2009

Jan.: Government undertook to study the possibility of controlling light pollution by legislation.⁸²

April: The Legislative Council passed the plastic bag tax law, Product Eco-Responsibility Ordinance (Cap 603), by which supermarkets, convenience stores, and department stores would charge HK\$0.5 for each plastic bag.^{83 84}

May: Concern was raised regarding the impact on the habitats of Chinese White Dolphins with the construction of the Hong Kong-Zhuhai-Macau Bridge.⁸⁵

Oct.: The ACE conditionally approved the Environmental Impact Assessment Report of the Hong Kong-Zhuhai-Macau Bridge.⁸⁶

Environmental NGOs expressed their concern that certain construction works such as the increased car-parking area, would adversely affect the ventilation in the surrounding area.⁸⁷

Year-end: Construction for Wan Chai Development Phase III began and was expected to be completed by 2017.⁸⁸

2010

Jan.: Government approved the funding applications for the Hong Kong section of the Express Rail Link project, with an expected date of completion in 2015.⁸⁹

Feb.: Movie director Alex Law of international award winning "Echoes of the Rainbow" urged the government to preserve Wing Lee Street, where the movie was shot.

Mar: The URA announced the preservation of the whole of Wing Lee Street. The Authority would suggest the Town Planning Board preserve the 12 residential buildings on Wing Lee Street. The original URA plan in 2008 said only 3 of them would be preserved and the rest redeveloped.⁹⁰

June: With the enforcement of the plastic bag tax, the use of plastic bags in supermarkets decreased by 63%,⁹¹ but strategic compliance was found as well, with shops distributing plastic bags without handles or handle holes, making the same fall outside the application of the law.⁹²

July: Construction work on a private resort in Tai Long Sai Wan, a site with high ecological value, was stopped after a public outcry.⁹³ Land use at Tai Long Sai Wan was later restricted, subject to the approval of the change of land use by the Town Planning Board.⁹⁴

Aug.: The KCRC intended to build a 7.4 km spur line linking Sheung Shui station with a new border-crossing point at Lok Ma Chau. Under the original proposal, a 700m viaduct would have dissected the Long Valley, a key transit point for 210 species of migratory birds, including several that are globally endangered. The plan was rejected by the EPD for its potential ecological damage. The KCRC appealed its decision to the Environmental Impact Assessment Appeal Board, which dismissed the appeal.

Nov.: Environmental NGOs protested against the increasing use of nuclear energy to produce electricity.⁹⁵

Dec.: The Town Planning Board rejected Henderson Land Development's application to delay the Nam Sang Wai development. Henderson intended to delay the development so as to keep the original permit, granted 10 years earlier, to build 2,250 residential flats, and to have enough time to fulfill the planning conditions.⁹⁶ A new proposal was drawn up.⁹⁷

2011

Jan.: The new compulsory bidding law was used for the first time in Sham Shui Po.

Feb.: Government decided to build an incinerator on Lantau Island.⁹⁸

The New Urban Renewal Strategy was published.

March: The URA Board approved the implementation arrangements for the 'Flat-for-Flat' (FFF) option for owner-occupiers under the new Urban Renewal Strategy (URS). The FFF option is offered as an alternative to cash compensation.⁹⁹

The "Motor Vehicle Idling (Fixed Penalty) Bill" was passed, with the exemption given to all taxis in a taxi stand in schedule 1.¹⁰⁰ But the Motor Vehicle Idling (Fixed Penalty) Ordinance (Cap 611) has not yet come into effect.¹⁰¹

April: A judicial review of the Environmental Impact Assessment Report of the Hong Kong-Zhuhai-Macau Bridge was allowed. Government decided to appeal. In the meantime, the construction work stopped.¹⁰²

June: The URA proposed that once 67% of the owners of a building agree, they can apply to the URA for redevelopment of their building. If 80% of all owners in turn agree, the redevelopment can be carried out. The URA announced its plan to spend an estimated HK\$20 billion over the next five years on building rehabilitation and 10 redevelopment projects that will provide 3,400 flats.

August: A judicial review was sought from the High Court in respect of the adequacy and comprehensiveness of the environmental impact assessment report of the Hong Kong-Zhuhai-Macau Bridge and was successful.

⁸⁵ 港珠澳橋恐毀中華白海豚棲息地, 太陽報, 2009/5/21

⁸⁶ 港珠澳橋環評有條件通過, 東方日報, 2009/10/13

⁸⁷ 環團質疑發展商濫建車場墊高樓, 明報, 2009/10/27

⁸⁸ Engineering and Development Department, http://www.cedd.gov.hk/eng/about/achievements/regional/regi_central.htm

⁸⁹ Transport and Housing Bureau, http://www.thb.gov.hk/eng/policy/transport/issues/cbt_4.htm

⁹⁰ <http://www.timetoast.com/timelines/54388>

⁹¹ 徵費後超市膠袋減六成三, 東方日報, 2010/6/7

⁹² 避過付款 失去意義 膠袋徵稅 市民濫用保鮮袋, 成報, 2010/7/5

⁹³ 三萬網民聲討魯連城 邱騰華補鑊 大浪灣私人樂園工程急煞車, 蘋果日報, 2010/7/20

⁹⁴ 大浪西灣納入發展審批地區, 信報財經新聞, 2010/8/7

⁹⁵ 環團抗議增核發電比例, 東方日報, 2010/11/26

⁹⁶ 南生團發展延期遭否決 恆基三周內可提覆核, 星島日報, 2010/12/11

⁹⁷ 南生團新發展料大縮水, 東方日報, 2011/2/18

⁹⁸ 石鼓洲建垃圾焚化爐, 太陽報, 2011/2/18

⁹⁹ <http://www.ura.org.hk/html/c1002111e389e.html>

¹⁰⁰ 停車熄匙例「剝光豬」通過, 東方日報, 2011/3/6

¹⁰¹ Long Title, Motor Vehicle Idling (Fixed Penalty) Ordinance (Cap 611) at <http://www.legislation.gov.hk/eng/home.htm>

¹⁰² 港珠澳橋環評政府上訴, 東方日報, 2011/5/14

Appendix E

List of Government Committees on Natural and Built Environment Conservation

Advisory Committee on Agriculture and Fisheries
Advisory Committee on Revitalisation of Historic Buildings
Advisory Council on the Environment
Agricultural Products Scholarship Fund Advisory Committee
Air Pollution Control Appeal Board Panel
Animal Welfare Advisory Group
Antiquities Advisory Board
Appeal Board Panel under the Rabies Ordinance
Appeal Board Panel under the Urban Renewal Authority Ordinance
Asbestos Administration Committee
Board of Urban Renewal Authority
Council for Sustainable Development
Country and Marine Parks Board
Dogs And Cats Classifications Board
Dumping at Sea Appeal Board Panel
Electrical Safety Advisory Committee
Electricity Ordinance Appeal Board Panel
Electricity Ordinance Disciplinary Tribunal Panel
Endangered Species Advisory Committee
Energy Advisory Committee
Energy Efficiency and Conservation Sub-committee
Energy Efficiency (Labelling of Products) Ordinance Appeal Board Panel
Environment and Conservation Fund Committee / Woo Wheelock Green Fund
Environmental Campaign Committee
Environmental Impact Assessment Appeal Board Panel
Environmental Policy Working Group
Fish Marketing Advisory Board
Fisheries Development Loan Fund Advisory Committee
Gas Safety Advisory Committee
Gas Safety Ordinance Appeal Board Panel
Harbourfront Commission
Kadoorie Agricultural Aid Loan Fund Committee
Marine Fish Scholarship Fund Advisory Committee
Marketing Advisory Board
Noise Control Appeal Board Panel
Product Eco-responsibility Appeal Board Panel
Steering Committee on the Promotion of Electric Vehicles
Waste Disposal Appeal Board Panel
Water Pollution Control Appeal Board Panel
Veterinary Surgeons Board

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