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THE NATURAL AND BUILT ENVIRONMENT CONSERVATION SECTOR

ANNUAL REPORT ON THE CIVIL SOCIETY IN HONG KONG 2010
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 differences 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 46 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.
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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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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 BScSc (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.
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

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 HK SAR Government in 2004, 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. 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.

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 subcategories 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) 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-
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. 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 groups 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.

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. 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 of 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:
• 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.
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. An Advisory Committee on Environmental Pollution was set up 15 years later in 1974. 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. 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”. 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. 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. The government may wish to ensure that the officials exercising statutory environmental duties do not solely consider environmental factors to avoid embarrassing situations 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. 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. 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, 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. 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. 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-
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-
lenges 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 is 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. 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). 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. From 1945 to 1965, 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. In the 1950s and 1960s, the colonial government initiated a series of slum clearance and resettlement programs. To relocate the displaced residents, the government implemented temporary public housing schemes.

In the 1970s, more permanent schemes were developed. 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.

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28 Francesch (2004), p.171. See also Leverett et al. (2007).
29 See a green think tank’s review on the air quality control policy in Hong Kong, Trumbull (2007).

The Natural and Built Environment Conservation Sector
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.\textsuperscript{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 declined urban areas.”\textsuperscript{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.\textsuperscript{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 kafong associations, mutual aid committees, residents’ associations, and owners’ corporations.\textsuperscript{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.\textsuperscript{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 cronynism 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.\textsuperscript{39} In contrast to the hardline defense against public criticism before 2006, the government responded more positively to public opinion after the engagement exercises.\textsuperscript{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), Hung Hom Harbourfront (2007) and the Kai Tak planning review (2004-6).

\textbf{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
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” 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.
ORGANIZATIONAL CHARACTERISTICS

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 case\(^{42}\)), 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

The Natural and Built Environment Conservation Sector
Chart 2: Percentage Distribution of the Number of Branches

Percentage Distribution of the Number of Branches and Service Centres

Chart 3a: Percentage Distribution of Employees

Percentage Distribution of Paid Employees in the Last 12 Months

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)
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
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-
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

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

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.
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.
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 technology-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 483. 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 in...
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. 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

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44 The extreme case taken out was 395 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).
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
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 1.40 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-

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

- We have regular contact with international organizations/groups outside of Hong Kong: 26.3% Yes, 66.7% No, 7.0% Refuse to answer
- We have regular contact with organizations/groups in Mainland China or collaborate with them to provide services relating to urban renewal or heritage preservation: 8.8% Yes, 94.2% No, 7.0% Refuse to answer
- We compete with other organizations/groups on securing resources (financial or manpower): 21.1% Yes, 71.9% No, 7.0% Refuse to answer
ment, and heritage conservation. CG No. 64 is the oldest organization, founded in 1968, 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. 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.

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. 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)
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. One CG (pink circle no. 48) is a think tank specializing in environment and conservation policies 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).

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...
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

Percentage Distribution of Forms of CGs’ Cooperation with Businesses in Hong Kong in the Last 12 Months

- Fundraising, donation or sponsorship: 37.5%
- Advocacy: 7.1%
- Recruitment of volunteers from business: 10.7%
- Joint projects: 14.3%
- Setting up or operating social enterprises: 3.6%
- Other collaboration: 17.9%
- No cooperation: 35.3%

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

Percentage Distribution of Changes of Views on Relationship with Business Sector as Compared with 5 Years Ago

- Improved: 23.2%
- About the same: 42.9%
- Deteriorated: 8.9%
- Other comments: 10.7%
- Refuse to answer: 14.3%

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

Percentage Distribution of Views on Business Sector’s Attitude

- Supportive with concrete action and willingness to donate: 28.5%
- Supportive in name only: 3.5%
- Indifferent: 14.3%
- Not supportive: 3.5%
- Hostile: 0.0%
- Other comments: 1.8%
- Not applicable: 42.9%
- Refuse to answer: 8.9%
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 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-
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
Appendix A

International Classification of Non-profit Organizations (ICNPO)\textsuperscript{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

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
   (2) ☐ 根據《公司條例》註冊為獨資有限公司
   (3) ☐ 特定法律註冊成法定機構
   (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，請答對問題7）

6. 貴組織的支部或服務中心設立在哪些地區？（可選多項）

   香港 九龍 新界西 新界東
   (1) ☐ 中西區（共__間） (2) ☐ 灣仔（共__間） (3) ☐ 東區（共__間） (4) ☐ 南區（共__間）
   (10) ☐ 深水埗（共__間） (11) ☐ 荃灣（共__間） (12) ☐ 屯門（共__間） (13) ☐ 黃大仙（共__間）
   (15) ☐ 北區（共__間） (16) ☐ 大埔（共__間） (17) ☐ 沙田（共__間） (18) ☐ 西貢（共__間）
   (9) ☐ 鴨脷洲（共__間） (14) ☐ 龍華（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
   (2) ☐ 節約及保育自然資源（包括節約能源）
   (3) ☐ 美化環境及開放空間
   (4) ☐ 市區更新
   (5) ☐ 文物保護
   (6) ☐ 動物保護（包括保護野生、獸醫服務）
   (7) ☐ 綠色生活（包括有機生活、綠色生活模式）
   (8) ☐ 其他，請註明：________________________

The Natural and Built Environment Conservation Sector
8. 貴組織主要的關注事項是以下哪一種範圍
(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)

(1) ( ) 黃港事項
(2) ( ) 深江三角洲事項
(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?
(若職員名數在其間有較大變動，請指出變動範圍)

(1) ① 全職，總共_______名
(2) ② 兼職（固定），總共_______名
(3) 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) ① 有，參與倡議工作的時間佔職員每月工作時數的資料
   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) 儘用外部顧問 ___________
   (iv) 參與倡議及研究工作的義工 ___________

(2) ② 沒有職員專責參與倡議及研究工作
(3) ③ 不適用，倡議並非本組織目標

11. 貴組織是否設立董事會？

(1) ① 有，董事會成員數目為:__________名
(2) ② 沒有 (請跳到問題14)

12. 董事會每年舉行多少次會議？________次

(1) ① 不 __________
(2) ② 一年一次 __________
(3) ③ 一年兩次 __________
(4) ④ 每季一次 __________
(5) ⑤ 每月一次 __________
(6) ⑥ 其他，請註明: __________

13. 貴組織的董事會宮下有多少個小組？

(1) ① 沒有任何小組 __________
(2) ② 1個 __________
(3) ③ 2個 __________
(4) ④ 3個 __________
(5) ⑤ 多過3，請註明: __________

14. 貴組織有沒有會員制度？

(1) ① 有，有多少會員（包括繳交會費及不需繳交會費的會員）
   (i) __________
   (ii) __________
   (iii) __________
   (iv) __________

(2) ② 沒有，本組織沒有會員制度

15. a) 貴組織是否舉行週年會員大會？

(1) ① 有 __________
(2) ② 沒有 __________

b) 貴組織有沒有為會員提供以下事項？（可選多項答案）

(1) ① 年報 __________
(2) ② 事項報告 __________
(3) ③ 邮寄通訊 __________
(4) ④ 電郵 __________
C. 組織内部情況：實現目標
16. 閱下認為貴組織

<table>
<thead>
<tr>
<th>足夠</th>
<th>較低足夠</th>
<th>不足夠</th>
<th>嚴重不足夠</th>
<th>不適用</th>
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</table>

i. 是否有足夠的人手進行所擬訂的工作
☐ ☐ ☐ ☐ ☐

ii. 員工是否有足夠專業技能和訓練進行所擬訂的工作
☐ ☐ ☐ ☐ ☐

iii. 是否能籌集足夠捐款進行所擬訂的工作
☐ ☐ ☐ ☐ ☐

iv. 是否有足夠辦公地方/設施進行所擬訂的工作
☐ ☐ ☐ ☐ ☐

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(請詳答問題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(ii))
   (2) ☐ 沒有，為什麼：________________________

20a你認為成效如何？

<table>
<thead>
<tr>
<th>很理想</th>
<th>理想</th>
<th>適中</th>
<th>很不理想</th>
<th>很不理想</th>
<th>不知道/無意見</th>
</tr>
</thead>
<tbody>
<tr>
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<td>(3)</td>
<td>(2)</td>
<td>(1)</td>
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</tr>
</tbody>
</table>

i. 互聯網 ☐ ☐ ☐ ☐ ☐

ii. 手提電話 ☐ ☐ ☐ ☐ ☐

iii. 其他數碼媒介，請註明：________

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(請詳答問題23)

   (1) ☐ 賣旗日
   (2) ☐ 筹款晚宴
   (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
   (6) ☐ 公共屋邨或社區慈善活動
   (7) ☐ 慈善義工
   (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選以下選項。
   次序(請依照填入數字，「1」為最常用，請填過不適用之選項)

   (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) ( ) 大衆傳媒（包括報紙、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）？

<table>
<thead>
<tr>
<th></th>
<th>有關倡議/倡議對象</th>
<th>事件次數</th>
<th>參與總人數</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>□ 公眾或示威</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(ii)</td>
<td>□ 細說喜論懇談</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(iii)</td>
<td>□ 在Facebook或其他網上工具組織反對</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(iv)</td>
<td>□ 記者招待會</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(v)</td>
<td>□ 向政府遞交意見書</td>
<td>不適用</td>
<td></td>
</tr>
<tr>
<td>(vi)</td>
<td>□ 其他活動，請註明：</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(vii)</td>
<td>□ 沒有舉行或參與倡議工作（請說明）</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>是</th>
<th>否</th>
</tr>
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<tbody>
<tr>
<td>(i)</td>
<td>我們有定期接觸香港以外的國際組織</td>
<td>□</td>
</tr>
<tr>
<td>(ii)</td>
<td>我們有定期接觸中國內地的組織</td>
<td>□</td>
</tr>
<tr>
<td>(iii)</td>
<td>提供市區更新或文化保育服務</td>
<td>□</td>
</tr>
<tr>
<td>(iv)</td>
<td>我們與其他組織在爭取資源</td>
<td>□</td>
</tr>
<tr>
<td>(v)</td>
<td>請說明競爭情況</td>
<td>□</td>
</tr>
</tbody>
</table>

F. 組織外部情況：與政府的關係

26. 閣下認為貴組織在日常運作中，是否獨立自主，不受政府影響？

<table>
<thead>
<tr>
<th></th>
<th>非常自主</th>
<th>極不自主</th>
<th>不知道/沒有意見</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1)</td>
<td>□</td>
<td>(4)</td>
<td>□</td>
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<tr>
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<td>□</td>
<td>(5)</td>
<td>□</td>
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<tr>
<td>(3)</td>
<td>□</td>
<td>(6)</td>
<td>□</td>
</tr>
</tbody>
</table>

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？

<table>
<thead>
<tr>
<th></th>
<th>非常自主</th>
<th>極不自主</th>
<th>不知道/沒有意見</th>
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<td>□</td>
<td>(4)</td>
<td>□</td>
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<td>(2)</td>
<td>□</td>
<td>(5)</td>
<td>□</td>
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<tr>
<td>(3)</td>
<td>□</td>
<td>(6)</td>
<td>□</td>
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</table>

28. 在過去5年，閣下認為政府及貴組織的互信程度是

<table>
<thead>
<tr>
<th></th>
<th>增加</th>
<th>減少</th>
<th>不知道/沒有意見</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1)</td>
<td>□</td>
<td>(3)</td>
<td>□</td>
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<tr>
<td>(2)</td>
<td>□</td>
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<td>□</td>
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</table>

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？

<table>
<thead>
<tr>
<th></th>
<th>需要</th>
<th>成效如何？</th>
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</thead>
<tbody>
<tr>
<td>(1)</td>
<td>□</td>
<td>□(i) 很理想</td>
</tr>
<tr>
<td>(2)</td>
<td>□</td>
<td>□(iv) 很不理想</td>
</tr>
<tr>
<td>(3)</td>
<td>□</td>
<td>□(iii) 理想</td>
</tr>
<tr>
<td>(4)</td>
<td>□</td>
<td>□(v) 不知道/沒有意見</td>
</tr>
<tr>
<td>(5)</td>
<td>□</td>
<td>□(ii) 不理想</td>
</tr>
</tbody>
</table>

The Natural and Built Environment Conservation Sector
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) □ 筹款、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：
   (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？
   (2) □ 不需要
   □(i) 很理想  □(v) 很不理想
   □(ii) 理想    □(v) 不知道/沒有意見
   □(iii) 不理想

[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) □ 已惡化
   (3) □ 沒有改變
   (4) □ 其他，請註明：

H. 資源

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

36. a) 貴組織有否公開財政年度？
   (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) □ $3,000,001 - $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）
   (i) 政府固定貨資
   (ii) 政府項目的收入
   (iii) 本地商業機構的贊助
   (iv) 海外捐款
   (v) 私人（個人名義）捐款
   (vi) 會費
   (vii) 服務費用/銷售
   (viii) 公眾捐款（包括貴族日）
   (ix) 其他，請註明：

   0% 1% - 10% 11% - 30% 31% - 60% 61% - 80% 81% - 100%
I. 組織外部關係：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) 貴組織與這些組織合作年期？
(2) 貴組織通過什麼形式與其他組織合作？(請參照提示#1)
(3) 貴組織與這些組織的溝通的頻度？
(4) 貴組織怎樣形容與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題
(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) 儀儀 — 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) 好 (有信心)
有沒有其他機構或團體提供周邊的工作？

<table>
<thead>
<tr>
<th>組織</th>
<th>合作單位</th>
<th>合作方式（請詳述）</th>
<th>適應的態度</th>
<th>錯位資訊（請參閱提供表）</th>
<th>應對新文化（請參閱提供表）</th>
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3 4 5
4 5 6
5 6 7
6 7 8
7 8 9
8 9 10
### Appendix B (Continued)

訪問員編號:  
公民社會研究之綠色及保育組織調查(2010)

我們感謝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。閣下所供資料均會絕對保密，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.]

1. 經組織外部關係：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) 貴組織透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) 貴組織透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 -- 指相互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) 基層教育/社涯外展 -- 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 -- 對不同的市區更換提供服務及支援

### 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）

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| 2-05-072 | Tai O Cultural and Ecological Integrated Resource Centre 太澳文化生態資源中心 | DWMQY | 1 2 3 |
| 2-05-073 | Hong Kong Organic Agriculture & Ecological Research Association Limited / Garden Farm 綠色農場 | DWMQY | 1 2 3 |
| 2-05-074 | Catholic Messengers of Green Consciousness 天主教環保使者 | DWMQY | 1 2 3 |
| 2-05-075 | GREEN ACTION CHARITY FOUNDATION LIMITED 青綠行動基金有限公司 | DWMQY | 1 2 3 |
| 2-05-076 | GREENFIELD FOUNDATION LIMITED 大地基金有限公司 | DWMQY | 1 2 3 |
| 2-05-077 | Green Peng Chau Association 原序澳群 | 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 | GreenIVeer | DWMQY | 1 2 3 |
| 2-05-080 | GREENDRAG ACTION (Green Student Council) 青龍行動 (校內青學委員會) | DWMQY | 1 2 3 |
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| 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 |

<p>| 2-05-084 | Qing Tong Environmental Education Foundation Limited 青同環保教育基金有限公司 | DWMQY | 1 2 3 |
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| 2-05-086 | Association for Geoconservation Hong Kong 資源地保護香港協會 | DWMQY | 1 2 3 |
| 2-05-087 | The Climate Change Business Forum 氣候變化商業論壇 | DWMQY | 1 2 3 |
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**是否有其他農場/社團參與的關係？**

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問候語: 多謝你的幫忙及合作！
Appendix C

List of Natural and Built Environment Conservation Groups

305 Group
Aeon Education and Environment Fund Limited
Air & Waste Management Association
Animals Asia Foundation 亞洲動物基金
Animals Earth 動物地球
Asian Planning Schools Association
Association for Geoconservation Hong Kong 香港地質岩石保育協會
Association for Sustainable & Responsible Investment in Asia (ASIA)
Beam Society
Bloom Association Hong Kong
Building Healthy Kowloon City Association Limited 建設健康九龍城協會有限公司
Business Environment Council 環境保育會
Catholic Messengers of Green Consciousness 天主教綠訊使者
Central & Western Concern Group
Cheung Chau Animal Care 長洲愛護動物小組
Civic Exchange 倍應社會研究所
Clean Air Network 健康空氣行動
Clear The Air 清潔行動
Community Cultural Concern
Companion Animal Federation Limited 養物伴侶行業公會有限公司
Concern Animal Heart Ltd. 養物愛心協會有限公司
Concern Group for Pets 養物愛護協會
Consumer Acting for People and the Environment 消費者力量
Designing Hong Kong
Doctor Pet Limited 養物醫生有限公司
Doggie Garden Organization 愛家園之家
Dragon Garden Charitable Trust
EarthCare 地球仁協會
Earthwatch Institute Hong Kong
Eco Association 環保生態協會
Eco-Adventures Foundation Limited
Eco-Sys Action Foundation Limited
Eco-Vision 自然視野
Environment Front 環境前線
Ever Green Association 長春_c環保協會
Flower World Organic Farm 花花世界農莊
Friends of Hoi Hoi
Friends of Sai Kung 西貢之友
Friends of Tai Long Sai Wan 西貢大浪灣關注組
Friends of Tai Long Wan 大浪灣之友
Friends of the Country Parks 郊野公園之友會
Friends of the Earth 地球之友
Friends of the Harbour 海港之友
Fung Yuen Butterfly Reserve 鳳鳴蝴蝶保護區
GREEN ACTION CHARITY FOUNDATION LIMITED 力行環境慈善基金會有限公司
Green Animals Education Foundation Limited 養物動物教育基金
Green Council 環保促進會
GREEN FIELD FOUNDATION LIMITED 大地基金會有限公司
Green Living Education Foundation Limited 養物生活教育基金有限公司
Green Peng Chau Association 城門水塘會
GREEN POWER LIMITED 電力有限公司
Green Sense 環保善
Green2Greener
GREENERS ACTION (Green Student Council) 綠葉行動 (簡稱: 綠葉學生聯會)
Greenpeace China
H15 Concern Group
Heartbeat
Heritage Hong Kong Foundation 香港文化遺產基金會有限公司
High & Dry
HKCATS
HKWlndlfe.net Forum 香港自然生態論壇
Hong Kong Alley Cat Watch
Hong Kong Alternatives 香港另類
Hong Kong Animal Adoption Centre Limited 養物領養中心
Hong Kong Bird Watching Society 香港觀鳥會
Hong Kong Cat Salvation Army 香港愛護貓軍
Hong Kong Critical Geography Group
Hong Kong Dog Rescue 香港狗救會
Hong Kong Dolphin Conservation Society Limited 香港海豚保育學會有限公司
Hong Kong Entomological Society 香港昆蟲學會

The Natural and Built Environment Conservation Sector
Appendix D

Chronology of Major Events in Environmental Protection and Conservation

1862  The Sanity Committee was appointed to deal with environmental problems for the first time in Hong Kong's history after the Cholera epidemic.  

1881  Mr. Osbert Chadwick was appointed as a consultant to review Hong Kong's environmental policies.  

1883  The Sanity Board replaced the Sanity Committee, and was later taken over by the Urban Council.  

1904-5  Government launched three large slum clearance projects in Tai Pang, Lower Lascar Row and Kau U Fong in order to prevent plague from spreading.  

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.  

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.  

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.  

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.  

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.  

1972  Government implemented a temporary public housing scheme to relocate displaced residents from the squatter areas.  

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.  

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. The Advisory Committee on Environmental Pollution was set up.
The Antiquities and Monuments Ordinance was enacted to ensure that heritage in Hong Kong was protected appropriately.

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. The Environmental Unit was established to oversee environmental protection policies. 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.

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.

The public raised concern over the environmental impact of the construction of the new airport and the construction of the Daya Bay Nuclear Plant. 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.

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.

The Environmental Unit was upgraded to the Environmental Agency. 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.

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.

An Environmental Chapter was added to Hong Kong Planning Standards and Guidelines.

The Environmental Protection Department (EPD) was established.

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 reclamation of the Victoria Harbour.

Governor Sir David Wilson declared that future environmental pollution would be treated as a major priority.

The Land Development Corporation (LDC) was established in January.

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. The Planning, Environment and Lands Branch (PELB) was set up to manage environmental issues.

The Drainage Services Department was set up to deal with sewage problems. Metroplan and the Port and Airport Development Strategy (PADS) were first announced in the governor's policy speech in October 1989.

The Planning Department was set up for different levels of planning.

Government initiated several environmental charging schemes such as chemical waste treatment, marine
pollution wastes, and sewage services based on the “polluter pays” principle. The first Air Pollution Index was published by the EPO.

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.

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.

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.

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

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

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

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

Nine members of Greenpeace went to 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.

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.

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.

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.

June: The Kowloon and Canton Railway Corporation (KCR) 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. More than ten environmental NGOs opposed the proposal but the KCRC insisted on its original plan.

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. 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 off New Northern Lantau Island, which would pass through Tai Ho Bay, which is of great ecological value.

2001

Jan.: An application for a judicial review to keep Sha Lo Tung as a “Site with Specific Value” was rejected.

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

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**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 Wan, 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

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**2003**

The URA announced that HK$3.58 billion would be spent on Lee Tung Street (“Wedding car 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

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**2004**

The Court of Final Appeal endorsed the interpretation of the Protection of 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 Peninsuia, an estate which was originally built to meet the housing demand under the...
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.65

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.66

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.: HK SAR 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

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

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

Controversy over the Star Ferry and Queens 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.

Now.: 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.

2007

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 Lee 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

2008

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

The Natural and Built Environment Conservation Sector
May: Concern was raised regarding the impact on the habitats of Chinese White Dolphins with the construction of the Hong Kong-Zhuhai-Macau Bridge. 

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

Year-end: Construction for Wan Chai Development Phase III began and was expected to be completed by 2017.

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.

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.

June: With the enforcement of the plastic bag tax, the use of plastic bags in supermarkets decreased by 63%, 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.

July: Construction work on a private resort in Tai Long Sai Wan, a site with high ecological value, was stopped after a public outcry. 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.

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 EPO 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.

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. A new proposal was drawn up.

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. The New Urban Renewal Strategy was published.

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

The “Motor Vehicle Idling (Fixed Penalty) Bill” was passed, with the exemption given to all taxis in a taxi stand in schedule 1. But the Motor Vehicle Idling (Fixed Penalty) Ordinance (Cap 611) has not yet come into effect.

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.

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$220 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.
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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