"From Poverty Alleviation to Community Resilience"

Study on
District-based Support for
the Disadvantaged

Report For Submission To

CoP Task Force on the District-based Approach

March 2007

Acknowledgements

A   I wish to acknowledge the support of the members of Task Force on the District-based Approach in the conduct of this study.   My special thanks go to Dr. LAW Chi-kwong, the chairman of the Task Force, for his inspiring guidance and stimulating suggestions throughout this study.

B   I would like to give my thanks to the following District Councils and service operators for their willingness and kindness to share candidly with me their ideas and experiences as well as having made themselves available for the focus group interviews.   Also, I am also very grateful to the support given by the District Council members, Area Committee members, principals, service operators from non-government organisations and government officials participating in the pilot and main studies.   Thanks go to all the individuals and agencies who attended the Report Back Session held on 10 February 2007. Not only do they confirm my observations, the discussions regarding the preliminary findings of this study were particularly helpful in my analysis formulation.

Boys and Girls' Club Association of Hong Kong

Caritas – Hong Kong

Chinese YMCA of Hong Kong

Christian Family Service Centre

Evangelical Lutheran Church of Hong Kong

Home Affair Department – Sham Shui Po District Office

Home Affair Department – Kwun Tong District Office

Home Affair Department – Yuen Long District Office

Hong Kong Christian Service

Hong Kong Family Welfare Society

HOPE Worldwide

Hong Kong Y.W.C.A.

Industrial Evangelistic Fellowship

International Social Service – Hong Kong Branch

Kwun Tong District Council

Kwun Tong Methodist Social Service

Mental Health Association of Hong Kong

Neighbourhood Advice-Action Council

Po Leung Kuk

_____

Pok Oi Hospital

Sham Shui Po District Council

Social Welfare Department – Sham Shui Po District Social Welfare Office

Social Welfare Department – Kwun Tong District Social Welfare Office

Social Welfare Department – Yuen Long District Social Welfare Office

Society of Rehabilitation and Crime Prevention, Hong Kong

Tung Wah Group of Hospitals

Yuen Long District Council

Yuen Long Town Hall Management Committee

C   I would especially like to thank the Home Affairs Department and the Social Welfare Department for their generous support in arranging the focus group interviews and distributing the questionnaires.   Last but not least, I am also grateful to the support given by the Commission on Poverty Secretariat who assisted with the work of data cleaning, data input and liaising with various government departments.

Alice WAN Ngai-teck
March 2007

Abbreviations

AC – Area Committee

CoP – Commission on Poverty

CSD – Census and Statistics Department

CSSA – Comprehensive Social Security Assistance

CW – Central and Western

CY- Children and Youth

DC – District Council

DCC – District Coordinating Committee

DO – District Officer

DSWO – District Social Welfare Officer

E – Eastern

EMB – Education and Manpower Bureau

HAD – Home Affairs Department

HD – Housing Department

I - Islands

ICYSC – Integrated Children and Youth Centre

IFSC – Integrated Family Service Centre

K&T – Kwai Tsing

KC – Kowloon City

KT – Kwun Tong

LD – Labour Department

LCSD – Leisure and Cultural Services Department

MAC – Mutual Aid Committee

n - number

N - North

NGO – Non-government Organisation

OC – Owners' Corporation

S - Southern

SK – Sai Kung

SLC – School Liaison Committee

SSP – Sham Shui Po

ST - Shatin

SWD – Social Welfare Department

TM – Tuen Mun

TP – Tai Po

TSW – Tin Shui Wai

_____

TSW(N) – Tin Shui Wai (North)

TW – Tsuen Wan

WC – Wan Chai

WTS – Wong Tai Sin

YL – Yuen Long

YTM – Yau Tsim Mong

α - Alpha

_____

Executive Summary

Background

     This study, initiated by the Commission on Poverty (CoP), aims to collect information on good practices in implementing and co-ordinating poverty alleviation work at district level so as to facilitate CoP in exploring ways to effectively reinforce the district-based approach to alleviating poverty. The two-phase study adopts a qualitative and quantitative approach. The qualitative study was conducted in three pilot districts, namely Sham Shui Po, Yuen Long and Kwun Tong in June and July 2006. The main target groups were local policy makers and service providers. A total of 7 government officers, 17 District Council (DC) members and 24 representatives from non-governmental organisations (NGOs) were interviewed in 8 focus groups.

     The data collected in the first phase of the study provided a basis to develop the questionnaires used in the second phase, which was conducted from September to December 2006. The sample targets in the second phase covered a broader spectrum of stakeholders, including local government officers (viz. officers from HAD, SWD, EMB, etc.), DC members, school principals and representatives from NGOs. A total of 614 sets of valid questionnaires were collected and analysed. To ensure the accuracy and reliability of the observations made and the findings of the analysis, a verification process in form of a Report Back Session involving a total of 63 representatives from various government departments, DCs, Area Committees (ACs), schools, the business community and NGOs was held on 10 February 2007. The Report Back Session has not only helped establish the factual nature of the views collected but also confirmed that the observations flagged in this Report had represented general phenomena in the districts.

"From Welfare to Self-reliance" – The Concept

     Poverty is often identified as a social problem that needs to be tackled by developing some appropriate approaches. This study does not adopt the problem-based approach. Instead, it applies the "community resilience" concept. Community resilience refers to the employment of community efforts to jointly identify the community's needs and challenges, the mobilisation of community resources (including human, social, financial and environmental resources) to respond to these challenges effectively, and the enhancement of the community's functions to

_____

face up to future challenges.   Therefore, this study does not focus on the evaluation of individual projects or the effectiveness of the approaches to tackling poverty. Instead, it focuses on collecting information on good practices of implementation and co-ordination of poverty alleviation work at district level for reference by various districts in implementing future district-based work in alleviating poverty.

District Poverty Alleviation Work   –   An Overview of the Existing Practices

There is no specific mode for district poverty alleviation work.   Currently, each district designs and plans its own strategy for alleviating poverty and related activities according to its community characteristics.   Following a documentary review of the poverty alleviation work in the 18 districts, interviews with the policy makers and service providers in the three pilot districts, as well as sharing of views of various districts on and their experience in district poverty alleviation work, we have summed up the poverty alleviation work carried out by various districts in the district-based approach as follows:

➢ **Understanding of "poverty alleviation":** The three pilot districts agree that poverty alleviation work should not simply be "giving away money".   The right direction for the work should be promotion of self-reliance.   Besides, the work should not be limited to efforts on the welfare front.   It should cover a wider area encompassing education, employment, housing, people's livelihood, etc.

➢ **Planning:** The survey reveals that 10 districts have set their objectives, directions and strategies for district poverty alleviation work.   The work in various districts mostly focus on inter-generational poverty, self-reliance and harmonious community.   Each district adopts different methods to set its service priorities, including holding discussions in the DC, drawing on the experience in past successful practices and holding district round-table meetings.   In setting directions for district work, the districts will first try to understand the needs of the local poor people.   The most common methods they adopt are making reference to district data, conducting surveys on district needs and collecting the views of local stakeholders.   While clear directions have been set for poverty alleviation in some districts, there are some local stakeholders and service providers who are not clear about such directions, and as a result, the delivery of related services at district level cannot fully align with district directions and strategies for alleviating poverty.

_____

➢ **Implementation:** The "service-oriented" approach is often adopted in district-based poverty alleviation work. According to this approach, local organisations, NGOs, government departments and schools organise various kinds of services relating to poverty alleviation in the districts in the light of the needs of the local poor people.   Services are in the form of cash/material assistance, employment services, tailor-made activities for the poor, temporary services implemented on a trial basis to achieve the effect of policy advocacy, existing services repackaged as poverty alleviation activities, etc.   As local initiatives are wide-ranging, the respondents are of the view that some services are very similar (both in forms and types).   While the funding for poverty alleviation activities comes from DCs, government departments and members of the local business community, other resources in the districts are explored, which is achieved by fully utilising the services of volunteers, tapping the strengths of the poor, drawing in resources (including those of the better-off residents in nearby estates) from outside the districts, promoting the participation of the industrial and business sectors, etc.   As regards the allocation of resources, the districts tend to subsidise activities that are cost-effective in the long term and are not one-off in nature.   At the same time, applicants seeking funding are encouraged to submit pilot projects fostering cross-sector co-operation.   Some applicant organisations also consider that the existing application procedures can be simplified further.

➢ **Participation:** Local stakeholders are taking an active role in organising activities to alleviate poverty.   They also take the initiative to participate in district meetings and seminars on poverty alleviation and actively express their opinions in such forums.   The study reveals that currently a total of 13 districts have established mechanisms relating to poverty alleviation.   The formations of mechanisms are made in light of local characteristics, service needs, district structure and geographical factors.   In general, there are 1 to 4 such mechanisms in a district.   The number of participants in each committee ranges from 6 to 300.   These mechanisms serve a number of functions, which include providing a forum for discussing the directions and strategies for poverty alleviation in the districts, consulting the views of local stakeholders on poverty alleviation, allocating district resources and planning poverty alleviation services.   While the mechanisms are established in light of the characteristics of each district, some local stakeholders think that there are overlaps in these mechanisms.

Six Major Factors Contributing to Community Resilience

Ability to cope with adversity: Summing up the successful experience of the poverty alleviation work in the three pilot districts and the analysis of the quantitative study, we find that the following three fundamental factors are important to a district in coping with adversity:

➢ **Factor 1 – Clear Directions:** Local poverty alleviation work is an on-going effort that needs continuous strengthening. Poverty cannot be improved by just implementing a few services.   In carrying out district-based poverty alleviation work, therefore, clear directions and strategies need to be developed, and made widely known to local leaders, service providers and government officials.

➢ **Factor 2 – People-oriented:** Local poverty alleviation work should focus on responding to the genuine needs of the disadvantaged in the districts. The top priority is therefore to develop an effective system and approach to collect community data and assess the needs of the disadvantaged.

➢ **Factor 3 – District Participation:** The implementation of local poverty alleviation work requires joint commitment of the community; the work cannot be done by the Government alone.   Therefore, there is a need to provide a platform at district level to allow the stakeholders (including the business community) to participate in the discussions, develop local poverty alleviation directions and strategies and organise relevant programmes.

Enhancing the functions of the community: The three factors mentioned above are the basis for implementing poverty alleviation work in the districts.   For further enhancing the functions of the community to meet future challenges, the following three factors are indispensable:

➢ **Factor 1 – Link Directions with Actions:** In formulating district poverty alleviation directions and strategies, it is necessary to ensure that the service programmes and the criteria for allocation of local resources align with these directions and strategies.

_____

➢ **Factor 2 – Address the Community Needs:** In understanding the needs of the disadvantaged in the districts, we should give special attention to those people/families having little contact with the community, in particular the disadvantaged groups/families not receiving CSSA.

➢ **Factor 3 – Co-ordinate the District Mechanisms:** In providing different platforms for community participation in the districts, it is also necessary to co-ordinate the functions of these mechanisms and ensure their efficiency.

<u>Proposed Steps for Implementing the District-based Approach to Alleviating Poverty</u>

The implementation of the district-based approach to alleviating poverty involves four major steps, namely identifying needs, mapping out directions, planning and implementing services, and evaluating effectiveness.   This study will draw up a checklist for the district-based approach to alleviating poverty based on the current experience and good practices of poverty alleviation in various districts, so that policy makers, local leaders, the business community and service providers can make reference to it when examining, planning and implementing poverty alleviation work at district level.   The checklist will set out the four major steps and ten focus areas of the district-based approach to alleviating poverty:

Step 1: Identifying Needs   *To carry out a comprehensive diagnosis process and to gain a better understanding of the local need.*

Focus Area 1 – Analyse community data: A systematic method has been put in place in districts to collect community data.   Apart from focusing on the collection of community data, the districts should collate such data, the survey findings on community needs and the views of local stakeholders and carry out detailed and multi-dimensional qualitative and quantitative analysis to evaluate the district poverty situation and identify its main cause. This will enable the community to have a better understanding of the problem and map out a more effective strategy for poverty alleviation.

Step 2: Mapping out Directions   *To develop directions and strategies to support the disadvantaged, to align action plan and budget with district strategic plan, and to review the role and functions of district co-ordination mechanism(s)*

Focus Area 2 – Provide platforms for community participation: To ensure that poverty alleviation services can be implemented effectively, community organisations and business sectors should be given opportunities to participate in resource utilisation and district planning matters.   In the course of formulating directions and strategies for district poverty alleviation work, round-table meetings and seminars can be held to enable local stakeholders to have in-depth discussions on the needs of the disadvantaged and make recommendations.   Consideration could also be given for presenting the directions and district strategies to local stakeholders and service providers through such platforms so that they can interface with each other in organising activities.

Focus Area 3 – Review the operation of existing mechanisms: District co-ordination mechanisms vary in nature and operation.   District-based approach is not intended to compel all the districts to follow one particular structure but to reduce duplication of these platforms.   Districts should review the functions of the existing mechanisms so that local stakeholders will not mix up meetings with similar functions and overlapping of similar mechanisms can be avoided.   Districts should also identify the mechanisms that can promote poverty alleviation work most effectively.

Focus Area 4 – Enhance district co-ordination: Poverty cannot be dealt with by one department or agency alone.   Further co-ordination among departments and service

providers are needed to ensure that the local poverty alleviation work can be implemented effectively and efficiently.   Moreover, we need to clearly define the roles of District Officer (HAD) and District Social Welfare Officer (SWD) in undertaking local poverty work.

Focus Area 5 – Link the district directions with action plans: Setting directions and strategies enables policy makers and community members to have clear and definite directions for local poverty alleviation.   Apart from attaching importance to developing local directions and strategies, we must ensure that in allocating funds and organising activities, all the activities are aligned with the local directions and strategies set, so that these activities can effectively address the needs of the disadvantaged groups and thereby directly benefiting them.   Therefore, in determining the criteria of fund allocation, policy makers must be well aware of the local directions, while service providers should have a clear picture of local poverty alleviation approach before planning activities in accordance with the local directions and strategies.

Step 3: Service Planning
To meet the needs of the disadvantaged and to reach the unreachable group.

Focus Area 6 – Reach the unreachable group: To understand and contact the disadvantaged in the community, we can examine the feasibility of setting up dedicated teams in poor districts.   We can also consider launching community-wide home visit campaign annually, with a view to strengthening the contacts with the poor families living in public housing estates and private buildings.

Focus Area 7 – Organize targeted services: Apart from providing basic and regular services, local organizations may address the specific needs of the poor by implementing pilot projects or organizing services through cross-sector co-operation.   Such activities may include elements that facilitate local economic development, create employment opportunities, and explore the strengths and potential skills of the disadvantaged.

Focus Area 8 – Review the mode of resource allocation: Within the legitimate structures of funding bodies, policy makers can review the mode of funding allocation.   For example, at the beginning of a DC term, the council may work out a long-term plan to complement district poverty alleviation work.   This plan can serve as a frame of reference for members to allocate the district fund on a yearly basis.   In addition, DCs can plan their yearly budget earlier so as to leave more time for service implementation. This will ensure more efficient use of community information.

Focus Area 9 – Simplify the process of resource allocation: Concern in the district is not so much the amount of funds allocated for organizing poverty alleviation activities as the possibility of excessive restrictions on service providers using the funds, which may have a negative effect on the promotion of innovative services.   To further encourage service providers to make efficient use of resources in the district, DC and other funding bodies may consider reviewing the regulations for using public funds with a view to enhancing the flexibility of resource allocation, bearing in mind the need to ensure prudent use of public funds.

Step 4: Assessing Effectiveness

To ensure the poverty alleviation work reaches the desired results and to review the district directions and work strategies.
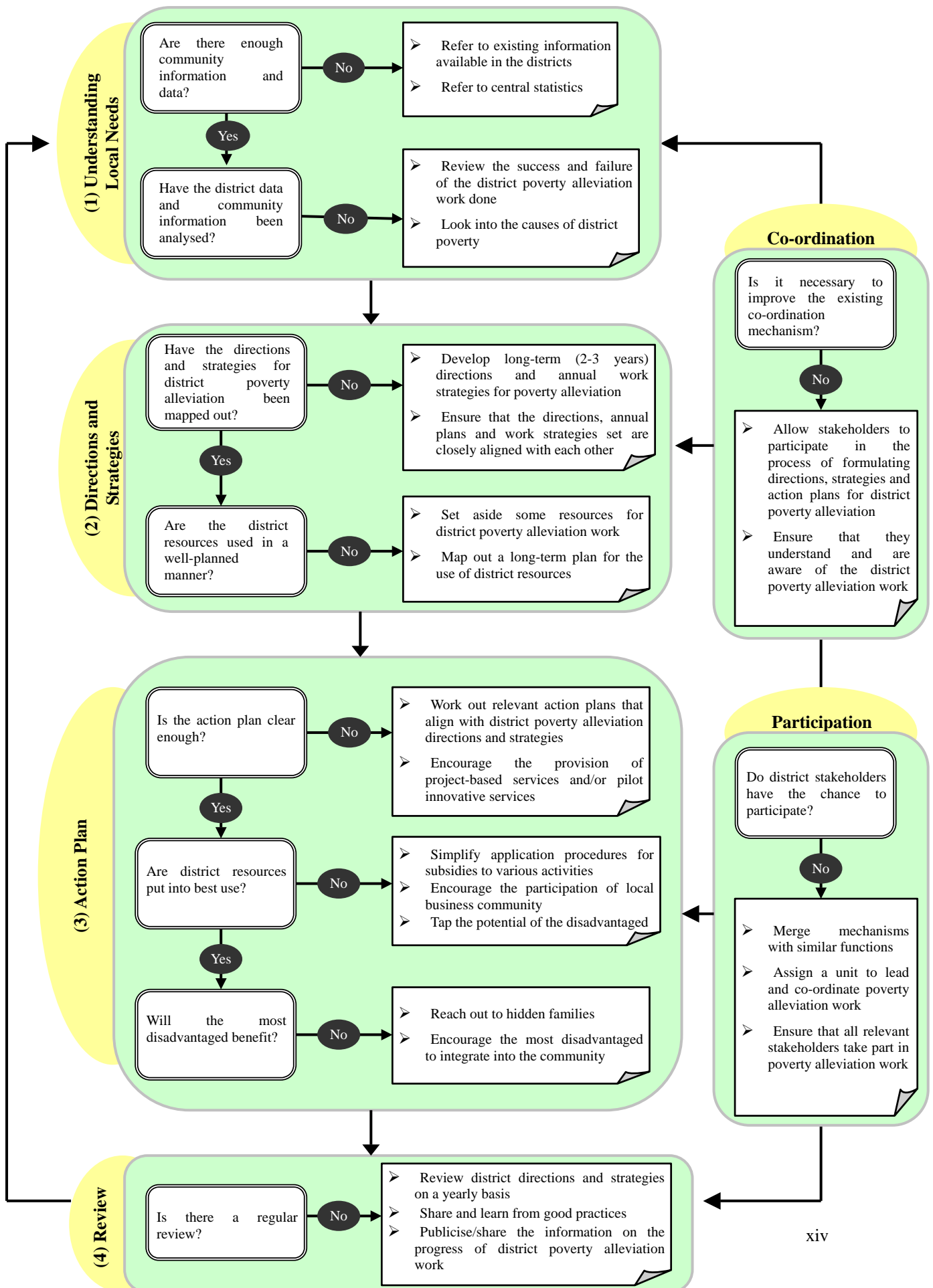
Focus Area 10 – Review performance regularly: While clear performance indicators are already in place for individual district service plans, such indicators are only used for assessing the effectiveness of a single activity and cannot reflect the overall district performance.   It is therefore necessary for districts to develop district-wide performance indicators based on the directions and strategies of poverty alleviation, and make regular assessments.

In a nutshell, the main purpose of this study is to collect information on the good practices adopted by various districts in promoting and co-coordinating poverty alleviation work.   The study report has set out in detail the districts' experience in carrying out the work, including the 18 districts' objectives, directions and mechanisms in relation to poverty alleviation (paragraphs 2.2 to 2.6 in Chapter 2) and the approaches of the three pilot districts (paragraphs 3.9 to 3.16 in Chapter 3).   We believe such valuable experience can provide useful reference for the districts to implement poverty alleviation work.

In fact, the district poverty alleviation work covers a very wide area.   At the district level, it is of primary importance to fully understand the needs of the poor and the causes of local poverty, and develop specific and clear poverty alleviation directions and strategies according to these needs.   During the process, we need to ensure sufficient platforms for local stakeholders to participate in discussions and express their opinions.   In planning poverty alleviation activities, service providers must work in conformity with the district poverty alleviation directions and strategies. In the course of implementating activities, the needs of the unreachable poor

individuals and families must be taken into account. To ensure that the district poverty alleviation work can achieve the desired results, we need to develop district-wide poverty alleviation performance indicators based on district directions and make regular assessments. Of course, we cannot rely solely on district efforts to carry out the poverty alleviation work; the support and co-ordination of the central Government is also necessary. In fact, Government's participation is indispensable. Although the focus of this study is not on understanding the role of and co-ordination between the Government and districts in poverty alleviation work, the subject merits more in-depth discussion.

Checklist for Implementing the District-based Approach

(1) Understanding Local Needs

Are there enough community information and data?

— No →
- ➢ Refer to existing information available in the districts
- ➢ Refer to central statistics

— Yes ↓

Have the district data and community information been analysed?

— No →
- ➢ Review the success and failure of the district poverty alleviation work done
- ➢ Look into the causes of district poverty

(2) Directions and Strategies

Have the directions and strategies for district poverty alleviation been mapped out?

— No →
- ➢ Develop long-term (2-3 years) directions and annual work strategies for poverty alleviation
- ➢ Ensure that the directions, annual plans and work strategies set are closely aligned with each other

— Yes ↓

Are the district resources used in a well-planned manner?

— No →
- ➢ Set aside some resources for district poverty alleviation work
- ➢ Map out a long-term plan for the use of district resources

Co-ordination

Is it necessary to improve the existing co-ordination mechanism?

— No ↓
- ➢ Allow stakeholders to participate in the process of formulating directions, strategies and action plans for district poverty alleviation
- ➢ Ensure that they understand and are aware of the district poverty alleviation work

(3) Action Plan

Is the action plan clear enough?

— No →
- ➢ Work out relevant action plans that align with district poverty alleviation directions and strategies
- ➢ Encourage the provision of project-based services and/or pilot innovative services

— Yes ↓

Are district resources put into best use?

— No →
- ➢ Simplify application procedures for subsidies to various activities
- ➢ Encourage the participation of local business community
- ➢ Tap the potential of the disadvantaged

— Yes ↓

Will the most disadvantaged benefit?

— No →
- ➢ Reach out to hidden families
- ➢ Encourage the most disadvantaged to integrate into the community

Participation

Do district stakeholders have the chance to participate?

— No ↓
- ➢ Merge mechanisms with similar functions
- ➢ Assign a unit to lead and co-ordinate poverty alleviation work
- ➢ Ensure that all relevant stakeholders take part in poverty alleviation work

(4) Review

Is there a regular review?

— No →
- ➢ Review district directions and strategies on a yearly basis
- ➢ Share and learn from good practices
- ➢ Publicise/share the information on the progress of district poverty alleviation work

Table of Contents

_____

Chapter 1: Introduction

A   Background

1.1   At the meeting on 15 March 2006, the CoP Task Force on the District-based Approach (the Task Force) discussed the report of "From Welfare to Self-reliance" District Study on Employment Assistance[1] and confirmed that the strengthening of district networking and co-ordination could effectively provide the necessary employment support services to the unemployed.   In this connection, the Task Force agreed to engage an independent researcher to conduct another study entitled "From Poverty Alleviation to Community Resilience" - Study on District-based Support for the Disadvantaged in the three pilot districts, namely SSP, KT and YL   The main objectives of the Study are to collect information on good practices of the implementation and co-ordination of poverty alleviation work at district level in order to facilitate the Task Force to set directions for the district-based approach in alleviating and preventing poverty.

B   Objectives of the Study

1.2   The main objectives of the study are to collect information on good practices of the implementation and co-ordination of poverty alleviation work at district level, including:

> ➢   The setting of priorities in poverty alleviation work at district level;
> ➢   The different modes of services of poverty alleviation work at district level; and
> ➢   The mechanism of co-ordination between policy makers and service providers at district level and its operation.

---

[1]   ' "From Welfare to Self-reliance" District Study on Employment Assistance' was conducted in the three pilot districts, namely Sham Shui Po, Yuen Long (including Tin Tsui Wai) and Kwun Tong. The full text of the study is available at the website http://www.cop.gov.hk/eng/pdf/District%20Study%20Report.eng.pdf.

_____

C   Community Resilience – A Framework

Resilience: Individual and Community

1.3   Resilience refers to the positive ways in which people respond to adversity and stressful life events. Historically, resilience was studied among individuals who had undergone extreme adversity. Much of the research and writing in resilience has focused on how children respond to adversity.   Although resilience has more often been used to describe individual reaction to adversity, in recent years it has also been postulated to be useful in describing communities.

1.4   Egeland, Carlson, & Sroufe (1993: 157) described resilience as "the capacity for successful adaptation, positive functioning or competence……despite high-risk status, chronic stress, or following prolonged or severe trauma". It represents successful adaptation to stressful events, oppressive systems, and other challenges of living.   To adapt the adversity, there is the need to understand the biological, psychological, and socio-cultural influences (Cicchetti &Garmezy, 1993:501), which underpin the resilient responses that people are able to draw upon. This emphasizes the need to consider social setting and person-environment transactions in our understanding of resilience.   Community resilience, however, represents an extension of this focus.

1.5   Resilience is seen as a complex, dynamic interplay between certain characteristics of individuals or systems / aggregates, and the broader environment (Egeland et al.,1993; Horowitz, 1987). At the systems level, the concept of resilience can be applied to groups and broader social systems within which individuals live and interact (Reid, Stewart, Mangham and McGrath, 1995).   These include family, schools, organizations, community groups, neighborhood, and communities. Such groups and systems are organisms with an identity of their own which is greater than the sum of their component parts (i.e., the individuals).   Those, including individuals, groups or community, who adapt positively to profound stress have protective attributes, which are variables that ameliorate or decrease the negative influences of being at risk.   These include person-centred factors, such as perceived self-efficacy, temperament, and setting centred variables, such as warm and caring relationship with care-giver. (Cicchetti & Garmezy, 1993; Cowen, Wyman, Work, & Iker, 1995). Some literature addressing the development of individual resilience frequently identifies community attributes that provide a protective or supportive environment for individuals and families which may, in turn, suggest protective factors for

_____

communities themselves. Possible examples of such community protective factors include stability, cohesiveness, continuity in neighborhoods, strong informal supportive networks, ideology, community activism, and moral development through political, educational and religious institutions (Gabarino, Dubrow, Kostelny and Pardo, 1992).

1.6   Regardless of the viewpoints held regarding resilience, a commonality is that vulnerability is seen in opposition to this concept (Kulig, 2000). The "From Welfare to Self-reliance" - District Study on Employment Assistance (Employment Study) focused on the vulnerability of the "difficult-to-employ" and described how the employment assistance facilitated their self-reliance. The Employment Study was angled at how system, structure and procedures affect individual ability to overcome the problem of unemployment.   From a "person-environment" perspective, individual, as part of community, do not live in isolation but interact with the systems and community.   As a follow-up of the Employment Study, the present study goes beyond the understanding of self-reliance at individual level. As resilience is a characteristic, not only of individuals, but of the social environments in which people live, the notion of community resilience can be added to current understanding of how communities respond to adversity situation, particularly the existence of poverty at district level.

Community Resilience: A Positive Response to District-based Poverty Alleviation

1.7   Poverty is usually framed as a social problem, and initiatives are formulated in order to address such problem.   An alternative to this problem-oriented approach, community resilience can be viewed as a positive response to adversity. Community resilience is the ability of a community to not only respond to adversity (Kulig & Hanson, 1996), but in so doing reach a higher level of functioning (Brown & Kulig, 1996/1997; Kulig, 1996).

1.8   Community resilience, or the ability of a community to deal with adversity and the capability to face future challenges, is used as a framework to gain better understanding of the good practices in the district. Figure 1 outlines a proposed model for understanding community resilience.

Figure 1.1:   Proposed Model for Understanding Community Resilience

```
                    ┌─────────────────────┐
                    │   Adversity in the  │
                    │     Community       │
                    └─────────────────────┘
                              │
                              ▼

                        Resilient Community

    External Force  →    ┌─────────────────┐    ←  External Force
                         │  District-based │
                         │    Approach     │
    External Force  →    └─────────────────┘    ←  External Force

                              │
                              ▼
                    ┌─────────────────────┐
                    │  Adaptive Strategies│
                    └─────────────────────┘
```
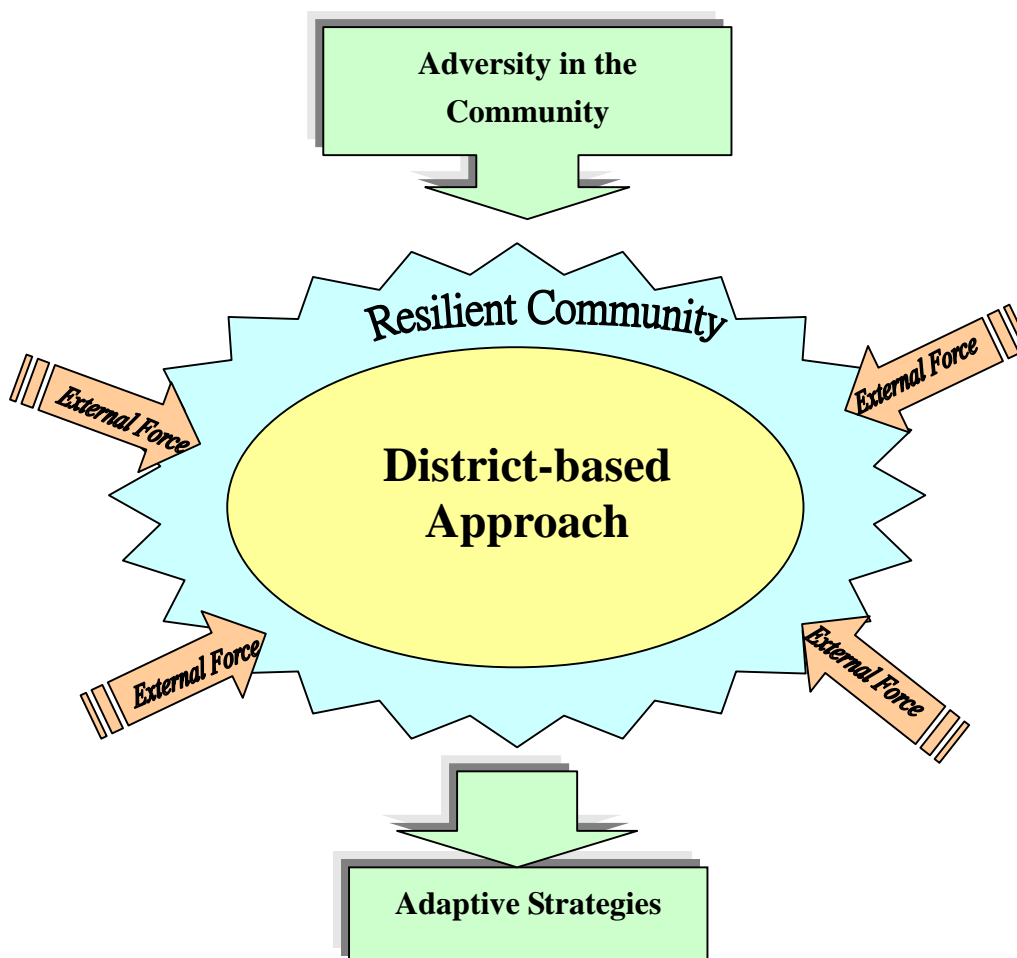
1.9   The ripple line in Figure 1.1 demonstrates the external forces or crisis influencing the community. The solid circle represents a resilient community with the ability to develop adaptive strategies in responses to adversity, and the inner circle is the critical factors affecting a resilient community.   To explore the good practices of how a community remains resilient despite the existence of adversity and external force, the present study tries to consolidate the local experience in SSP, KT and YL. It is expected the study covers the following areas:

> ➢   To identify the key challenges faced by the districts (the ripple line);
> ➢   To consolidate the existing and good practices (the solid line); and
> ➢   To capture the key success factors contributing to a resilience community (inner circle).

_____

D   Structure of Report

1.10   Before conducting the research study, reference has been drawn to the previous poverty alleviation work in the three pilot districts, their progress reports submitted to the Task Force in March 2005 as well as the objectives and strategies of poverty alleviation work adopted by the 18 districts in the territory.   All these useful information give a general picture of how to promote poverty alleviation at district level.

1.11   To obtain valid and representative data, this Study adopts a qualitative and quantitative approach.   From June to July 2006, a qualitative study was conducted in the three pilot districts in form of focus group interviews.   The interviewees were the local policy makers and service providers, including the government officers, the DC members and the service providers from NGOs. The data collected in the first phase provides a basis for developing the closed-ended questions in the second phase of the quantitative study conducted from September to December 2006.   The sample in phase two covers a wider target group from 18 districts, including the local policy makers, the chairman and vice-chairman of DC and its sub-committees, the school principals, and the NGOs representatives from the DCC.

1.12   This present chapter provides background information of the study and the framework to consolidate the good practices of the district-based approach.   Chapter 2 enlists the objectives, directions and strategies of poverty alleviation work adopted by the 18 districts, and give an account of the established mechanism in relation to poverty.   The different forms of poverty alleviation work implemented in SSP, KT and YL were also included in Chapter 2.   Chapter 3 and Chapter 4 report the findings of the focus group interviews and the results of closed-ended questionnaires survey. Chapter 5 reports the results of analysis, which focus on delineating the key factors affecting the ability of a community to cope with adversity and the capability to face future challenges.   Finally, this reports ends with a concluding chapter that propose a four-staged district-based approach, presented in a checklist format, with the aim of providing a reference for the districts in building a resilient community.

_____

Chapter 2: Existing Practice of Poverty Alleviation Work – An Overview

A   Background

2.1   In order to have a comprehensive understanding of the poverty alleviation work in all districts, this Chapter outlines the objectives, directions and strategies of poverty alleviation work adopted by the 18 districts in the territory, and gives an account of the established mechanism in relation to poverty alleviation work in these districts. In fact, the CoP adopted a district-based approach as early as mid-2005, and carried out this approach in SSP, KT and YL. After gaining experience for over a year, these pilot districts have achieved certain results in implementing poverty alleviation initiatives. This Chapter will also expound the different forms of poverty alleviation work implemented in SSP, KT and TSW, which can serve as a reference for other districts to follow in implementing their district-based approach.

B   District-based Poverty Alleviation Work in 18 Districts

Objectives, Directions and Strategies

2.2   Among the 18 districts in the territory, 10 of them have formulated objectives, directions and strategies of poverty alleviation work at district level (see Table 2.1). Appendix A sets out the details for each district.

2.3   In formulating long-term objectives, all districts take inter-generational poverty, self-reliance and harmonious community as the priorities of their work. Some districts also focus on addressing the poverty of certain service targets, such as children from disadvantaged background. In formulating district strategies and directions, all districts have mentioned co-operation with different sectors in the districts and the various forms of collaboration, including convening meetings, setting up committees and organising activities. As for the service provision, all districts have specified clearly their service targets, such as CSSA / low-income families, new arrivals and the youths.

Table 2.1: Summary of District-based Poverty Alleviation Work in 18 Districts

District	Are there any objectives, directions and/or strategies in relation to poverty alleviations?	Is there any mechanism in relation to poverty alleviation?
	Yes / No	Yes / No
CW	Yes	Yes
E	No	No
S	No	No
WC	No	Yes
KC	No	No
YTM	Yes	Yes
SSP	Yes	Yes
WTS	No	No
KT	Yes	Yes
TP	Yes	Yes
TM	No	Yes
YL	Yes	Yes
N	No	No
SK	Yes	Yes
ST	Yes	Yes
TW	No	Yes
K&T	Yes	Yes
I	Yes	Yes

_____

Mechanism

2.4   Among the 18 districts, 13 of them have established the poverty-related mechanisms, with the number of mechanisms in a district ranging from 1 to 4 and the membership of a committee varying from 6 to 300.   These mechanisms are coordinated by various units, including District Offices, District Social Welfare Offices, DCs and their Sub-committees (see Table 2.2).   In fact, DCs are the coordinating units for half of these mechanisms.

2.5   Of these committees, 17 of them are conducted in form of meetings and 2 in forums and seminars.   The frequency of meetings of these committees also varies. Seven committees hold meetings on an irregular basis, while the intervals of meetings for the remaining committees range from 2-3months (7 committees), 6 months (1 committee) to a year (3 committees).

2.6   The functions of these committees can be divided into four categories, namely setting the direction for poverty alleviation work, coordinating district work/services, understanding the poverty alleviation needs of the district, and planning poverty alleviation services.   There are 10 and 12 committees performing the latter two functions respectively, and 9 performing two or even more functions. Details of these mechanisms are set out at Appendix B.

Table 2.2: Summary of Poverty-related Mechanisms in 18 Districts

Districts / No. of mechanisms (No of members)	Coordinating Unit: District Office Chairmen: DO	Coordinating Unit: District Social Welfare Office Chairmen: DSWO	Coordinating Unit: District Councils and their Sub-committee Chairmen: DC Member
CW		1 (9 members)	
WC			1 (6 members)
YTM			1 (12 members)
SSP	1 (19 members)		1 (35 members)
KT	3 (8 members, about 300 members and 131 members)		1 (14 members)
TP			1 (20 members)
TM			1 (16 members)
YL	1 (6 members)		
SK			1 (25 members)
ST			1 (16 members)
TW		2 (about 100 members and about 120 members)	
K&T			1 (22 members)
I		1 (9 members)	
Total	**5**	**4**	**9**

_____

C   Needs of the Disadvantaged in SSP, KT and YL

2.7   In April / May, 2006, CoP conducted visits to SSP, KT and YL and met with the district representatives to identify the needs of poor.   Based on the visits and overview of the community profile, CoP highlighted the key concerns and challenges[2] faced by these districts. The poverty-related challenges are the external force that influencing the normal functioning of a community.   With reference to the key challenges of SSP, KT and YL identified by CoP, the focus group interviewees in phase one were invited to express in details the key district poverty problems that merit the greatest attention.   The descriptions of district poverty problems by the respondents are summarised as follows:

a.   Unemployment: The unemployed people are mainly women and middle-aged men. In alleviating poverty at district level, efforts should be directed at exploring their potentials and helping those middle-aged persons to find jobs.   The underemployed or the unemployed workers who have been dismissed after working for a long time in the Mainland also deserve attention.   In addition, some respondents mentioned that the most important thing is to ensure that the existing employees will not be displaced as a result of implementing programmes to helping the unemployed, or this will create a new group of unemployed people who are now in employment.

b.   Elderly in Poverty: Respondents from the three districts mentioned the problem of elderly in poverty.   According to the interviewees, the problems associated with elderly in poverty meriting the greatest attention come under the following three categories:

➢   *Housing:* The elderly living in old-type privately-owned flats need to pay management fees and maintenance fees.   These expenses add to the financial burden of those living on their own savings.

➢   *Relationship with family:*   The respondents considered that the elderly living with their family but having poor family relationship deserves attention. Families living with the elderly do not care for the elderly's diet and their daily needs.   When the elderly apply for CSSA, their family are unwilling to sign

_____
[2] Refer to CoP Paper No. 8/2005, 9/2005, 13/2005, 14/2005 and 16/2005.

_____

the document of "not supporting their parents", and their applications are not granted.   Although this group of helpless elderly live with their family, they still suffer from poverty.

➢ *Financial situation:* The respondents noted that many elderly people only live on OAA.   Their living standard is far lower than those receiving CSSA.

c.   Children and Youth: The respondents considered that the problem of children and youth in poverty is a problem of mental/spiritual poverty rather than a lack of material wealth or money.   They noted that some youths with low motivation (especially those unemployed CSSA recipients aged below 24) are not eager to find jobs and do not realize the importance of self-reliance.   The respondents were worried that if thisysituation continues, they will still live on CSSA when they reach middle age.   As for children in poverty, they often lack self-identity and motivation to participate in any services or receive support.   The respondents felt that the urgent need of these youths and children is mental care rather than material support.

d.   Disadvantaged Groups: In the discussion of poverty problems at district level, all respondents considered that the needs of the disadvantaged groups deserve our attention, while some expressed that the needs of the disadvantaged groups should not be equated with the district poverty problems.   Although the respondents have different views on the disadvantaged and poverty, all of them considered the needs of the following disadvantaged groups are listed below:

➢ *Ethnic minorities:* Ethnic minorities encounter many difficulties in employment or schooling because of language barriers.   Moreover, ethnic minorities' families generally have more than four children.   As the parents lack the knowledge of caring for and disciplining their children, various sorts of family problems can easily arise.

➢ *New arrivals:* Most of the new arrivals are workers with low educational level and low income.   With a very weak community network, they have difficulties in finding jobs.   Some of the new arrival families live on CSSA; some families have an old husband and a young wife.   They are likely to encounter different type of problems, including marital relationship, spouse/child abuse, parenting, adaptation, etc. As for those women holding two-way exit permits, their children are often left unattended in Hong Kong

_____

because they have to return to the Mainland regularly to renew their permits. This will lead to the problem of neglected children.

➢ *People with chronic illnesses:*   As people with chronic illnesses have to pay for their medical expenses for a long period of time, they are likely to become low-income people.   Moreover, the waiting time for the existing medical services provided by the Government is relatively long.   The chronically ill who need urgent treatment have to consult private practitioners charging higher medical fees.

e.   Location: Some respondents considered that the type of housing and place of living will also contribute to the problem of poverty.   Areas with high density of public housing or old-type private buildings are more likely to attract poor people/families to live there.   Likewise, the CSSA recipients, ethnic minorities and new arrival families live in remote new towns.

D   *Service Modes in SSP, KT and YL*

2.8   In the efforts to tackle the above poverty-related challenges, the pilot districts have adopted a more targeted and coordinated approach to address the specific need in the community.   It worthwhile to have a deeper understanding of the poverty alleviation efforts made by each pilot district.

2.9   Poverty alleviation work in SSP focuses on the provision of appropriate services for the children, young people and elders from low-income families (see Appendix C).   Features of the services in this district are as follows:

➢ **Exploring the Needs:**   The SSP DC has commissioned a NGO to conduct a survey to understand the poverty situations and poverty alleviation work.   It also encourages NGOs to gather, consolidate and analyze information about the present position and characteristics of local poverty problems and make recommendations accordingly.

➢ **Outreaching Visit:**   The SWD, in conjunction with NGOs, identifies elders with potential needs in the district, arranges volunteers to pay regular visits to singleton and frail elders, and encourages elders to integrate into the community and participate in social and recreational activities.

2.10 The four key poverty alleviation services provided in KT are: i) to provide job opportunities for unemployed and underemployed people with a view to helping them reintegrate into the community; ii) to provide learning and development opportunities for women and children from disadvantaged families; iii) to take care of the elderly singletons, families with two elderly members and the needy elders；iv) to help new arrivals integrate into the community by showing concern for children, youth and elderly from low-income families and providing them with relevant services (see Appendix D). Features of the services in the district are as follows:

➢ **District Participation:** A district round table meeting is convened by the KT District Office aiming at providing a platform for people from different sectors in the district to explore the needs of the poor. Membership of the meeting is broadly based, including representatives of relevant government departments, DC Councilors, representatives of NGOs, local organizations, schools and residents' organizations. The findings of the meeting are summarized and referred to the district's task force on poverty alleviation or the Working Group on Concerns on Poverty for follow-up actions.

➢ **Cross Sector Collaboration:** With the concerted efforts of various organizations in the district, including the Industries and Commerce Association Limited, the SLC of KT, the Lions Club and the Rotary Club, poverty alleviation related services are provided in KT. On top of donations, the business community also participates actively in the planning and launching of activities, thus affording them the opportunity to meet the disadvantaged and understand their needs.

2.11 The main focus of the poverty alleviation work in TSW is to organise employment-oriented training and support activities and establish a neighbourhood support network so as to assist disadvantaged groups to become self-reliant, to reduce intergenerational poverty and to build a harmonious community (Appendix E). Features of the services in this district are as follows:

➢ **Employment-oriented:** As TSW is located in remote areas with fewer job vacancies available, the Government, the business sector and the public have worked together closely to provide a wide variety of employment services in the district, including seminars, exhibitions, vocational trainings, recruitment fairs and workplace attachments, etc.

> ➢ **District Development:** In addition to poverty alleviation related services, there are various kinds of community facilities in place in TSW, including employment centers and small libraries. Furthermore, government departments concerned have also changed some existing facilities for new uses, such as converting low usage car parks into community facilities and schools' covered playgrounds into reading rooms and multimedia self-learning centers, so as to benefit more residents in the district.

E   Summary

2.12   To summarize, districts set up different local structures to combat poverty. 10 districts have formulated districts objectives, directions and strategies in relation to poverty alleviation. Among 18 districts, 13 of them have set up poverty-related platforms to encourage the community participation.   These platforms are organized by District Offices, District Social Welfare Offices and DCs.

2.13   In SSP, KT and YL, the key poverty issues are unemployment, elderly in poverty, existence of children and youth with mental /spiritual poverty, ethnic minorities, new arrivals, and people with chronic illnesses.   To tackle these issues, the pilot areas adopt a more targeted and coordinated approach to address the specific needs in the community.

_____

Chapter 3: Major Findings (I) – Qualitative Study

A   *Background*

3.1   The first phase of this Study used a qualitative approach.   It was conducted in form of focus group meeting in SSP, KT and YL. The preliminary findings of the qualitative study provided a basis for quantitative study so as to collect further views from the policy makers and service providers in 18 districts on district support for the disadvantaged.

3.2   In the focus group interviews, most of the respondents shared their views on the basic principles of "poverty alleviation".   The first part of this chapter summarizes their views and understandings of this term.   Based on the experiences and efforts in the pilot districts, the second part describes the existing service mode of practices on the planning and implementation stage. Some respondents made useful and relevant observations during the focus group interviews, which are incorporated in the last section of this chapter.

B   *Methodology*

3.3   From June to July 2006, 8 focus group interviews were conducted in the three pilot areas.   The focus group discussions mainly included three main areas: [1] key priorities of district poverty alleviation; [2] mode of implementing poverty alleviation work at the district level; and [3] co-ordination mechanism for implementing district poverty alleviation work and its operation. Appendix F shows the list of semi-structured questions used in the focus group discussion.   Totally, 7 government officers, 17 DC members and 24 service operators were interviewed. The distribution of interviews is listed in Table 3.1 and a more detailed breakdown is shown in Appendix G:

_____

Table 3.1: Focus Group Target Population

District	Target	No. of Interviewees
SSP	DC Members	6
	Service Providers of NGOs	9
YL	DC Members	6
	Service Providers of NGOs	7
KT	DC Members	5
	Service Providers of NGOs	8
SSP, YL and KT	HAD – DOs	4
	SWD – DSWOs	3
	Total:	**48**

C   *Understanding Poverty at District Level*

3.4   In alleviating poverty at the district level, doubts about the concept, direction and understanding of "poverty alleviation" will inevitably arise. Discussions of the Focus Group reveal that most of the respondents hold the same views on the basic principles of "poverty alleviation".   The respondents' understanding of "poverty alleviation" is summarised as follows:

a.   Does poverty alleviation mean giving away money?

> *"Giving away money is not a solution.   Poverty alleviation does not end there."*
> *"Our direction should be helping the poor rather than giving them money."*

3.5   Respondents thought that most of the disadvantaged are not facing basic living problems or in need of material support, and that the problem of poverty cannot be simply solved through providing material and cash support.   Instead of "giving away money" as a poverty alleviation strategy, educating the disadvantaged on self-reliance is more important.

b.   Which poor people/families in the districts should be helped?

> *"Are those CSSA recipients who are in arrear of rents but always have tea in restaurants and play mahjong poor people?"*
> *"Some CSSA families prefer to receive CSSA rather than work."*

_____

"CSSA recipients still have a partitioned room to live in.   Marginalized groups who do not receive CSSA are the ones in genuine need of help."

3.6   The interviewees believed that poverty alleviation efforts should be directed at CSSA recipients/families.   During the discussions of the Focus Group, the DC members and social workers from the pilot districts interviewed unanimously say that individuals/families living in poverty but not receiving CSSA are the ones that really merit our attention.

c.   What kinds of services will meet the needs of the poor?

"CSSA households please make registration here."

"Poverty alleviation cannot be equated with provision of social welfare services."

3.7   Some respondents said that CSSA recipients and the poor are unwilling to participate in district activities which are targeted for the disadvantaged, as such activities may easily create a labelling effect.   Moreover, the respondents believed that helping the disadvantaged groups is not simply provision of welfare services; it covers a wide range of areas, including education, employment, housing and people's livelihood.

d.   Why have some districts attracted so many poor people to reside there?

"This is a remote residential district with very few shops.   The better-off people will not move to this district."

"In the district where I live, there are a lot of old buildings, and the rental is low.   It is natural that many poor people reside here."

"The social impacts on people's livelihood should be taken into account in the future planning of new communities."

3.8   More disadvantaged families are found living in some particular districts in Hong Kong.   Respondents thought that one of the main factors contributing to this phenomenon is related to location and geographical planning.   Take TSW as an example.   The planning and development of the new town only placed emphasis on hardware facilities, while impacts on people's livelihood were overlooked. Interviewees considered this is a structural poverty problem which is not easy to tackle.   Existing poverty alleviation measures are only temporary remedies.   In the long run, one of the approaches to addressing the problem of poverty is to start with town planning.

_____

D   Existing Mode of Practice in the Pilot Districts

3.9   During the focus group interviews, the respondents shared their successful experiences and key challenges in combating poverty.   In fact, other districts can make reference to the experience of the pilot projects and take account of their good practices. With reference to the existing mode of practice in SSP, KT and YL, this section elaborates in details on how these districts react to the local poverty issues by using the district-based approach.

Understanding Local Needs

3.10   In formulating poverty alleviation plan, the pilot districts draw reference to statistics, community data, local characteristics, dedicated researches and views of local stakeholders, so as to have a better understand of local need.   The most commonly used information available at district level are listed below:

> **Community Data**: Information on population distribution and student travel subsidies, number of the unemployed and CSSA recipients, and social welfare indicators are used as reference;

> **Local Characteristics**: These include types of building blocks, local re-development plans and community economic activities;

> **Poverty Indicators**: These are based on the information and data on poverty released by the CoP on a district and territory-wide basis;

> **Sharing:** District personalities are invited to participate in experience sharing at different kinds of district meetings.

Identification of the Disadvantaged

3.11   The pilot districts are well aware of the existence of the disadvantaged groups in the community.   Service operators are proactive in identifying those who are in need of assistance by using the different means as illustrated in Box 3.1.   In short, the most common means are listed below:

➢ **Regular Services**: NGOs regularly provide different types of activities and services.   Activities are tailor-made to facilitate the relevant service operators to access and identify the poor.   The responsible staff also take a pro-active approach to follow up on their needs.

➢ **Outreaching** : The means of identifying the needy/needy families are mainly street exhibitions and home visits.   Exchanges of experience among service operators show that home visit is the most effective way to achieve the purpose.

➢ **Social Network**: Departments and organizations (such as the SWD, the HD, DC members, NGOs and local church groups) provide appropriate referral and follow-up services to the needy/needy families they frequently meet. Moreover, the DC members and representatives of NGOs interviewed consider that schools provide a very good platform for identifying and accessing hidden cases.

Box 3.1(a): Ways to identify needy people/ families in communities

Outreaching Services

As the security of private housing is tighter than that of public housing, local organisations encounter greater difficulties in reaching out to the disadvantaged living in private housing. To solve this problem, some NGOs identify some private housing in which more needy people/families are living, and organise street exhibitions in the areas to approach residents with an aim to get a better understanding of their living conditions. This move is successful in contacting the elderly and families living in private housing. Whenever they are in need, NGOs are able to take follow-up actions and make referral. Alternatively, some NGOs collaborate with OC and property management agencies of private housing in conducting home visits in their estates so as to identify needy people/families in a more direct manner.

Community Networks

Various local government agencies and organisations get in touch with needy people/ families in their districts. If they can be more responsive and sensitive in their dealings with residents and strengthen community networks, they are able to identify and follow up on the needs of disadvantaged people/families. The following are some successful examples implemented at district level:

➢ In some districts, there are more than 100 churches in the areas. These churches organise their own networks. When evangelists come across needy people/families, they refer the cases to their internal network for follow-up actions;

➢ When tenants default on paying rents, local offices of the Housing Department will try to find out their problems. If the tenants have family problems, their cases will be referred to the IFSCs and some of the referral cases involve "hidden families";

➢ Kindergartens organise a wide range of parent-child activities/programmes on a regular basis. The schools pay special attention to those parents who are passive or always absent from school activities, and invite their participation. Meanwhile, the schools also make phone calls to this group of parents in a bid to understand more about their families and make referral as necessary;

_____

Box 3.1(b): Ways to identify needy people/ families in communities (continue)

➢ In some housing estates, ICYSCs are set up next to kindergartens. These Centres take the lead in collaborating with kindergartens with a view to identifying parents who would hardly use the services provided by the Centres. Sometimes, the Centres and the kindergartens prepare some snacks and beverage outside the kindergartens, so when parents take their children to schools, teachers and social workers may talk with the parents in an effort to identify the disadvantaged or families in need. This move has successfully attracted parents to walk into the Centres and among them, over 90% are new to the services of the Centres.

Regular Services

Apart from regular services, local organisations and NGOs also organise a wide range of community activities on a regular basis for local residents. These activities serve as a platform to identify disadvantaged people/ families.

➢ A church organised a carnival in a district, during which they became acquainted with the needy families and obtained their basic information (e.g. home addresses and telephone numbers). After the event, staff of the church followed up the cases proactively. They contacted the families through home visits, went further to learn about their living conditions and took appropriate follow-up actions.

➢ At district level, some organisations offer free or discounted-price activities to attract low-income earners so as to reach out to people/families in need. Some centres for the elderly offer free walking aids to the aged as a way to identify the elderly in need. Some church organisations mobilise volunteers to provide free tuition service for newly arrived families. With a snowball effect, they have attracted the needy in the district and some of them have received tuition service. On the other hand, some NGOs offer free or half-price membership to CSSA recipients and low-income families as a means to approach them.

_____

Resource Allocation

3.12   Districts adopt different criteria for allocating resources in subsidising poverty alleviation programmes.   Funding bodies have greater intention to support initiatives with elements of involving participation of different sectors, implementing the project on a trial basis or for a longer period, responding to the local needs, etc. All in all, most of the districts adopt the following criteria for fund allocation:

➢ **Centralised** – The priorities of district services are set by central policies (such as intergenerational poverty mentioned in the Policy Address), DCs and /or DOs/HAD. Those initiatives match with the theme have a higher priority to gain support from the funding bodies.

➢ **First come, First served** – DCs or relevant working groups first draft a blueprint for allocating resources, and then invite NGOs to apply for the subsidies on a first-come-first-served basis to carry out activities in the districts.

➢ **Trial Run before Implementation** － Some poverty alleviation schemes funded by DCs are implemented on a trial basis in the first year.   When review shows that it is worthwhile to implement the schemes, DCs reserve funds for them every year.   Besides, poverty alleviation schemes successfully implemented by a particular neighbourhood will be extended to other neighbourhoods.

➢ **Round-table Discussions** – District offices and relevant agencies (e.g. DCs) hold district round-table meetings, and invite people from different sectors (including representatives of district government departments, district leaders, school principals, social workers, businessmen, etc.) to discuss district needs, service directions and service targets at round-table meetings. District funding is allocated according to the consensus reached at these meetings.

_____

Funding Sources

3.13   The resources required for the promotion of district-based poverty alleviation work mainly come from:

➢   **DCs:** Some DCs set aside a sum as subsidy for providing services relating to poverty alleviation. The reserved amount varies from districts to districts, ranging from $ 200,000 to $ 1,000,000. The management of these funding are the responsibility of the sub-committees or working groups of DC.

➢   **The Business Sector:** Compared with DCs, subsidies from the business sector have greater flexibility in sponsoring activities. Sometimes, NGOs use the subsidies from the business sector to make up for the limitation of the DC subsidies.

➢   **The SWD:**   Services provided by the SWD are welfare oriented.   NGOs will collate poverty alleviation service plan with service plan relating to social welfare when they apply funding support from SWD.

Service Mode

3.14   The services relating to poverty alleviation provided by the three districts are composed of collaborative projects (refer to Box 3.2). The following two non-exhaustive approaches of collaboration are commonly found in the districts:

➢   **Cross-sector:** This approach of collaboration is mainly co-operation between the business sector and government departments/ NGOs/ local organizations.   NGOs/ local organizations are mainly responsible for organizing and implementing activities relating to poverty alleviation.   The participation of business sector varies. Some businessmen only provide direct subsidies to services, and some participate in the services and have direct contact with the poor.   Some local trade associations can have a fairly good understanding of the concept and approach of district poverty alleviation work.

_____

> ➢ **Cross-organization:** As requested by the funding bodies (e.g. DCs) or district government departments, an application must be submitted by at least two organizations / bodies co-organizing the district poverty alleviation activities. As such, NGOs / local organizations must collaborate in the process of designing and implementing the activities.

Box 3.2: Modes of collaboration in communities

Cross-sector collaboration

Organisations of various sectors are very concerned about the poor and the support rendered to them. Cross-sector co-operation can be implemented in numerous ways. For instance:

➢ A local trade association formed by businessman co-operates with an ICYSC, organising commercial tenants in the district to create job opportunities and provide jobs for the youth of the NGOs. Moreover, employers give advice to the youth on the working attitude they should adopt. With regard to districts with high unemployment rates, government departments take the initiative in working with local trade associations with a view to creating short-term jobs to enable the unemployed to return to the labour market as soon as possible and improving the unemployment rates of the districts.

➢ In promoting a caring doctor scheme at district level, NGOs contact private medical practitioners in the district proactively and successfully enlist odd doctors to offer half-price consultation for needy people/families in the district.

Cross-organisation Collaboration

Taking social welfare sector as an example, a DC sponsors 6 NGOs in a district to co-operate in organising parent-child, employment training and health improvement activities to help women with financial difficulties understand their situations, motivate them to participate in community affairs and improve their physical and mental health, with a view to strengthening their resilience and self-confidence, disseminating information about health and enhancing their confidence and competitiveness in community affairs and employment.

Service Nature

3.15   In principle, most of the services provided for the disadvantaged in SSP, KT and YL are not one-off.   Some interviewees from NGOs and DC members expressed that such services need not be of a large scale but they should be focused, and have continuity and long-term effectiveness.   Apart from the regular activities, poverty alleviation activities in the districts can be classified by their nature into the following four categories (also refer to Box 3.3):

➢ **Cash/Material Support**: For those suffering severe financial hardship and not receiving CSSA, NGOs make good use of or set up support funds (including the SWD's TFA and the Community Chest Rainbow Fund) to provide immediate support for the needy elderly and families.   Besides, some NGOs also provide food and daily necessities for the needy families.

➢ **Employment Support**: Various employment services are provided in the pilot districts.   Job-seeking women are the main targets of such services. Usually, women need some part-time jobs because they need to augment the family income and to look after their children.   In view of this, some poverty alleviation activities in the districts aimed at enhancing the employability of women.   Some women also need training courses on employment skills.   The interviewees from NGOs believed that the skills qualifications attained after training will facilitate women to join the labor force in one way or another.

➢ **Targeted Support**: Both the District Offices and the business sector subsidize the NGOs to organize services for individual underprivileged groups (e.g. psychiatric patients and ex-prisoners).   NGOs mainly offer employment training for these groups to help them get employed.

➢ **Policy Advocacy**: Some initiatives and programs are implemented on a trial and short-term basis in a particular district.   Such programs mainly demonstrate that in implementing poverty alleviation services, government departments can have greater flexibility and "break down barriers" in some established policies.   These programs also demonstrate that the purpose of poverty alleviation can be achieved by making use of under-utilised community facilities.

> ➤ **Restructure of Existing Services**: NGOs and officials of the SWD share the view that the NGOs have all along been providing social welfare services for the poor. Therefore, when a district puts emphasis on poverty alleviation, they will strengthen efforts in this aspect or restructure the existing activities in support of poverty alleviation.

Box 3.3(a): Provision of services for the poor

Cash / Material Support

Local organisations and NGOs provide different forms of cash/ material support for the poor to help them meet their basic needs:

➤ Some church groups establish funds for helping the poor in the district and provide low-cost meal service to the elderly in need. Sometimes, cases have been referred for such service by District Social Welfare Offices. Moreover, some church groups advertise on their publications the material needs of families with difficulties identified during home visits and hand over the required items to those families upon receipt of donations.

➤ Some NGOs set up food banks to provide emergency food supplies, mainly dry provisions such as rice, noodles, canned food and oatmeal, for the poor who cannot provide for themselves. Some organisations also allocate resources to buy second-hand mobile phones for the unemployed to help them contact with prospective employers when seeking jobs and enquire about their application status, with a view to enhancing their employment opportunities.

Employment Support

Housewives in poverty who have to take care of their children are not able to take up full-time jobs. A DC sponsors a district scheme in which women in poverty and CSSA recipients are given an allowance for providing home cleaning service for the elderly and disabled in the district (note 1) and they can buy daily necessities (e.g. clothes, stationery, etc.) with the allowance. Through this scheme, participants can acquire job-related skills and experience, hence equipping them to re-enter the labour market. In view of its successful implementation, the DC has sponsored the scheme for two consecutive years already.

_____

Box 3.3(b): Provision of Services for the poor (continue)

Specific Support

Apart from the employment support services for the unemployed, specific support services at district level are also provided for some people with specific needs (e.g. ex-mental patients, discharged prisoners and the mentally handicapped, etc.). For instance, a district business organisation provides specific employment assistance to job seekers with mental illness. Moreover, an organisation has been in close liaison with a District Office to look for job opportunities (e.g. paint works) in the district for discharged prisoners, with a view to providing odd jobs /part-time jobs and training opportunities to them.

Policy Advocacy

To promote streamlining of and flexibility in the administrative procedures for poverty alleviation activities by local government departments, a NGO implemented a short-term pilot scheme in a newly completed public housing estate with the support and sponsorship of a DC.

The scheme mainly involved the establishment of a grocery store in a newly established public housing estate. Since tenants were moving in and MAC had not been set up, the organiser mobilised women in the district to operate a grocery store at vacant premises in the estate, with a view to enriching the working experience of the unemployed women and increasing their household income. With the gradual intake of tenants and the commencement of business of commercial tenants in the estate, the grocery store closed after 3 months in operation.

In view of its nature as a pilot, vacant premises were allocated for implementing a poverty alleviation and employment scheme through the coordination efforts of the DC and the organiser with the HD. Although the grocery store cannot operate for a long time, it has demonstrated that government departments can handle applications in a flexible manner to capitalise on opportunities to carry out poverty alleviation work.

Note 1:   Women participating in the scheme have reported the cash allowance to the Social Welfare Department.

Coordination Mechanisms

3.16   There are mechanisms for alleviating poverty in SSP, KT and YL.   These districts have established such mechanisms according to local characteristics, service needs, district structures and geographical factors.   Therefore, the platforms are different from districts to districts.   Generally speaking, district platforms can be classified into four categories as follows:

➢   **Steering Platform:**   Steering platforms are mainly for discussing the direction, strategies and policies of poverty alleviation in the districts. They are usually held in the form of meetings/retreats.   DOs/HAD and/or DSWOs/SWD play the leading role in such platforms.   Members of meetings are mainly representatives of other government departments.   In some districts, DC members and representatives of NGOs also attend such meetings.

➢   **Consultation Platform:**   District consultation meetings are held in some districts.   They serve as a sharing session on the direction and work of poverty alleviation in the district on one hand and for collecting views on alleviation of poverty from local community on the other.   Participants in the meetings include representatives of various organizations, bodies, schools, the business sector in the district, and local leaders.   These meetings are usually held once a year, and the number of participants ranges from a few dozen to over 100.   In some districts, summary reports are prepared after consultation meetings.

➢   **Planning Platform:**   In promoting poverty alleviation, the pilot districts have established a mechanism to coordinate and plan the services of poverty alleviation.   Meanwhile, some districts also make use of the mechanism as a resource distribution platform.   The coordinating bodies of the mechanisms in these districts are different which include commercial sector and industrial organizations, DCs and government departments.   In general, meetings are held once every month or every two months.   The committee members mainly come from NGOs and the relevant government departments.

➤   **Action Platform:** As the poverty alleviation schemes in most districts are implemented in form of collaboration, some districts will set up task groups for specific project, while some will set up working groups focusing on their targets (e.g. Working Group on Elderly Affairs). Usually, such platforms are ad hoc basis, and the participants are mostly representatives of NGOs.

E   *Views of Interviewees on District Poverty Alleviation Measures*

3.17   In the focus group interviews, the DC members and representatives from NGOs express their views on poverty alleviation using district-based approach. Some of them offer suggestions on how to improve the planning and implementation of service at district level. To capture a comprehensive picture of the efforts in the pilot, the following section enlist the concerns and suggestions made by the focus group interviewees.

Identification of Local Needs

3.18   **District Data:** As TSW(N) was not included in the 2001 Census, the poverty condition and the needs of residents can only be projected by means of the statistics provided by the HD and the SWD. Respondents suggested the CSD should provide detailed data to better reflect the needs of the districts concerned in the development of new districts.

3.19   **Problem Analysis:** Based on the various available data in the community, district officials can get an understanding of the needs of the poor and formulate relevant poverty alleviation strategies. District officials also conduct in-depth analysis of the core problems of poverty (such as employment problem) of the districts concerned. Some districts even conduct surveys on community needs. District officials think that this kind of in-depth analysis can be further formalised.

Service Nature

3.20   **Working Across Districts:** Respondents expressed that as remote districts (like TSW) are mainly residential, there are limited local economic activities. As a result, job seekers living in these areas have fewer local employment opportunities and have to seek jobs in other districts. Since they have to pay high transport costs, the employed "low-income earners" often have to bear heavy financial burden.

_____

Respondents suggested implementing as soon as possible the provision of transport subsidies to job-seekers in remote districts to encourage them to work across districts.

3.21   **Service Design:** Some NGOs indicated that there are different groups providing multifarious activities for the poor in the districts.   However, in designing such activities, there is a need to study the characteristics of the target groups. Careful planning is required in all aspects including content, time, date and transportation arrangements, lest meaningful activities fail to attract suitable participants because of a lack of comprehensive service planning.

3.22   **Long-term Effectiveness:** The majority of the respondents considered service continuity is very important.   Owing to limited resources, some meaningful and focused activities cannot achieve long-term effectiveness because they last only a year.   Besides, some DC members felt that such services need not be of a large scale but they should be focused and able to meet the needs of the community.   Some DC members suggested that there is a need to review and study the effectiveness of the activities after they have been held.

3.23   **Poverty Indicators:** The existing poverty alleviation work implemented in the districts can only assess the effectiveness of a particular programme. Respondents felt that poverty alleviation activities in the districts can by no means directly affect the district or territory-wide poverty indicators.

3.24   **Community Information:** Representatives of NGOs believed that there are difficulties in conducting publicity activities in public housing estates and private buildings.   Such difficulties include: posters displayed in public housing estates are torn and thrown away soon after they have been put up; display of leaflets is not allowed within the estates in the catchments areas; home visits in public housing estates and/or private buildings are prohibited.   As such, the target groups cannot be informed about the resources of the districts (including services provided for the poor). Moreover, it has become increasingly difficult for service practitioners to proactively access the poor/poor families.   Representatives of NGOs have therefore proposed to set up a community information website to facilitate residents in browsing the latest news of the community.

3.25   **District Strategies:** Both DC members and NGOs expressed that alleviation of poverty in districts is not just organising a number of activities.   They expected the districts and/or DCs work out a clear and specific directions and

long-term strategies (e.g. a 3-year objective) before formulating action plan and resource allocation criteria.

Resource Allocation

3.26   **Commercial Sponsorship:** DC members and representatives of NGOs felt that their applications to the Government or DCs funds have been subject to great restrictions, whereas commercial sponsorship allows organisers greater flexibility in the use of resources and a wider scope for designing and planning services.   In order to achieve the intended effect, some DCs would rather co-operate with the business sector than use the DCs' resources to avoid the plans being abandoned because of the restrictions.

3.27   **Form of Subsidies:** Since the DC fund requires that the subsidised service plans should not bring about any increase in personal wealth, it is more difficult for some business start-up service plans to get subsidies from DCs.   To match with the requirement of DCs, some NGOs claim for volunteer allowances instead of wages.

3.28   **Administrative Procedures:** Some representatives of NGOs expressed that the administrative barriers they have encountered in applying for DC fund may discourage them from applying.   The main barriers include: (a) Some DC-funded activities entail huge expenses, and the organisations are required to pay half of the expenses in advance and to submit financial and programme reports after the activities have been held.   The remaining amount of subsidy is paid to them after a long period of time.   This will surely impose financial burden on the organisations; (b) The effectiveness of some poverty alleviation activities can be observed only after a long period of time (e.g. 2 to 3 years).   However, the DC fund must be used within one year, and as the organisations will only receive the approval notification in August each year at the earliest, they have to complete the programmes and submit the financial reports in February next year.   Such administrative procedures make it more difficult for the organisations to implement plans that aim at achieving effectiveness in the long term.

Coordination

3.29   **Policy Areas:** As regards development of large-scale tourist projects in individual districts, some DC members expressed that different policy bureaux only consider their respective policy areas and often do not attach enough importance to

_____

the needs and characteristics of the districts.   For instance, when there are new development projects to be carried out in a district, DC members requested that high priority be accorded to employing the unemployed in that district.   However, as the focus of policy bureaux is not to tackle the employment problem in the districts, they cannot thoroughly follow up those requests relating to promoting employment.

3.30   **District Land Use:** Representatives of NGOs thought that as DC members can have a good grasp of the development of district land use through DC meetings and documents, they should consider the present situation of district poverty and take into account the provision of employment opportunities when they advise on the planning of land use.

3.31   **District Platforms:** Respondents pointed out that although there are organisations related to poverty alleviation in each district, they have to attend many meetings and some of the them will meet again at other meetings. Some respondents even could not state clearly the names and functions of the meetings they have attended. Besides, two-thirds of the members of some district meetings are representatives of NGOs, but the participation of the SWD in these meetings is comparatively little.

3.32   **Local Participation:** Some districts work out their poverty alleviation directions and strategies without the participation of NGOs whose main role is to organise poverty alleviation activities in the districts, and such activities are occasionally not fully in line with the directions and strategies.   Some organisations only participate in the implementation of activities, not knowing clearly whether the activities are related to poverty alleviation or not.

3.33   **Coordination Role:** Respondents believed that DOs/HAD can perform district liaison roles and promote participation of business operators and traditional active groups in the district poverty alleviation work.   Some NGOs pointed out that only DOs/HAD are capable of liasing with district personalities for participation in the major consultation meetings in the districts.   Besides, as departments at district level have their own specified functions, district officials agree that DOs/HAD can perform the role of district coordination, and some district officials consider DOs/HAD to be intermediaries.

3.34   **Districts Response:** In the past, addressing the needs of the poor in the districts was a main duty of the SWD, and other departments at district level took a

_____

less active role in this respect.   Since the implementation of district work in the name of "poverty alleviation", government departments have begun to show concern over this subject.   They have also responded to the problem of poverty (such as common facilities in schools).   Moreover, local leaders and the businessman also expressed concern over the problem of poverty.

3.35   **Functions of Mechanisms:** Respondents pointed out that there are different platforms related to poverty alleviation work.   As a result, there is overlapping of members participating in such platforms.   DC members and representatives of NGOs suggested that the interface among bodies such as the DOs/HAD, DCs and the DSWOs/SWD should be enhanced by consolidating such platforms to avoid overlapping of functions and roles of the DCs.

3.36   **Role of Welfare:** NGOs have pointed out that the district welfare planning of the SWD is relevant to combating poverty. But the DSWOs/SWD shared a different view.   They considered the district welfare planning is only related to welfare matters and some district poverty alleviation plan is beyond welfare.

3.37   **Workload:** Some NGOs indicated that the DO/HAD, the DSWO/SWD, DC and business organisations have been organising poverty alleviation activities, but there is a lack of coordination among them and even a mismatch of resources.   As a result, they all invite district NGOs to hold such activities and the NGOs are fully occupied with meeting such requests.   Similarly, as district organisations have come to know that schools can provide a very effective channel to identify needy youths and families, they have made contact with schools one after another and have imperceptibly increased the workload of the latter.

Central Support

3.38   **District Planning:** Respondents pointed out that those living in remote areas are mostly low-income families.   This reflects that the Government only takes into account the planning of buildings and ignores social factors in the development of new towns, resulting in a mismatch of population profile.   Currently, in planning a new town, the environmental impacts of the development will be assessed first. Some DC members suggested that reference be made to this approach in assessing the social impacts during district planning.

3.39   **Central Policies:** With an in-depth understanding of the district matters,

_____

DOs/HAD have the ability and confidence to handle local issues. For matters involving central policies, they can play a stronger coordination role between district level and central level.

3.40   **District Base:** There are mechanisms in the districts to deal with district poverty.   Alleviation of poverty at district level will not cease whether the CoP exists or not.   The work will continue in the districts on the existing basis and in accordance with the present mode of operation.

3.41   **District Perception:** Respondents recognised that the district-based approach adopted by the CoP in implementing poverty alleviation work can also help the districts to have a better understanding of poverty they are facing.   But some DC members said that the district-based approach can easily lead to a misconception that many poverty matters can be dealt with at district level and that district efforts can even influence the policy on poverty.   The misconception of the residents of the districts will make them feel disappointed with the district poverty alleviation work.

F   Summary

3.42   **Understanding Poverty:** Despite the varied definition and measure of poverty, there is a fairly wide consensus that "giving away money" is not the ultimate solution to tackle poverty.   Enhancing the abilities of the disadvantaged to achieve self-reliance should be the right direction.   There is a general recognition that poverty alleviation is not limited to welfare provision but cover the livelihood of the disadvantaged, such as employment, housing, education, etc. (para 3.4 – para 3.8)

3.43   **Identification of Needs:** In formulating poverty alleviation objectives and strategies, reference is drawn to statistics, community data, local characteristics, dedicated researches and views of local stakeholders.   A variety of approaches are used in setting priorities in the district, such as drawing up district priorities in DC, making reference to successful project implementation experience, holding district-wide round-table meetings, etc. (para 3.10 & para 3.12).   Still, DC members and NGOs revealed that local poverty alleviation work are service-focused.   They expected the districts and / or DCs to work out the specific directions and long-term strategies before formulating action and resource allocation plan.   In addition, the interviewees called for those involved in the formulation of policy to take into consideration, in the decision making process, how proposed policies affect people living in poverty or in a particular locality (para 3.20 – para3.23).

_____

3.44   **Service Provision:** Local initiatives are flexible and responsive in catering to the needs of the needy, such as providing cash/material support, increasing employability, offering support to the underprivileged with specific needs (such as ex-prisoners), implementing trial projects to advocate policy change, and rationalising the existing service (para 3.15). To ensure the local efforts benefit the most needy, service operators are proactive in identifying those who are in need of assistance through home visits, street exhibitions, social networks, programs and activities, etc. (para 3.11).   However, respondents reported that there are increasing difficulties in conducting home visits and to publicize the activities, as the security of public and private housing is under close surveillance (para 3.24).

3.45   **Utilization of Resource:** The financial resources required for the local initiatives mainly come from DC, government departments and business sector (para 3.13). But, the service operators expressed that that restrictions in using funds may discourage them from applying. The restrictions include: i).funding is limited to one-year time frame; ii). proposed service plans do not permit any increase in personal wealth; and iii) long reimbursement period.   These restrictions hinder the new initiatives from local districts (para 3.26 – para 3.28).

3.46   **Community Participation:** The local stakeholders are actively involved in support of poverty alleviation initiatives: some local trade associations are active in planning and sponsoring activities; DCs with stronger poverty agenda set aside a sum of money from DC funds specifically for poverty alleviation purpose; NGOs try out new initiatives with long-term impacts; some funding bodies encourage project involving cross-sector cooperation (para 3.13 - 3.14). Nevertheless, NGOs expressed that, in most cases, government departments, DCs, businesses will invite them to organise poverty alleviation programs. They are fully occupied in meeting these requests (para 3.37).

3.47   **Coordinating Mechanism:** There is no standard form of mechanism in reflecting concerns of the local stakeholders and coordinating district poverty alleviation work. Each platform has different functions, including discussing the directions and strategies, consulting local views, planning services, allocating resource, carrying out projects (para 3.16). Yet, respondents felt confusing about the function of these platforms. They needed to participate the coordination meeting organised by a department, while other department invite them to join another separate meeting with similar functions (para 3.31 – para 3.35).

_____

Chapter 4: Major Findings (II) – Quantitative Study

A   Background

4.1   Chapter 3 listed out the qualitative information about the existing practices of district poverty alleviation work in SSP, KT and YL.   After reviewing the preliminary findings of the interviews, we need to collect further data to answer the following questions:

> ➢ *Setting of Direction and Strategy:* How do the districts determine its strategies, directions and priorities in poverty alleviation work? Do the districts' operational focus align with its district plans?

> ➢ *Utilization of Local Resource:* How do the districts allocate the district resources in poverty alleviation work?

> ➢ *Delivery of Service:* How do the districts plan and implement its principal anti-poverty activities?

> ➢ *Coordination of Mechanism:* How do the districts coordinate the different poverty alleviation mechanisms at district level?

4.2   To draw a holistic picture of how to promote poverty alleviation work at district level, further views from the relevant policy makers and service providers territory-wide are needed.   As a second phase of the Study, a quantitative survey was conducted from September, 2006 to December, 2006.

B   Methodology

Sampling

4.3   In order to collect a comprehensive picture of existing practices of 18 districts in planning and implementing the local poverty work, the study sample is not limited to the study sample in the three selected districts in phase one, but extend to a wider target group in 18 districts, 9 in the urban areas and 9 in the New Territories as listed below:

_____

➢ **DC**- chairman and vice-chairman of DC and its subcommittee related to poverty alleviation;

➢ **AC** – chairman and vice-chairman of AC and its subcommittee related to poverty alleviation;

➢ **School** – chairman and vice-chairman of SLC;

➢ Government Department – representatives from district office of HAD, SWD, EMB, HD, LD, LSD, and other; and

➢ **SWD DCC** – NGO members of DCC on Elderly Service , Services for Young People,   Promotion of Volunteer Service, Rehabilitation Service and Family & Child Welfare Services

4.4   From October to December, 2006, 1217 questionnaires (Appendix H) were distributed (Table 4.1). At the end of December, 2006, a total of 632 questionnaires were collected, 18 of which are invalid because of incomplete information. The overall response rate is 52.6% (See Table 4.1). Table 4.2, Diagrams 1 and 2 illustrate the distribution and the percentage share of the 614 valid questionnaires by category and district respectively:

Table 4.1: No. of Questionnaires Issued and Collected (by District)

Distracts	No. of questionnaires issued	No. of Valid Questionnaires	No. of Invalid Questionnaires	Response Rate
CW	85	37	0	79.1%
I		29	1	
E	117	42	0	45.3%
WC		11	0	
S	70	39	0	55.7%
KC	116	28	0	58.6%
YTM		40	0	
SSP	72	44	0	61.1%
WTS	165	42	1	39.2%
SK		21	0	
KT	94	42	1	46.3%
TM	85	59	2	72.4%
YL	83	38	3	51.2%
TP	88	17	1	52.8%
N		28	0	
ST	109	37	0	33.9%
TW	133	23	1	46.3%
K & T		37	0	
Others	/	/	8	/
	1217	614	18	52.6%

Table 4.2: Distribution of Valid Questionnaires (by district and respondent)

Districts	Respondents						Valid Questionnaires	
	DC Members	AC Members	SLC Members	Governemnt Departments	DCC Members	Others	No. of Questionnaires	Percent
CW	0 0.0%	9 24.3%	2 5.4%	4 10.8%	24 64.9%	0 0.0%	37	6.0%
E	20 47.6%	15 35.7%	2 4.8%	10 23.8%	3 7.1%	0 0.0%	42	6.8%
S	9 23.1%	8 20.5%	3 7.7%	2 5.1%	23 59.0%	0 0.0%	39	6.4%
WC	1 9.1%	5 45.5%	3 27.3%	1 9.1%	3 27.3%	0 0.0%	11	1.8%
KC	4 14.3%	7 25.0%	4 14.3%	5 17.9%	9 32.1%	0 0.0%	28	4.6%
YTM	8 20.0%	17 42.5%	6 15.0%	5 12.5%	6 15.0%	0 0.0%	40	6.5%
SSP	7 15.9%	10 22.7%	6 13.6%	6 13.6%	18 40.9%	0 0.0%	44	7.2%
WTS	8 19.0%	9 21.4%	8 19.0%	13 31.0%	6 14.3%	0 0.0%	42	6.8%
KT	9 21.4%	10 23.8%	2 4.8%	11 26.2%	11 26.2%	1 2.4%	42	6.8%
TP	3 17.6%	0 0.0%	0 0.0%	3 17.6%	11 64.7%	0 0.0%	17	2.8%
TM	15 25.4%	7 11.9%	9 15.3%	6 10.2%	27 45.8%	0 0.0%	59	9.6%
YL	8 21.1%	6 15.8%	6 15.8%	8 21.1%	14 36.8%	0 0.0%	38	6.2%
N	7 25.0%	1 3.6%	6 21.4%	5 17.9%	10 35.7%	0 0.0%	28	4.6%
SK	2 9.5%	10 47.6%	3 14.3%	6 28.6%	1 4.8%	1 4.8%	21	3.4%
ST	7 18.9%	7 18.9%	4 10.8%	5 13.5%	14 37.8%	0 0.0%	37	6.0%
TW	7 30.4%	4 17.4%	3 13.0%	6 26.1%	3 13.0%	1 4.3%	23	3.7%
K&T	7 18.9%	14 37.8%	0 0.0%	6 16.2%	9 24.3%	1 2.7%	37	6.0%
I	9 31.0%	1 3.4%	1 3.4%	4 13.8%	15 51.7%	0 0.0%	29	4.7%
Total:							614	100.0%

n=614

Diagram 4.1: Distribution of Questionnaires (by district)
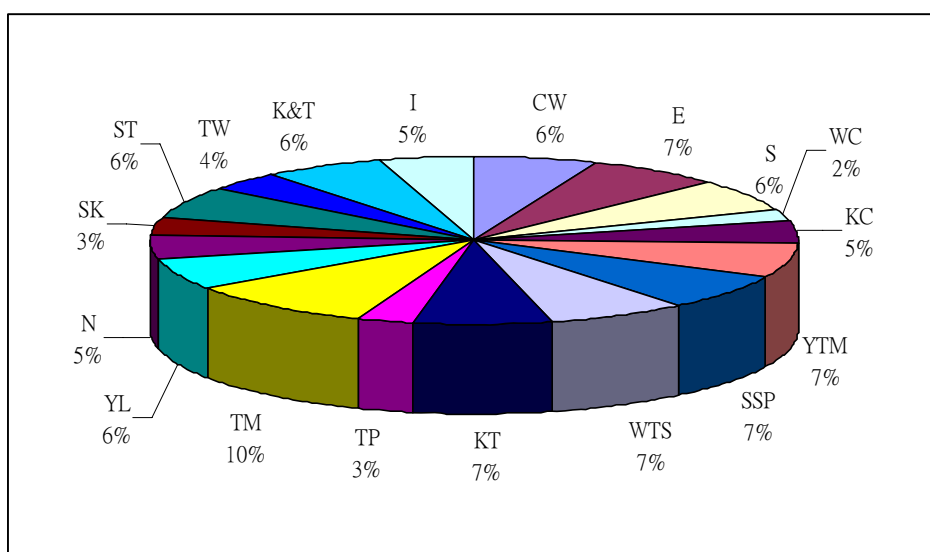
Diagram 4.2: Distribution of Questionnaires (by respondents)
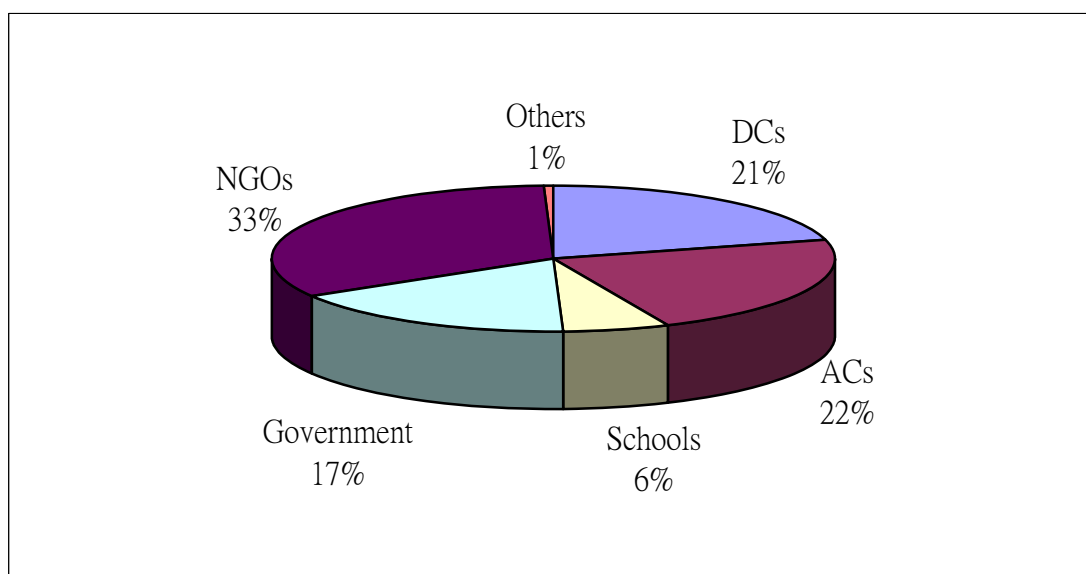
Data Analysis and Processing

4.5   To ensure the accuracy of data, all the received questionnaires have been thoroughly checked before coding and data entry.   If the answers are omitted or unclear, we contacted the respondents to seek clarification.   The data was analyzed by using SPSS 12.

C   *Poverty Alleviation Work*

Districts' Concern for Poverty Alleviation Work

4.6   As shown in Table 4.1, the response rates of ST (33.9%), and SK &WTS (39.2%) are lower than those of the other districts, whereas the return rates of some districts with a lower than average household income [3], such as SSP (61.1%) and TM (72.4%) are higher than 60%.

4.7   By comparing the response rates and poverty situations of all districts, we find that SSP, YL and TM were more concerned with district poverty alleviation work. Poverty alleviation has become a matter of concern for those districts with a higher proportion of poor population. However, for some districts with a lower than median employment earnings, like the KT (46.3%), the response rates are lower than 50%.

---

[3] Please refer to 2006 By-census.

_____

Formulation of Poverty Alleviation Objectives and Strategies at District Level

4.8   As reflected in Table 4.3, more than 40% (41.4%) of the respondents said that they did not know if their districts had formulated any poverty alleviation objectives or strategies.   Of these respondents, over 60% are AC members (26.8%) and NGOs representatives of DCC (35.8%). Among those SLC members, about 70% (75%) of the school principals said that they did not know if there were any poverty alleviation objectives or strategies in place in their districts.

Table 4.3: (Q1) Has your district formulated any poverty alleviation objectives or strategies?

	Respondents						Valid Questionnaires	
	DC Members	AC Members	SLC Members	Governemnt Departments	DCC Members	Others	No. of Questionnaires	Percent
Yes	53 *24.1%*	40 *18.2%*	13 *5.9%*	48 *21.8%*	80 *36.4%*	3 *1.4%*	**220**	*35.8%*
No	61 *43.6%*	32 *22.9%*	4 *2.9%*	20 *14.3%*	36 *25.7%*	1 *0.7%*	**140**	*22.8%*
Don't Know	17 *6.7%*	68 *26.8%*	51 *20.1%*	38 *15.0%*	91 *35.8%*	0 *0.0%*	**254**	*41.4%*
						Total:	**614**	**100.0%**

n=614

4.9   Table 4.4 compares the responses of the respondents against the actual situations of their districts. 38.6% of the respondents gave answers that did not match the actual situations of their districts, which suggests that they have misunderstood the directions of poverty alleviation efforts. To summarise, the findings from Tables 4.3 and 4.4 show that 64% of the respondents did not have a clear picture of the poverty alleviation objectives and strategies.

_____

Table 4.4: (Q1) A breakdown of answers of "Yes" or "No" as against the actual situations of the districts.

Districts	Actual Situations Yes / No	Responses		Valid Questionnaires	
		Yes	No	No. of Correct Answers	Percent
CW	Yes	12	8	12	60.0%
E	No	6	19	19	76.0%
S	No	11	10	10	47.6%
WC	No	4	4	4	50.0%
KC	No	8	4	4	33.3%
YTM	Yes	16	10	16	61.5%
SSP	Yes	27	4	27	87.1%
WTS	No	19	2	2	9.5%
KT	Yes	28	3	28	90.3%
TP	Yes	3	3	3	50.0%
TM	No	19	19	19	50.0%
YL	Yes	20	6	20	76.9%
N	No	1	8	8	88.9%
SK	Yes	7	4	7	63.6%
ST	Yes	8	15	8	34.8%
TW	No	7	10	10	58.8%
K&T	Yes	13	5	13	72.2%
I	Yes	11	6	11	64.7%
Total:		220	140	221	61.4%

n=360

4.10   Table 4.5 lists the number of the respondents who answered "Don't know" to the question if the districts had formulated any poverty alleviation objectives and strategies. Those districts with over 50% of the respondents replying "Don't know" include KC (57.1%), WTS (50%), TP (64.7%) and North (67.9%), and Kwai Tsing (51.4%). By consolidating the findings from Tables 4.4 and 4.5, WTS (95.2%) and KC (85.7%) are two districts that have more respondents who were not sure if their districts had formulated any poverty alleviation objectives and strategies.

Table 4.5: (Q1) Has your district formulated any poverty alleviation objectives and strategies? – "Don't know

Districts	Respondents						Valid Questionnaires	
	DC Members	AC Members	SLC Members	Government Departments	DCC Members	Others	No. of Questionnaires	Percentage of the District
CW	0 0.0%	3 17.6%	1 5.9%	2 11.8%	11 64.7%	0 0.0%	17	45.9%
E	2 11.8%	6 35.3%	2 11.8%	5 29.4%	3 17.6%	0 0.0%	17	40.5%
S	3 16.7%	3 16.7%	1 5.6%	0 0.0%	13 72.2%	0 0.0%	18	46.2%
WC	0 0.0%	1 33.3%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	3	27.3%
KC	1 6.3%	5 31.3%	3 18.8%	3 18.8%	4 25.0%	0 0.0%	16	57.1%
YTM	1 7.1%	7 50.0%	3 21.4%	1 7.1%	2 14.3%	0 0.0%	14	35.0%
SSP	0 0.0%	5 38.5%	4 30.8%	0 0.0%	4 30.8%	0 0.0%	13	29.5%
WTS	0 0.0%	6 28.6%	7 33.3%	7 33.3%	2 9.5%	0 0.0%	21	50.0%
KT	0 0.0%	4 36.4%	2 18.2%	4 36.4%	2 18.2%	1 9.1%	11	26.2%
TP	1 9.1%	0 0.0%	0 0.0%	2 18.2%	8 72.7%	0 0.0%	11	64.7%
TM	1 4.8%	3 14.3%	7 33.3%	0 0.0%	14 66.7%	0 0.0%	21	35.6%
YL	0 0.0%	2 16.7%	5 41.7%	2 16.7%	3 25.0%	0 0.0%	12	31.6%
N	3 15.8%	1 5.3%	6 31.6%	1 5.3%	9 47.4%	0 0.0%	19	67.9%
SK	0 0.0%	8 80.0%	2 20.0%	1 10.0%	0 0.0%	1 10.0%	10	47.6%
ST	0 0.0%	4 28.6%	4 28.6%	2 14.3%	4 28.6%	0 0.0%	14	37.8%
TW	2 33.3%	1 16.7%	1 16.7%	1 16.7%	1 16.7%	1 16.7%	6	26.1%

K&T	2	9	0	4	4	1	**19**	*51.4%*
	10.5%	*47.4%*	*0.0%*	*21.1%*	*21.1%*	*5.3%*		
I	1	0	1	3	7	0	**12**	*41.4%*
	8.3%	*0.0%*	*8.3%*	*25.0%*	*58.3%*	*0.0%*		
						Total:	**254**	

n=254

4.11   Tables 4.6 and 4.7 list a breakdown of the 220 respondents who claimed they knew their districts had formulated poverty alleviation objectives and strategies. Over half of them said that the poverty services/ programmes were in line with the districts' poverty alleviation objectives and strategies (53.6%), and that the districts could allocate resources according to their poverty alleviation objectives and strategies (50.5%).   This reflects that well-defined poverty alleviation objectives and strategies can provide a clear direction for local residents/ organisations to implement poverty alleviation work and allocate resources in accordance with the objectives and strategies.

4.12   Table 4.8 lists the mean values indicating the adequacy of preparation work as perceived by the respondents in formulating poverty alleviation objectives and strategies. Basically, the mean values of all items are higher than the mean value (2.5) which suggests that the respondents reckoned the districts' preparation work was adequate. It is also noted that there is little difference between the mean values of the various items, which implies that the districts have taken into account all the preparation work while formulating the poverty alleviation objectives and strategies. A principal components factor analysis are used.   The factor loadings in Table 4.8 are all high (α = 0.830), which indicates that the extracted items represent the variables well.

Table 4.6: (Q2) Do the district's poverty alleviation services/ programmes align with the poverty alleviation objectives and strategies of the district?

	Valid Questionnaires		
	Frequency	**Valid Percent**	**Cumulative Percent**
Excellent	10	*4.5%*	*4.5%*
Above Average	108	*49.1%*	*53.6%*
Average	86	*39.1%*	*92.7%*
Below Average	9	*4.1%*	*96.8%*
Poor	0	*0.0%*	*96.8%*
Don't Know	7	*3.2%*	*100.0%*
Total:	**220**	**100.0%**	**100.0%**

n=220

Table 4.7: (Q3) Does the District allocate resources in accordance with its poverty alleviation objectives and strategies?

	Valid Questionnaires		
	Frequency	**Valid Percent**	**Cumulative Percent**
Excellent	8	*3.6%*	*3.6%*
Above Average	103	*46.8%*	*50.5%*
Average	77	*35.0%*	*85.5%*
Below Average	19	*8.6%*	*94.1%*
Poor	0	*0.0%*	*94.1%*
Don't Know	13	*5.9%*	*100.0%*
Total:	**220**	**100.0%**	**100.0%**

n=220

Table 4.8: (Q4) In formulating poverty alleviation objectives and strategies, do you think the district has done enough on the following areas?

	Items	Mean	SD	Factor Loadings
A	Referring to local data or indicators	3.48	0.772	0.620
B	Conducting researches / studies on community needs at district level	3.06	0.867	0.646
C	Addressing the individual needs of the poor people/ families	3.29	0.838	0.719
D	Allowing different institutions/ organisations/ persons in the district to take part in the programmes	3.47	0.881	0.667

n=220; α = 0.830

_____

Utilisation of District's Resources

4.13   As shown in Table 4.9, 42.2% of the respondents claimed that they had no idea if their districts had established any resource allocation mechanism to implement poverty alleviation programmes. Over 50% of them are AC members (25.9%) and NGOs (30.5%). Among SLC members, 77.9% of the school principals said they did not know if their districts had any mechanisms for allocating resources. Table 4.10 lists the number of respondents by district who replied "Don't know". Figures show that KC (60.7%), WTS (61.9%) and N (60.7%) are districts with over 50% of the respondents who were not sure if their districts had mechanisms for allocating resources.

Table 4.9: (Q5) Does your district have any mechanism to allocate resources for the poverty alleviation work at district level?

	Respondents						Valid Questionnaires	
	DC Members	**AC Members**	**SLC Members**	**Governemnt Departments**	**DCC Members**	**Others**	**No. of Questionnaires**	**Percent**
Yes	42 *19.0%*	41 *18.6%*	13 *5.9%*	48 *21.7%*	91 *41.2%*	2 *0.9%*	**221**	*36.0%*
No	62 *46.3%*	32 *23.9%*	2 *1.5%*	12 *9.0%*	37 *27.6%*	1 *0.7%*	**134**	*21.8%*
Don't Know	27 *10.4%*	67 *25.9%*	53 *20.5%*	46 *17.8%*	79 *30.5%*	1 *0.4%*	**259**	*42.2%*
						Total:	**614**	**100.0%**

n = 614

Table 4.10: (Q5) Does your district have any mechanism to allocate resources for the poverty alleviation work at district level? – "Don't know

Districts	Respondents						Valid Questionnaires	
	DC Members	AC Members	SLC Members	Government Departments	DCC Members	Others	No. of Questionnaires	Percentage of the District
CW	0 0.0%	5 27.8%	1 5.6%	1 5.6%	12 66.7%	0 0.0%	18	48.6%
E	4 21.1%	6 31.6%	1 5.3%	6 31.6%	3 15.8%	0 0.0%	19	45.2%
S	5 31.3%	4 25.0%	2 12.5%	0 0.0%	9 56.3%	0 0.0%	16	41.0%
WC	0 0.0%	2 50.0%	3 75.0%	0 0.0%	0 0.0%	0 0.0%	4	36.4%
KC	1 5.9%	5 29.4%	3 17.6%	3 17.6%	5 29.4%	0 0.0%	17	60.7%
YTM	1 7.7%	5 38.5%	4 30.8%	2 15.4%	1 7.7%	0 0.0%	13	32.5%
SSP	0 0.0%	5 35.7%	5 35.7%	0 0.0%	4 28.6%	0 0.0%	14	31.8%
WTS	3 11.5%	7 26.9%	7 26.9%	8 30.8%	3 11.5%	0 0.0%	26	61.9%
KT	2 13.3%	4 26.7%	2 13.3%	4 26.7%	4 26.7%	0 0.0%	15	35.7%
TP	1 16.7%	0 0.0%	0 0.0%	1 16.7%	4 66.7%	0 0.0%	6	35.3%
TM	0 0.0%	2 11.1%	6 33.3%	3 16.7%	9 50.0%	0 0.0%	18	30.5%
YL	2 12.5%	2 12.5%	5 31.3%	3 18.8%	4 25.0%	0 0.0%	16	42.1%
N	1 5.9%	1 5.9%	6 35.3%	3 17.6%	7 41.2%	0 0.0%	17	60.7%
SK	0 0.0%	8 80.0%	2 20.0%	1 10.0%	0 0.0%	0 0.0%	10	47.6%
ST	1	4	3	2	4	0	14	37.8%

	7.1%	*28.6%*	*21.4%*	*14.3%*	*28.6%*	*0.0%*		
TW	1	1	2	2	0	0	**6**	*26.1%*
	16.7%	*16.7%*	*33.3%*	*33.3%*	*0.0%*	*0.0%*		
K&T	3	6	0	4	4	1	**18**	*48.6%*
	16.7%	*33.3%*	*0.0%*	*22.2%*	*22.2%*	*5.6%*		
I	2	0	1	3	6	0	**12**	*41.4%*
	16.7%	*0.0%*	*8.3%*	*25.0%*	*50.0%*	*0.0%*		
						Total:	**259**	

n = 259

4.14   Table 4.11 sets out the statistics of the 221 respondents who answered "Yes" in question 5. Only 30.8% of the respondents were of the view that the allocation of resources could benefit the most needy people/ families. 67.3% of them thought that only some of the most needy people/ families could benefit from it.   This reflects that there is scope for districts to take care of those people/families in poverty who have not benefited from the allocation of resources.

Table 4.11: (Q6) Do you think that the most needy people/ families in the district can benefit from the allocation of resources?

	Valid Questionnaires		
	Frequency	**Valid Percent**	**Cumulative Percent**
Can Benefit	68	*30.8%*	*30.8%*
Only Some Can Benefit	147	*66.5%*	*97.3%*
Cannot Benefit	0	*0.0%*	*97.3%*
Don't Know	6	*2.7%*	*100.0%*
Total:	**221**	**100.0%**	**100.0%**

n= 221

4.15   Table 4.12 sets out the mean value of the criteria for allocating resources. The respondents thought that "Responding to the needs of people/families in poverty" was an important criterion. From the extraction of the principal components factor analysis, "Implementing on a trial basis" (0.200) and "Aligning with the central theme of the Government" (0.267) has small values, which show that they don't fit as well as the others.   It implied that these two criteria could be considered eliminating from the list.

Table 4.12: (Q7) Do you agree to adopt the following criteria for allocating resources in applying for subsidies for organizing poverty alleviation programs at district level?

	Items	Means	SD	Factor Loadings
A	The application is on a first-come-first-served basis	2.23	0.977	0.354
B	Involving business participation	3.39	0.955	0.593
C	Implementing through the cooperation of two or more bodies/organisations	3.38	0.930	0.588
D	Implementing on a trial basis	3.65	0.717	0.200
E	Responding to the needs of people/families in poverty	4.52	0.611	0.428
F	Aligning with the central theme of the Government (harmonious community, caring families, etc.)	3.88	0.860	0.267
G	Lasting for at least two to three years in order to have distinct results	4.14	0.737	0.593
H	Not an one-off/single exercise	4.10	0.786	0.552

n =614; α = 0.597

Implementation of Poverty Alleviation Services at District Level

4.16   According to Table 4.13, 32.2% of the respondents did not know whether there were any poverty alleviation services/activities in their districts.   Looking at the data by respondents, amongst the SLC Members, 60.3% of the school principals admitted that they did not know whether there were any poverty alleviation services/activities at district level.   Analysed by districts (Table 4.14), SK is the only

_____

district in which near half of the respondents (47.6%) did not know whether their district had held any district poverty alleviation services/activities.

Table 4.13: (Q8) Are there any poverty alleviation services/activities in your district?

	Respondents						Valid Questionnaires	
	DC Members	AC Members	SLC Members	Government Departments	DCC Members	Others	No. of Questionnaires	Percent
Yes	76 *23.5%*	53 *16.4%*	22 *6.8%*	63 *19.4%*	132 *40.7%*	3 *0.9%*	**324**	*52.8%*
No	42 *45.7%*	26 *28.3%*	5 *5.4%*	8 *8.7%*	17 *18.5%*	1 *1.1%*	**92**	*15.0%*
Don't Know	13 *6.6%*	61 *30.8%*	41 *20.7%*	35 *17.7%*	58 *29.3%*	0 *0.0%*	**198**	*32.2%*
						Total:	**614**	**100.0%**

n= 614

Table 4.14: (Q8) Are there any poverty alleviation services/activities in your district? – "Don't know"

Districts	Respondents						Valid Questionnaires	
	DC Members	AC Members	SLC Members	Government Departments	DCC Members	Others	No. of Questionnaires	Percentage of the Districts
CW	0 0.0%	3 25.0%	2 16.7%	1 8.3%	7 58.3%	0 0.0%	12	32.4%
E	1 7.1%	6 42.9%	1 7.1%	4 28.6%	3 21.4%	0 0.0%	14	33.3%
S	3 25.0%	3 25.0%	2 16.7%	0 0.0%	7 58.3%	0 0.0%	12	30.8%
WC	0 0.0%	1 33.3%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	3	27.3%
KC	2 16.7%	4 33.3%	3 25.0%	2 16.7%	1 8.3%	0 0.0%	12	42.9%
YTM	0 0.0%	4 36.4%	4 36.4%	2 18.2%	1 9.1%	0 0.0%	11	27.5%
SSP	0 0.0%	6 54.5%	2 18.2%	0 0.0%	3 27.3%	0 0.0%	11	25.0%
WTS	0 0.0%	6 33.3%	5 27.8%	6 33.3%	2 11.1%	0 0.0%	18	42.9%
KT	1 10.0%	4 40.0%	2 20.0%	2 20.0%	2 20.0%	0 0.0%	10	23.8%
TP	0 0.0%	0 0.0%	0 0.0%	2 33.3%	4 66.7%	0 0.0%	6	35.3%
TM	0 0.0%	1 6.7%	3 20.0%	2 13.3%	11 73.3%	0 0.0%	15	25.4%
YL	1 10.0%	1 10.0%	4 40.0%	1 10.0%	3 30.0%	0 0.0%	10	26.3%
N	2 16.7%	0 0.0%	5 41.7%	1 8.3%	4 33.3%	0 0.0%	12	42.9%
SK	0 0.0%	8 80.0%	2 20.0%	1 10.0%	0 0.0%	0 0.0%	10	47.6%
ST	1	5	3	2	4	0	15	40.5%

	6.7%	*33.3%*	*20.0%*	*13.3%*	*26.7%*	*0.0%*		
TW	1	2	1	2	1	0	**7**	*30.4%*
	14.3%	*28.6%*	*14.3%*	*28.6%*	*14.3%*	*0.0%*		
K&T	1	7	0	4	1	0	**13**	*35.1%*
	7.7%	*53.8%*	*0.0%*	*30.8%*	*7.7%*	*0.0%*		
I	0	0	0	3	4	0	**7**	*24.1%*
	0.0%	*0.0%*	*0.0%*	*42.9%*	*57.1%*	*0.0%*		
						Total:	**198**	

n= 198

4.17   Table 4.15 shows that out of the 324 respondents who answered "Yes" to Q8, only 22.8% believed that the needy people/families in the district were actually benefited, and 71.9% thought that only some of them could benefit from these services/activities.   In addition, 88.5% of the respondents said that the poverty alleviation services/activities in the district (Table 4.16) were similar or somewhat similar in terms of nature and/or type.   This shows that there is scope for service providers to look into the existing poverty alleviation services that are similar or somewhat similar, and to commit resources to those poor people/families not yet benefited.

Table 4.15: (Q9) Do you think that the most needy people/families in the district can benefit from these services/activities?

	Valid Questionnaires		
	Frequency	**Valid Percent**	**Cumulative Percent**
Can Benefit	74	*22.8%*	*22.8%*
Only Some Can Benefit	233	*71.9%*	*94.8%*
Cannot Benefit	5	*1.5%*	*96.3%*
Don't Know	12	*3.7%*	*100.0%*
Total:	**324**	**100.0%**	**100.0%**

n=324

Table 4.16: (Q10) Do you think that the poverty alleviation services/activities organized by different institutions in the district are similar in terms of format and/or type?

	Valid Questionnaires		
	Frequency	**Valid Percent**	**Cumulative Percent**
Similar	48	*14.9%*	*14.9%*
Somewhat Similar	238	*73.7%*	*88.5%*
Not Similar	7	*2.2%*	*90.7%*
Don't Know	30	*9.3%*	*100.0%*
Total:	**323**	**100.0%**	**100.0%**

n=323

4.18 According to Table 4.17, the respondents held very similar views on the inclusion of different elements into the poverty alleviation programmes. The factor loadings in this table are acceptable ($\alpha = 0.830$), which indicates that the extracted items represent the variables well. The findings from the factor analysis revealed the poverty alleviation services / activities involved two main type of elements. They are employment related and capacity building elements.

_____

Table 4.17: (Q11) Do you agree to include the following elements when poverty alleviation services/activities are implemented in the district?

Elements (Employment-related Activity)		Means	SD	Factor Loadings
G	Making good use of the community environment and promote economic activities to bring employment opportunities to the local people	0.633	4.30	0.686
F	Providing different types of jobs in the district	0.651	4.19	0.625
H	Extending the support network for the recipients	0.640	4.34	0.497
E	Developing community economic activities to attract consumption by people outside the district	0.761	4.02	0.420

n=614; α = 0.749; Variance explained=32.1%

Elements (Capacity Building Activity)		Means	SD	Factor Loadings
C	Exploring the skills of the poor people/families	0.610	4.34	0.500
A	Involving the businesses	0.669	4.00	0.642
B	Increasing employability (e.g. organising employment programmes)	0.620	4.33	0.642
D	Encouraging service recipients to participate in community activities	0.639	4.25	0.486

n=614; α = 0.695; Variance explained=23.9%

_____

Established Mechanism relating to Poverty Alleviation

4.19   Tables 4.18, 4.19 and 4.21 mainly indicate the views of the respondents on the established mechanism for poverty alleviation.   According to the statistics of Table 4.18, 45.1% of the respondents did not know if there was any established mechanism/meeting to address the needs of people in poverty in their districts. Apart from DC members and government departments, 78.8% of the respondents of other categories replied "Don't know".   Analysed by districts (Table 4.19), 8 districts with over 50% of the respondents who answered "Don't know".   They are CW (59.5%), S (59%),KC (53.6%), WTS (54.8%), TP (59.8%), SK (52.4%) and KC (51.4%).

Table 4.18: (Q12) Does your district have any established mechanism/meeting to address the needs of people in poverty?

	Respondents						Valid Questionnaires	
	DC Members	AC Members	SLC Members	Government Departments	DCC Members	Others	Frequency	Percent
Yes	42	47	14	43	71	2	201	32.7%
	20.9%	23.4%	7.0%	21.4%	35.3%	1.0%		
No	63	33	3	18	30	1	136	22.1%
	46.3%	24.3%	2.2%	13.2%	22.1%	0.7%		
Don't Know	26	60	51	45	106	1	277	45.1%
	9.4%	21.7%	18.4%	16.2%	38.3%	0.4%		
						Total:	614	100.0%

n= 614

Table 4.19: (Q12) Does your district have any established mechanism/meeting to address the needs of people in poverty? – "Don't know"

Districts	Respondents						Valid Questionnaires	
	DC Members	AC Members	SLC Members	Government Departments	DCC Members	Others	Frequency	Percentage of the District
CW	0 0.0%	4 18.2%	2 9.1%	2 9.1%	15 68.2%	0 0.0%	22	59.5%
E	4 19.0%	7 33.3%	2 9.5%	7 33.3%	3 14.3%	0 0.0%	21	50.0%
S	6 26.1%	3 13.0%	3 13.0%	0 0.0%	15 65.2%	0 0.0%	23	59.0%
WC	0 0.0%	2 50.0%	3 75.0%	0 0.0%	0 0.0%	0 0.0%	4	36.4%
KC	1 6.7%	4 26.7%	3 20.0%	2 13.3%	6 40.0%	0 0.0%	15	53.6%
YTM	0 0.0%	7 46.7%	4 26.7%	2 13.3%	3 20.0%	0 0.0%	15	37.5%
SSP	0 0.0%	4 30.8%	4 30.8%	0 0.0%	5 38.5%	0 0.0%	13	29.5%
WTS	1 4.3%	4 17.4%	6 26.1%	10 43.5%	3 13.0%	0 0.0%	23	54.8%
KT	2 15.4%	3 23.1%	2 15.4%	4 30.8%	3 23.1%	1 7.7%	13	31.0%
TP	0 0.0%	0 0.0%	0 0.0%	2 20.0%	8 80.0%	0 0.0%	10	58.8%
TM	1 5.6%	2 11.1%	4 22.2%	0 0.0%	11 61.1%	0 0.0%	18	30.5%
YL	1 5.6%	2 11.1%	5 27.8%	3 16.7%	7 38.9%	0 0.0%	18	47.4%
N	2 14.3%	0 0.0%	5 35.7%	1 7.1%	6 42.9%	0 0.0%	14	50.0%
SK	1 9.1%	6 54.5%	2 18.2%	2 18.2%	0 0.0%	0 0.0%	11	52.4%
ST	1	4	3	1	7	0	16	43.2%

_____

	6.3%	*25.0%*	*18.8%*	*6.3%*	*43.8%*	*0.0%*		
TW	2	2	2	2	1	0	**9**	*39.1%*
	22.2%	*22.2%*	*22.2%*	*22.2%*	*11.1%*	*0.0%*		
K&T	3	6	0	4	5	0	**19**	*51.4%*
	15.8%	*31.6%*	*0.0%*	*21.1%*	*26.3%*	*0.0%*		
I	1	0	1	3	8	0	**13**	*44.8%*
	7.7%	*0.0%*	*7.7%*	*23.1%*	*61.5%*	*0.0%*		
						Total:	**277**	

n= 277

4.20   Table 4.20 compares the responses of the respondents against the actual situations of their districts for question 12. 36.5% of the respondents gave answers that did not match the actual situations of their districts, which suggests that they had misunderstood the existence of mechanisms. By consolidating the findings from Tables 4.19 and 4.20, ST (89.2%), TP (88.2%) and KT (83.3%) are three districts that have over 80% of the respondents who were not sure if their districts had established any mechanisms.

Table 4.20: (Q12) A breakdown of answers of "Yes" or "No" as against the actual situations of the districts.

Districts	Actual Situations Yes / No	Responses		Valid Questionnaires	
		Yes	No	No. of Correct Answers	Percent
CW	Yes	10	5	10	66.7%
E	No	5	16	16	76.2%
S	No	6	10	10	62.5%
WC	Yes	4	3	4	57.1%
KC	No	7	6	6	46.2%
YTM	Yes	19	6	19	76.0%
SSP	Yes	29	2	29	93.5%
WTS	No	12	7	7	36.8%
KT	Yes	26	3	26	89.7%
TP	Yes	2	5	2	28.6%
TM	Yes	23	18	23	56.1%
YL	Yes	14	6	14	70.0%
N	No	5	9	9	64.3%
SK	Yes	7	3	7	70.0%
ST	Yes	4	17	4	19.0%
TW	Yes	7	7	7	50.0%
K&T	Yes	12	6	12	66.7%
I	Yes	9	7	9	56.3%
Total:		201	136	214	63.5%

n = 337

_____

4.21   Among the 201 respondents who answered "Yes" in question 12 (Table 4.21), over 42.8% of them considered that there was no overlapping in the established mechanism for poverty alleviation.   However, nearly 30% (27.9%) of the respondents answered "Don't know".   This reflects that the respondents did not have a clear picture of the actual operation of the established mechanism for poverty alleviation.

Table 4.21: (Q13) Do you think that there is any overlapping in the established mechanism/meeting?

	Valid Questionnaires		
	Frequency	**Valid Percent**	**Cumulative Percent**
Yes	56	*27.9%*	*27.9%*
No	86	*42.8%*	*70.6%*
Don't Know	59	*29.4%*	*100.0%*
Total:	**201**	**100.0%**	**100.0%**

n= 201

4.22   Table 4.22 sets out the functions of the existing established mechanism. The mean value of the functions is over 3.   This shows that the respondents considered that the established mechanism for poverty alleviation could perform the various functions.   The factor loadings in this table are acceptable. (α = 0.908).

_____

Table 4.22: (Q14) Do you think that the existing mechanism/meeting can perform the following functions?

	Items	Means	SD	Factor Loadings
A	Formulating clearly the long-term objectives and strategies for the poverty alleviation work at district level	3.14	0.753	0.568
B	Identifying the annual theme and focal point of the poverty alleviation work at district level	3.43	0.760	0.536
C	Following up the formulated poverty alleviation objectives and strategies systematically	3.28	0.824	0.740
D	Responding to the different needs of people/families in poverty	3.38	0.702	0.508
E	Coordinating between districts and the central authority (e.g. different bureax)	3.26	0.748	0.606
F	Organising district forums, so that people from different sectors can participate in the discussion of the poverty alleviation work at district level	3.26	0.829	0.410
G	Encouraging to organise projects which last at least two to three years in order to have distinct results	3.19	0.910	0.534
H	Allocating district resources effectively to carry out the poverty alleviating work at district level	3.35	0.740	0.674
I	Coordinating the services of different bodies and organisations	3.39	0.797	0.630

n=201; α = 0.908

_____

4.23   As for the importance of the role of district officials/personnel in coordinating the poverty alleviation work at district level, Table 4.23 indicates that 87.2% and 81.8% of the respondents put the DSWO/SWD and DO/HAD at the first two places.   Comparing with other district personnel, the importance of the role of these two officers together at the first and second places accounts for 93.7% and 75.3% respectively and their percentages are quite close with only 12.1% different. This reflects that the role of the DSWO/SWD and DO/HAD is very important in coordinating the poverty alleviation work at district level.   Therefore, the districts should further define the role of the two officers in district coordination work.

Table 4.23: (Q15) What do you think about the importance of the role of district officials/personnel in coordinating the poverty alleviation work at district level. (Please indicate the priority in the box by 6,5,4····..1, 6=very important; 1=not so important)

Priority	DCs	HAD DOs	SWD DSWOs	NGO In-charges	School Principals	Businessmen
6	52 8.5%	250 40.8%	324 52.9%	27 4.4%	15 2.5%	25 4.1%
5	62 10.1%	251 41.0%	210 34.3%	51 8.3%	27 4.4%	23 3.8%
4	233 38.1%	62 10.1%	46 7.5%	170 27.8%	34 5.6%	83 13.6%
3	141 23.0%	34 5.6%	15 2.5%	182 29.7%	81 13.2%	132 21.6%
2	72 11.8%	15 2.5%	10 1.6%	116 19.0%	174 28.4%	180 29.4%
1	52 8.5%	1 0.2%	8 1.3%	64 10.5%	277 45.3%	165 27.0%
Total	612	613	613	610	608	608
Means	3.7	5.26	5.45	3.49	2.37	2.84

n=614

D   Summary

4.24   **Level of Concern:** In terms of response rate (Table 4.1) and knowledge of poverty alleviation initiatives (Tables 4.3, 4.9, 4.13 & 4.18), it is comprehensible that some better-off districts (such as CW) are less concerned with district-based poverty alleviation initiatives. On the contrary, in some poor districts (such as ST), respondents are less concerned with such issues than those in other districts.

4.25   **Level of Awareness:** Local people are less informed in terms of district-based poverty alleviation objectives and strategies (Table 4.3), resource allocation mechanism (Table 4.9) and established mechanism (Table 4.18). Compared with other groups, service providers (such as schools and NGOs), in particular, have a lower level of awareness. To ensure that poverty alleviation activities align with local poverty alleviation directions, it is necessary to further enhance at the district level the awareness of different local organisations towards district-based poverty alleviation directions.

4.26   **Criteria:** Regarding resource allocation and service provision at the district level, the survey results in Part 2 match closely with those in Part 1. That is, the resource allocation criteria and the service elements mentioned by the focus group interviewees correspond with the results of the questionnaires survey (questions 7 and 11). As such, when planning activities and allocating resources in the future, the criteria listed in Tables 4.12 and 4.17 can be used for reference.

4.27   **Directions:** Provided there are well-defined poverty alleviation objectives and strategies at the district level, we can ensure that poverty alleviation activities and the allocation of local resources are heading towards the same direction.

4.28   **Beneficiaries:** As focus group interviewees have pointed out, when allocating resources and/or organising poverty alleviation activities in the district, some needy people/families are left behind (Table 4.11 and Table 4.15).   Therefore, local officers and organisations should pay more attention to them and make adjustments to similar activities so as to benefit the people/families in need.

4.29   **Mechanisms:** Based on the experience of focus group interviewees in the three districts (SSP, KT and YL) and the survey results (Table 4.21), when there are needs to review or establish a poverty alleviation mechanism at the district level, we

_____

should consider assigning the roles listed in Table 4.22.

4.30   **Roles:** DSWOs/SWD and DOs/HAD play a very important role.   Focus group interviewees have pointed out that DO/HAD handle a wide range of local affairs, including community building, district planning, employment, education, housing, labour and welfare.   DSWO/SWD, on the other hand, are responsible for the planning of local welfare policies and the co-ordination of the implementation of various welfare services.   Therefore, DO/HAD can co-ordinate the formulation of the directions, objectives and strategies of poverty alleviation initiatives at the district level, whereas DSWO/SWD can, at the welfare service provision level, implement welfare-related poverty alleviation initiatives in accordance with the overall directions of the district.

_____

Chapter 5: Discussion – Factors Affecting Community Resilience

5.1   The following discussion is developed from the framework devoted to community resilience, which emphasizes "the capacity of a community to adapt to exogenous forces in retaining desirable patterns of community environmental, economic, and social interactions into the future" (McCool 1996: 148).   Thus, the focus of community is not only combating and alleviating poverty but also enable the community to obtain a higher level of functioning in facing the potential risk in future. The concept deals with the capability of returning not to a pre-existing static community condition, but to a desired trajectory toward a hope-for future.   This chapter attempts to describe the key and fundamental factors that emerged from the existing good practices that enable the community react to adversity.   To facilitate the community enhancing their capacity in facing future challenges, this chapter attempts to identify critical factors to reach this end.

A   Good Practices – Key Factors for Combating Poverty

5.2   From the study findings listed in Chapter 3, the qualitative data confirmed the pilot districts put efforts in tackling local poverty issue. The quantitative data further revealed information collected in the focus group interviews are valid.   Based on the experiences and good practices in SSP, KT and YL, and the statistical findings of the quantitative study, the following three factors are the key and fundamental elements that can facilitate the community to react the adversity:

Direction Setting

5.3   A district direction and strategy is important to ensure a longer-term impact on district poverty alleviation work. Some districts are able to develop a clear district plan and work strategy that enlists the long term vision, district priorities, service targets, community impacts, etc.   Such plan is generated only when community fully understand the needs of the poor.   Experiences from districts also showed that poverty alleviation work is a long process of social change that requires not only direction setting, but also a better planning of resource utilization include human, social and physical capital. Box 5.1 describes the local resources available in the districts.   Above all, building capacity of the community in term of direction setting and local resource planning are the crucial factors.

Box 5.1: Illustration of Good Practices (1) – Building physical, social and human capital in the community

Physical Capital: Some poor districts, such as SSP, located within areas with an extensive transport network. This network may facilitate the job search of the unemployed across districts during economic upturns and enable them to lift themselves out of poverty. Moreover, in some districts, such as KT, where redevelopment projects are taking place more and more factory buildings have given way to shopping arcades, resulting in an increase of economic activities in these districts. These are all examples of how a district can build up its resilience by making good use of its physical environment.

Social Capital: Different nature of community organisations exist in a district, including government departments, DC, NGOs, schools, churches, resident groups, etc. Evidences showed that these community organisations show solidarity and work in close partnership. The interviewees believed this strong social network is the effort of fostering a culture of mutual respect and tolerating different ideas.

Human Capital: Although residents of some poor districts may have lower household income, it does not necessarily mean that these districts lack the resources for poverty alleviation work. A district will enhance its resilience if it can actively develop and utilise the human capital. Some measures that can help develop human capital are attracting resources from other districts (e.g. residents of better-off housing areas of neighboring districts), making better use of voluntary workers, encouraging the participation of the businessmen, and exploring the potential strengths and skills of the disadvantaged groups.

Responsive to the Needy

5.4 Organising programs in response to local needs is crucial to the success of poverty alleviation work. Local needs frequently change in conjunction with socio-economic changes in a given locality. Experiences in districts showed that collection of community with continuous needs assessment is required to ensure the wider acceptance and success of poverty alleviation plan. At district level, the policy makers are able to make use of the community data in the district planning process. They also share the data with the key stakeholders in public forum. Some districts conducted surveys on needs, which provide comprehensive reference for service priority settings. Most of the interviewees found such data to be useful and

timely.   Box 5.2 illustrates how the districts trying out poverty alleviation projects, identifying the target groups and setting up mechanisms according to the uniqueness of local needs.

<div style="border:1px solid black; padding:10px;">

Box 5.2 : Illustration of Good Practices (2): Responsive to local needs

Service Provision: To improve the livelihood of the disadvantaged, NGOs and DCs in some districts are willing to try out new initiatives.   They will first implement these services on a trial basis.   If these trials prove to be successful, they will extend these services over a wider scope. Besides, some districts have initiated certain programs that have continuity (refer to Box 3.3). Obviously, these types of services can have a long-tem effect and social impact on the disadvantaged. In districts with high unemployment rate, NGOs, local organisations, and businesses organised employment focused with job creation elements (refer to Box 3.3).   This type of service can help the disadvantaged move from unemployed to self-reliance.

District Mechanisms: There is no unique form of mechanism for managing local poverty alleviation work.   They were developed according to the local characteristics, district structure and geographical factors.   Though there is no standard form of mechanism (refer to para 2.4 – para 2.6), these platforms are essential and important to address the issue of local poverty.   It reflects the ability and proactiveness of districts to respond to needs of the disadvantaged.

Service Target: Service operators and community leaders are well aware of the existence of hidden families in the community.   They are very proactive to approach the disadvantaged and use different channels to identify and explore these families (refer to Box 3.1).   The most commonly used means are home visits and street exhibitions.

</div>

Involving the Local Stakeholders

5.5   The adoption of a participatory approach is a key to the success of district-based support to the disadvantaged.   Local stakeholders are involved in the planning, implementation and evaluation of district alleviation work.   The participation of these stakeholders is not limited only to the identification of local problems.   They are also involved in the implementation of district alleviation program. In parallel, their assistance in policy making and planning is equally

important.   Also, the concrete involvement of business sector increases the awareness of the businessmen the local poverty issues. Hence, a strong relationship among the service providers and businessmen is a powerful stimulus for the implementation of poverty alleviation programs. All in all, partnership is a prerequisite for poverty alleviation work in the district (refer to Box 5.3).

Box 5.3: Illustration of Good Practices (3): Partnership with local stakeholders

Community Involvement: In planning poverty alleviation programs, local government officers and /or relevant working groups conduct district wide round-table meetings to discuss the needs and service directions annually.   The participants involve a wide spectrum of local stakeholders, including local government officers, DC members, school principals, social workers, community leaders, etc.   These parties have opportunities to express their concerns over the poverty issues and have a better understanding on the local characteristics.

Cross-sector Collaboration: Services related to poverty alleviation projects are mainly collaborative projects. Some of the projects involving the business sector are not limited to financial support, but also involve the private sectors in planning and implementation process.   To promote the cross sector collaboration, some funding bodies, such as DC in SSP, call for projects with cooperation elements.

B   Greater Community Impact – Critical Factors for Building a Resilient Community

5.6   From the result of focus group interviews and the findings of quantitative survey, a number of fundamental factors (para 5.3 – para 5.5) have emerged which are prerequisites in tackling local poverty issues.   To build a positive adjustment to adversity and to reach a higher level of functioning with greater community impacts, the following paragraphs attempt to identify critical factors that facilitate the community to increase the capability in facing the potential challenges in the future, with an end result of building a resilient community:

Linkage between Planning and Implementation

5.7   Service alignment requires district to build a foundation of combining strategic thinking and policy development with initiating and implementing concrete

actions and projects that have an impact on the ground.   At present, local stakeholders have different roles in combating poverty: local government has the capacity to prepare local poverty alleviation strategies; DC has the capacity and resources to have an impact on poverty alleviation work; NGOs have the capacity to put the action plan into practice. However, the coordination among these stakeholders is weak.   Box 5.4 shows that the work of policymaking and implementation level may not be consistent with each other.

<div style="border:1px solid black; padding:1em; background:#d9d9d9;">

Box 5.4: Service alignment in the community

Linkage: At present, the local poverty alleviation work is mainly service-oriented. The many poverty alleviation activities available may not be fully in line with the strategic plan.   Some poverty alleviation programs are in line with the district strategies, some build on separate ones, but some are disassociated. At the same time, different work strategies coexist alongside with the theme of poverty.   When there is little link between strategies and actions or where are dual strategies, some service operators may be confused about the service direction, resulting in inefficiencies and wastage of resources.

Consistent: Some service operators only participate in service provision and are rarely involved in the directions and strategic planning process. There are a number of service operators, especially those representing schools, who are not clear about the district strategies and the criteria of fund allocation. Sometimes, the service operators are worried that the services may not be consistent with district directions and strategic plan.

</div>

Reach the Unreachable

5.8   Districts are putting great efforts in combating poverty.   However, often the resources are directed to those individuals and families who are actively involved in the community. The number of known beneficiaries only represents part of the disadvantaged group. There are still groups of the disadvantaged within the community who are underprivileged and at-risk of poverty who have genuine needs and deserve more attention. Box 5.5 identifies the most needy groups in the community and describes the possible barriers in reaching them.

_____

> ### Box 5.5: The needy group in the community
>
> **The Needy:** Although there are lots of poverty alleviation programs for the disadvantaged, interviewees considered that not all the targeted disadvantaged can directly benefit.   The unemployed living in remote areas and low-income people and families who are eligible for but are not receiving CSSA represent the most disadvantaged that merit our attention.   There are limited channel to ensure these groups can be included in the community.
>
> **Possible Barriers:** As the security of public and private housing is under close surveillance, respondents reported that there are increasing difficulties in conducting home visits and to publicize the activities.   As a result, the disadvantaged have difficulties to get updated community information.   By comparison, some school principals and community leaders expressed concern that they received too much promotional material from NGOs, leaving them confused.

Better Coordination

5.9   At district level, especially those areas with high proportion of poor people, there are many agencies and organisations running lots of anti-poverty projects and programs.   Regarding the form and nature of these services, there is a variety of choice for the recipients. Findings show that local leaders and service operators found that some services are duplicated and some are deficient.   Box 5.6 listed the operation of the existing coordination mechanisms

> **Box 5.6: The operation of coordination mechanism**
>
> **Function:** Many mechanisms related to poverty alleviation exist in the district and some of them overlap. In some cases, the platform is used to plan district directions and strategies and in other cases for resource allocation and program coordination. The functions of these platforms are not clear to the local stakeholders.
>
> **Composition:** The local stakeholders and service operators who participated in the coordination meetings expressed that they are invited to attend many of these platforms. Some committee members feel confused about which meetings they are attending, while other members are not able to identify the meeting by name. Sometimes, the local stakeholders need to participate the coordination meeting organised by a department, while other department invite them to join another separate meeting with similar functions.
>
> **Workload:** NGOs expressed that, in most cases, government departments, DCs, businesses will invite them to organise poverty alleviation programs. NGOs are fully occupied in meeting these requests. Similarly, as district organisations have learned that schools are an effective platform to explore and contact the most disadvantaged families, they have sought cooperation with schools and this has inevitably led to an increase in the workload of schools.

C   Summary

5.10   To summarize, there are 3 key factors that can facilitate the district to tackle the local poverty issues.   The first key factor is to develop a clear district direction with reference to the local needs and resource available in the community. Secondly, the action plan needs to be responsive to the uniqueness of local needs, recognising the specific needs of the most needy.   Another important factor is the participation of local stakeholders in the planning, implementing and evaluation of district alleviation work.

5.11   The above 3 factors are the prerequisite in tackling local poverty issues. To build a positive adjustment to adversity and to reach a higher level of functioning with greater community impacts, there are three crucial factors which enable the districts to move one step further to achieve the goal of building a resilient community.

_____

The crucial factors are: (i) Linking the district direction and work strategies with the actions plan; (ii) Paying more attention to the socially excluded groups who are poverty-at-risk; and (iii) Reviewing the coordination mechanism to avoid duplication.

_____

Chapter 6: District-based Approach – Way Forward

A   The Process of District-based Approach

6.1   The district-based approach is recognised by CoP as an instrument for alleviating poverty.   The primary aim of this research is to identify the good practices and models that empower the districts to implement and co-ordinate the poverty alleviation and prevention work.

6.2   On the basis of the results obtained though the qualitative study, poverty is framed as a social problem. Districts attempted to use different solutions and initiatives to address the poverty issues.   Instead of using a problem-oriented approach, this study attempts to use the concept of community resilience to promote a positive response to poverty issues.   In Chapter 5, we have identified the key and critical success factors that contribute to a resilient community in combating poverty. To facilitate the districts to achieve a greater impact in tackling poverty and building a resilient community, the district-based approach is best conceptualised as a process taking place along a series of steps.   This section proposes a typical process consisting of four consecutive steps, which is depicted in Figure 6.1.

Figure 6.1: The Process of District-based Approach
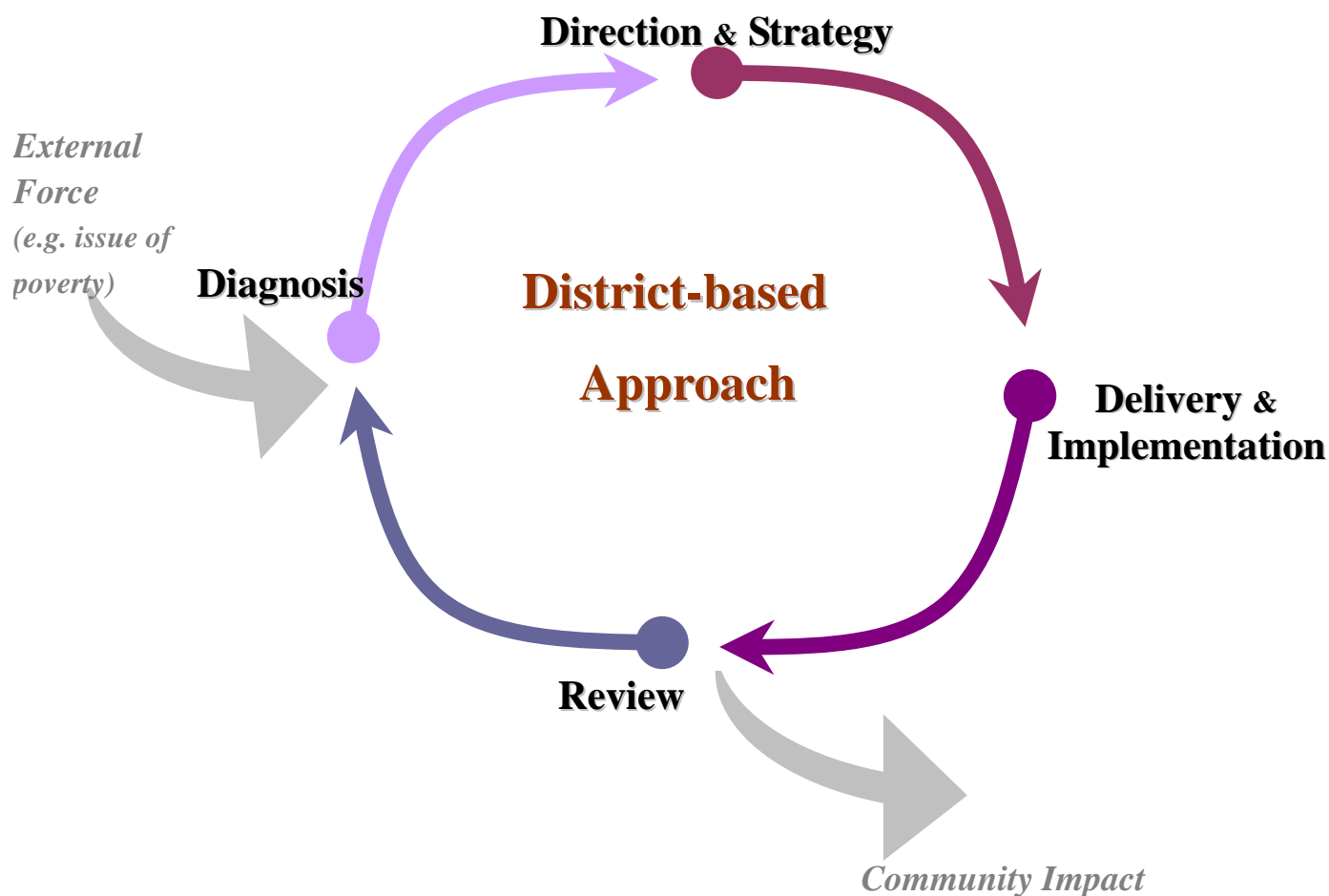
6.3   The district-based approach is a collection of activities designed to produce community impacts in supporting the disadvantaged. This contains step-by-step directions and tasks for each phase. The sequence of the phases is not strict. They can be adjusted in accordance with the local characteristics of individual district.   Thus, the four steps presented Figure 6.1 must be used flexible in the districts. Below follows a brief outline of the core tasks of each stage:

➢ **Diagnosis:** This initial phase focuses on understanding the local needs and the key problems of poverty. With reference to the information available in the community, it is important to carry out a comprehensive and in-depth analysis which can facilitate the local policy makers to gain a better understanding of the core problems of poverty at district level.

➢ **Direction and Strategy:**   In this phase, the district needs to work out a
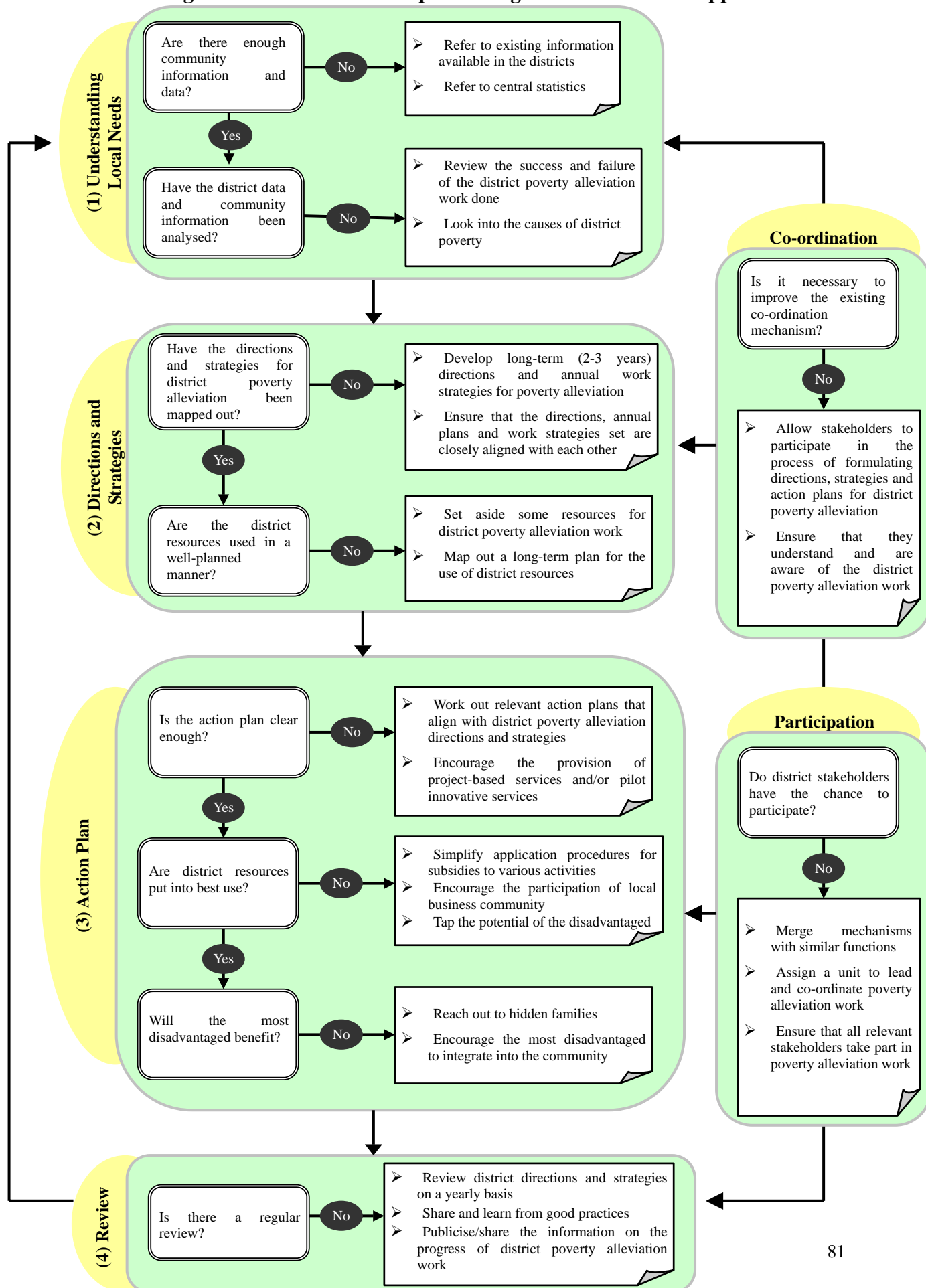
_____

clear local direction and work strategy, which are underpinned by a commitment to address local poverty issues and to identify local initiatives with longer-term aspirations.   The district direction and strategy should be developed to reflect the priority issues identified in the diagnosis process. Based on the agreed priorities, the district can further develop the work strategies that cover the resource allocation and action plan.

➢ **Delivery and Implementation:**   The primary task in this process is to implement the services and programs in line with the district direction, work strategy and action plan. This would require greater coordination among the policy makers and service operators.   Regarding the service delivery process, the service operators also need to well aware of the existence of the disadvantaged groups and to ensure their participation so as to ensure the needy can directly benefit in the community.

➢ **Review:**.   The main objective of this phase is to ensure there is an impact changes in the well being of individuals or the community and to enable policy makers to make adjustments where necessary.   In this connection, it is vital to develop a clear desired outcome of the local initiative. Based on results toward the achievement, the policy makers can fine-tune the district direction and work strategies periodically.

B   *Community Taking the Lead – A Checklist for District-based Approach*

6.4   Based on the district-based process, this section describes in detail a checklist for district-based approach that contributes to more effective strengthening of local governance and service provision at district level.   Because poverty-related issues are multi-faceted and multi-sectoral, it is often difficult to identify a particular institutional structure and service mode producing desired social impacts.   As such, the checklist is not a blueprint to tackle district poverty issues; rather it provides a lens through which policy makers and service practitioners can identify the key factors listed in paragraphs 5.3 to 5.9., and to analyse the institutions and processes supporting poverty alleviation work with an end result of improving community resilience in a specific context.

_____

## Figure 6.2: Checklist for Implementing the District-based Approach

(1) Understanding Local Needs

Are there enough community information and data?
- No →
  - ➤ Refer to existing information available in the districts
  - ➤ Refer to central statistics

Yes ↓

Have the district data and community information been analysed?
- No →
  - ➤ Review the success and failure of the district poverty alleviation work done
  - ➤ Look into the causes of district poverty

(2) Directions and Strategies

Have the directions and strategies for district poverty alleviation been mapped out?
- No →
  - ➤ Develop long-term (2-3 years) directions and annual work strategies for poverty alleviation
  - ➤ Ensure that the directions, annual plans and work strategies set are closely aligned with each other

Yes ↓

Are the district resources used in a well-planned manner?
- No →
  - ➤ Set aside some resources for district poverty alleviation work
  - ➤ Map out a long-term plan for the use of district resources

(3) Action Plan

Is the action plan clear enough?
- No →
  - ➤ Work out relevant action plans that align with district poverty alleviation directions and strategies
  - ➤ Encourage the provision of project-based services and/or pilot innovative services

Yes ↓

Are district resources put into best use?
- No →
  - ➤ Simplify application procedures for subsidies to various activities
  - ➤ Encourage the participation of local business community
  - ➤ Tap the potential of the disadvantaged

Yes ↓

Will the most disadvantaged benefit?
- No →
  - ➤ Reach out to hidden families
  - ➤ Encourage the most disadvantaged to integrate into the community

(4) Review

Is there a regular review?
- No →
  - ➤ Review district directions and strategies on a yearly basis
  - ➤ Share and learn from good practices
  - ➤ Publicise/share the information on the progress of district poverty alleviation work

Co-ordination

Is it necessary to improve the existing co-ordination mechanism?
- No →
  - ➤ Allow stakeholders to participate in the process of formulating directions, strategies and action plans for district poverty alleviation
  - ➤ Ensure that they understand and are aware of the district poverty alleviation work

Participation

Do district stakeholders have the chance to participate?
- No →
  - ➤ Merge mechanisms with similar functions
  - ➤ Assign a unit to lead and co-ordinate poverty alleviation work
  - ➤ Ensure that all relevant stakeholders take part in poverty alleviation work

81

_____

6.5   The checklist describes how the process of district-based approach is to be conducted at district level.   Its purpose is to ensure the district has its own ability to design and implement poverty alleviation work.   The checklist proposed is present in a self-assessing format.   By addressing the questions in the checklist, the district should be able to identify the opportunities, limitations and options for building resilient community.   Individual district is encouraged to use this checklist as a basis for self-assessment and self-improvement in using a district-based approach to support the disadvantaged. In short, this checklist as shown in Figure 6.2 provides knowledge, sequence, and shared views to assist the district to actualize the district-based approach and Appendix I shows a detailed breakdown of the checklist items.

6.6   To match with the process of district-based approach, the checklist is broken down into four areas – Diagnosis, Direction & Strategy, Delivery & Implementing and Review. These four parts are interrelated; some questions may therefore appear more than one part. Questions that should be asked throughout the district-based process including the following:

- ➢   **Diagnosis** – Is there a data analysis process to gain a better understanding of local needs?
- ➢   **Direction & Strategy** – Is there any mechanism to formulate district direction and strategy?
- ➢   **Delivery & Implementation** – Do the services fit the needs of the disadvantaged?
- ➢   **Alignment** - Is there any linkage between local strategies, budget plan and action plan?
- ➢   **Review** – Are there any requirements and procedures for reviewing the district poverty alleviation work?

Figure 6.3: List of Questions for District-based Approach
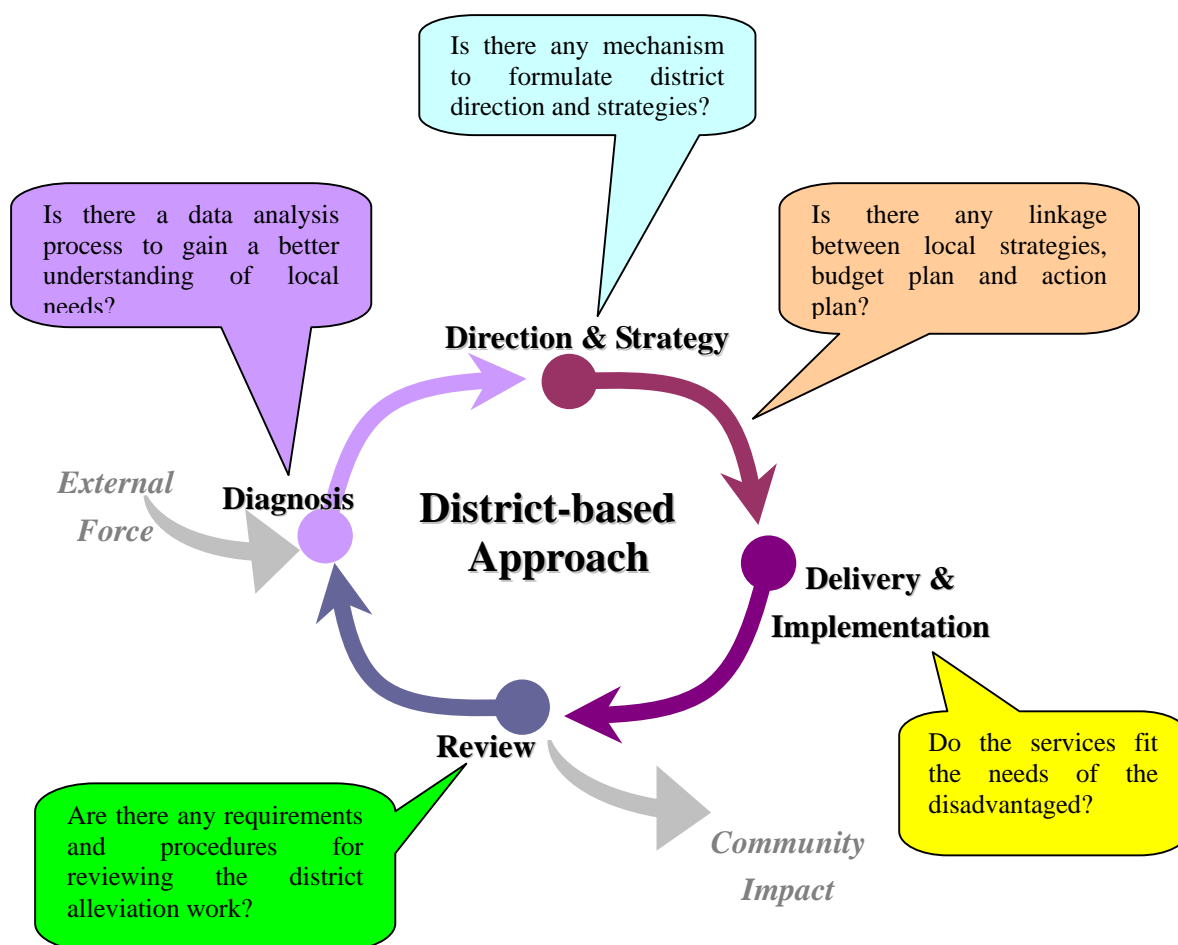
Diagnosis

6.7   **Community Data:** At present, the districts have different sources to collect community data for planning district activities.   The community data [4] is administered by different departments and is readily available for the public knowledge. Some districts also commission academics to conduct survey of local needs.   In most cases, the availability of such data is not an issue.   More important is a comprehensive poverty diagnosis that allows the policy makers and key stakeholders to have a better understanding of local poverty issue and its causes.   It also facilitates the district to set out the social, economic and structural policies that together comprise a comprehensive strategic plan that is responsive and aids the livelihoods of the disadvantaged.   The data analysis process is a foundation for a district to prioritize the policies so that they do not become a "wish list".

Box 1: Reflective Question
Diagnosis

Data Collection	☑ Are the following types of community data available for planning of strategies? ➢ *Population Censuses* ➢ *District Profile* ➢ *Indicators of Poverty* ➢ *Social Indicators on Welfare Needs* ➢ *District Need Survey Report (if any)* ➢ *Administrative Records*
Community Participation	☑ Do the community groups have opportunities to express their concerns over the poverty issues? Are their needs and concerns incorporated into the data analysis process?
	☑ Are the community data published to or shared with the key stakeholders?
Data Analysis	☑ Are all the available data compiled and aggregated into a community profile?
	☑ Are the policy-makers able find out the cause(s) of local poverty?

---

[4] Some useful community data related to poverty alleviation are the Social Indicator on District Welfare Needs from the SWD website (http://www.swd.gov.hk/en/index/site_district/) and the measure of poverty from CoP website (http://www.cop.gov.hk/eng/concept.htm).

_____

Direction and Strategy

6.8   **Linkage:** The research result shows that many poverty alleviation service programs available may not be fully in line with the district strategies.   Focusing only on the development of strategies at district level cannot directly benefit the disadvantaged, having greater coherence of the district strategies with the program planning process, including the effort of transferring the action plan into services and programs is essential. Also, the budget and resource allocation should link up with the district strategic plan.

6.9   **Community Participation:** Community participation requires increasing the quantity and the quality of the people participating in local governance and service delivery process.   To participate effectively in local service delivery, people need opportunities to influence the mobilization and management of resources and the delivery of services through choice so that the public are not forced to accept unresponsive service delivery.   If the district-based approach is to have sustainable effect, local stakeholders and businesses can be included in the planning process.   In this case, the "Annual Round-table meeting" in KT can be a reference in providing a participatory platform with dual roles: for the policy-makers to promote the district alleviation strategy, and for local institutions, community organisations, NGOs, schools and the business sector to share and express their views on poverty alleviation directions as well as to construct poverty alleviation work themes and priorities. It is a merit to prepare and issue a summary report to the local stakeholders.

	Box 2(a) : Reflective Question
	Box 2(a) : Reflective Question **Direction and Strategy**
Planning	☑ Is there a district povety alleviation master plan?
	☑ Does the master plan include the following statements? ➢ *District Direction* ➢ *Strategic Plan* ➢ *Work Focus*
	☑ Are the roles between DO/HAD and DSWO/SWD clearly defined? Are their roles clear to the public?
	☑ Does the local strategy plan align with the financial plan and program planning process?
	☑ Are the following stakeholders involved and informed on the district direction and strategy? *1. Government Departments* ➢ *District Council* ➢ *Area Committees* ➢ *Schools* ➢ *Non-government Organisations* ➢ *Community Organisations*

_____

6.10   **Mechanism:** In keeping with the principle of district-based approach, districts need to plan for and implement the poverty alleviation program according to the uniqueness of local needs.   A robust district mechanism to plan, coordinate and direct actions is therefore vital to success.   At present, the district coordination mechanism varies in form and size among districts (Refer to para 2.4 - 2.6).   Also, the functions and roles of some platforms are not clear or well-defined. District-based approach is not intended to compel all the districts to follow one particular structure.   Rather, it aims to reduce duplication of effort among these mechanisms. It can be achieved by reviewing the existing mechanisms to avoid overlapping.   If new forms of mechanism at district level are to be established, it is also important to avoid overlapping and to distinguish whether it is operated at planning level or operational level.

6.11   **Coordination:** At district level, the local officers of HAD and SWD represent the institutional architecture for the coordination of planning and implementation of district poverty alleviation. A clear and differentiated roles of DO/HAD and DSWO/SWD avoid any confusion over the responsibilities of HAD and SWD. As the working scope of HAD covers the whole district, the DO/HAD can be more focused in the planning process, including orchestrating the district strategic plan and overseeing financial planning, building network of participating authority, steering use of community resources, etc. For the district welfare office, the department already has a comprehensive district welfare planning system for the DSWO/SWD to follow.   Thus, the DSWO/SWD only needs to ensure that the district welfare work plans are linked with local strategies plan on one hand, and on the other hand to implement the poverty alleviation action plan that is related to welfare matters, including the disadvantaged children, families, elders, etc.

Box 2(b) : Reflective Question **Direction and Strategy**		
Mechanism	**Function**	☑ Are there any platforms lead on the design, coordination and implementation of district direction and strategies?
		☑ Do the existing mechanism(s) perform the following functions: ➢ *Formulating clearly the district direction and strategy* ➢ *Identifying the annual work focus and focal point of the poverty alleviation work* ➢ *Following up the formulated poverty alleviation direction and strategy systematically* ➢ *Responding to the different needs of people / families in poverty* ➢ *Coordinating between districts and the central authority* ➢ *Organizing district forums* ➢ *Encouraging to organize projects which last at least two to three years* ➢ *Allocating district resources effectively to carry out the poverty alleviating work* ➢ *Coordinating the services of different bodies and organizations*
		☑ Are the functions of different mechanisms similar? If so, is there a need to review the mechanisms at planning and operational level so as to avoid overlapping?
	Composition	☑ Are there too many mechanisms related to poverty alleviation exist in the district?
		☑ Is the burden on participant excessive?

Delivery and Implementation

6.12   **Allocation of Fund:** Allocating funds in a timely and effective manner is important to encourage the service operators and community organisation in utilizing the district resources.   Concern in the district is not so much the amount of money available than the possibility of service operators using this money directly without complications. DC and other funding bodies may consider reviewing the regulations in using the public fund with a view to avoiding any complicated administrative procedures, bering in mind the need to ensure prudent use of public funds.

6.13 **Mode of Financing:** Within the legitimate structures of funding bodies, the district may benefit if funding bodies can consider longer-term and demand-side financing:

> ➢ *Longer-term financing:* Donor and government efforts in financing poverty alleviation activities have often been piece-meal, sector-based, ad hoc and mostly supply-driven. Some interviewees said that as the DC funds were allocated on a yearly basis and the time allowed for implementing activities was actually limited to half a year only, it was impossible for the activities to achieve long-term results. DC should therefore review its funding allocation procedures. As the DC Election is held every four years, DC should, on the first year in office, draw up its estimate of expenditure for the next four years, taking into account the poverty alleviation strategies of the district. This will then serve as a reference for preparing the annual budget for the DC. To allow more time for implementing activities at district level, DC should embark upon its budget process and preparation work for district-based activities earlier so that the funding allocation process may start immediately upon the approval of funding.

> ➢ *Demand-side financing:* Demand-side financing, whereby the needs of the client are determined first, and budget is provided to procure services in response to needs rather than being allocated up-front to institutions offering a standard menu of services each year. By so doing, the local policy-makers can encourage more demand-side service by reserving public fund for the service operators to try out pilot projects or cross-sector collaborative activities.

Box 3(a): Reflective Question **Delivery and Implementation**

	☑ Is there a clear budget allocation criteria in financing the poverty alleviation program? If so, do the criteria include the following one or more items? ➢ *Involving the businesses* ➢ *Implementing through the cooperation of two or more bodies / organizations* ➢ *Implementing on a trial basis* ➢ *Responding to the needs of people / families in poverty* ➢ *Aligning with the central theme of the Government* ➢ *Lasting for at least two to three years in order to have distrinct results* ➢ *Not a one-off / single exercise*
	☑ Can the funding bodies encourage more demand-side service by reserving fund for the service operators to try out long-term projects, pilot projects or cross sector collaborative activities that correspond to district strategic plan?
	☑ Is the procedure of fund application too complicated and/or rigid?
	☑ Is there a link between the district strategies and budget process?

6.14 **Job Creation:** At present, some districts successfully create and promote local famous landmarks. This initiative can attract consumption from tourists and people from other districts which directly create job opportunities for the unemployed. However, in the process of building the landmark, government and/or the private sector rarely take into account the creation of employment opportunities for local residents. As reflected by the respondents in TSW focus group, the building of the Wetland Park in TSW is a case in point. Hence, the local policy makers can be more conscious of linking the local economic development with district employment opportunities when planning for town development.

6.15 **Reach the Unreachable:** According to the respondents of the focus group study, support for the disadvantaged should target at unreachable groups, such as the families who are eligible for but are not receiving CSSA. Learning from the experience of the support team for elderly, it is worthwhile examining the feasibility of setting up a designated team in "poverty at-risk" districts with the aims of exploring and contacting the most disadvantaged[5] at the neighbourhood level.

_____

[5] The most disadvantaged are the disadvantaged groups and families excluded from participating in

_____

6.16   **Community-wide Campaign:** In view of the difficulties in conducting home visits and to publicize the activities in public and private housing areas, the district may consider launching community-wide home visit campaign annually. Through home visits and contacts, service operators can directly identify vulnerable families in different locations, including those living in private housing.

6.17   **Positive Outlook:** Community resilience emphasizes the ability of a community to not only respond to adversity but in so doing, reach a higher level of functioning.   To bring a positive outlook for the disadvantaged, the poverty alleviation work should not be an effort of giving, such as provision of material support and community activities.   Instead, service practitioners should explore the strengths and potential skills of the disadvantaged.   Positive outlook elements, such as building social capital, promoting family and community harmony, and enhancing individual capacity building, can be considered to include in poverty alleviation activities.

_____

social, economic and cultural development due to inadequate income, resources and opportunities.

_____

	Box 3(b): Reflective Question **Delivery and Implementation**
Target	☑ Are the policy makers and service operators well aware of the existence of hidden families in the community?
	☑ Is the poverty alleviation service deliver met the needs of the disadvantaged, not the convenience of service providers?
Nature	☑ Do the service providers identify its principal activities? If so, do the activities include one or more of the following elements? ➢ *Involving the businesses* ➢ *Increasing employability* ➢ *Exploring the skills of the poor people / families* ➢ *Encouraging service recipients to participate in community activities* ➢ *Developing community economic activities to attract consumption by people outside the district* ➢ *Providing different types of jobs in the district* ➢ *Making good use of community environment and promote economic activities to bring employment opportunities to the local people* ➢ *Extending the support network for the recipients*
	☑ Do the services and programs align with district direction and strategy?
	☑ Do the service operators explore the strengths and potentials of the disadvantaged?

Review

6.18   **Monitoring:** Monitoring systems aim to ensure that executive action and resource used corresponds to the local policies and strategies. It links local decision-making to implementation of community-based initiatives produced at neighbourhood level. However, poverty alleviation projects are often charged with developing their own indicators without a clear linkage with local strategies. Also, the indicators for monitoring and evaluation are sometimes in form of service output. Thus, in working out the indicator, it should not just focus on the level of outputs but also the poverty alleviation outcome indicator which are consistent with the assessment of poverty and the district strategic plan.

_____

	Box 4: Reflective Question
	Review
Performance	☑ Do the service operators develop the key performance indicators?
	☑ Are the outputs and outcome indicators consistent with the assessment of poverty and district strategic plan?
Monitoring	☑ Are there requirements and procedures for evaluating the poverty alleviation programs? Are the indicators clearly spelled out in the strategies planning process?
	☑ Do the policy makers monitor the achievement of district alleviation plan in relation to set performance indicators?
	☑ Do the policy makers inform the community of the achievements and performance of district alleviation work?

C *Limitation of Study*

6.19   To have a comprehensive understanding of the good practices in combating poverty, this study attempts to use a qualitative and quantitative approach to collect data.   The qualitative approach allows the researchers to have an intensive understanding of poverty alleviation works in the three pilot districts.   The quantitative study collects views from 18 districts on district poverty alleviation work. In fact, the poverty issue is a multi-disciplinary, which involve a wide spectrum of stakeholders, including the policy makers, service providers, community leaders, service recipients, etc.   One key limitation of our study is that the sample targets are only limited to the decision-makers, local leaders and service providers.   The views from service users and the needy are not included in this study.

6.20   Another limitation of this study is that the results of the study may not apply to a particular district.   Noting that different districts have their own characteristics and needs, it is difficult to generalize the results of study to all districts.   In particular, poverty alleviation is not a matter of concern for districts with a relatively low proportion of poor population. The findings do not totally reflect the existing situation of the well-off district. Therefore, the districts need to customise the proposed checklists in order to tailor for the local needs of a specific district.

D   Study Implications

6.21   Poverty is a complex issue that requires a multi-faceted measures which involves the interventions at different level, this study chose to focus on a single point – district.   By limiting our scope of study at district level, this study misses a critical piece of puzzle – the central level.   In the focus group interviews and the report back session, respondents reflected that policies and initiative driven by the bureaux and government departments often have impacts on people living in poverty. They believed districts have difficulty to achieve success without commitment from the central level.   Therefore, the role of bureaux, government departments and the districts in combating poverty need to be further explored.   Further research would also be required to assess how cental policy formulation can take into account district needs adequately, so that the proposed policies have a positive effect to the disadvantaged and poverty-at-risk area.

E   Conclusion

6.22   The CoP recognises district-based approach is one of the effective ways to combating poverty.   This study, initiated by CoP, aims to collect information on the good practices used in implementation and coordination of poverty alleviation work at the district level in order to facilitate the CoP to further consider how to strengthen the effectiveness of the district-based approach in alleviating and preventing poverty. Instead of using a problem-oriented approach, this study uses a more positive framework of community resilience – the ability of the community to tackle local challenges and the capability of facing future challenges. Based on the findings from focus group interviews in the three pilot districts, namely SSP, KT and YL, and the quantitative study in 18 districts, this study has identified the following six key factors that can facilitate to combat poverty and to build a resilient community:

➢ **District Directions -** to develop a clear district direction with reference to the local needs and resource available in the community;

➢ **Local Needs -** to be responsive to the uniqueness of local needs, specifically recognition of the needs of the most needy;

➢ Community Participation - to encourage the participation of local

stakeholders in planning, implementing and evaluation of district alleviation work.

➢ **Alignment –** to link the district direction and work strategies with the actions plan;

➢ **Attention –** to pay more attention to the socially excluded groups who are poverty-at-risk; and

➢ **Coordination –** to review the coordination mechanism to avoid duplication.

6.23   Poverty issue is multi-faceted and multi-sectoral, it is difficult to identify a particular institutional structure and service mode that fit all the districts. This study proposes a checklist for implementing the district-based approach, so that policy makers, local leaders, the business community and service providers can make reference to it when examining, planning and implementing poverty alleviation work at district level.   The checklist involves four major steps and the key functions of each process are:

➢ **Diagnosis:** To carry out a comprehensive diagnosis process and to gain a better understanding of the local needs;

➢ **Direction and Strategy:** To develop district directions and formulate work strategies to support the disadvantaged, to align action plan and budget with district strategic plan, and to review the role and functions of district coordination mechanism(s);

➢ **Delivery and Implementation:** To fit the needs of the disadvantaged and to reach the unreachable groups; and

➢ **Review:** To ensure the poverty alleviation work reaches the desired outcomes and to evaluation the district directions and work strategies.

Appendix A: Objectives, Directions and Strategies for District Poverty Alleviation Work

Central and Western & Islands	
Long-term objective	● Endeavour to reduce intergenerational poverty with focus on providing more assistance for the younger generation of needy families, to give these children and young people ample opportunities to receive education and comprehensive development, so as to enable them to face the future with confidence.
District strategy	● The Central, Western and Islands District Social Welfare Office has set up the Advisory Committee on Tripartite Concerns on Poverty to give advice to the DSWO/SWD and coordinate various poverty alleviation initiatives and activities in the district; assess and gauge the needs of the community; promote collaboration among the government, the business sector and the community; and assist in the endorsement and monitoring of the sponsored youth development programmes in the district to build a caring society.
Direction	● In line with the direction for poverty alleviation, the Central, Western and Islands District Social Welfare Office has launched three programmes, namely Caring for Elderly in Central and Western, Healthy Elderly in Central, Western and Islands and Children Development Project in Central, Western and Islands through tripartite partnership with local chambers of commerce, local organisations and NGOs to serve the residents in need since 2004.
Service focus	● To meet the developmental needs of the children and youth with strong interests and talent in sports and arts; ● To enhance the self-reliance of unemployed youth; ● To enhance the social consciousness of the youth; and ● To promote the development of a tripartite partnership among the Government, the business community and the welfare sector to help the disadvantaged
Yau Tsim Mong	
Long-term objective	● Assist the disadvantaged in the district to move towards self-reliance so as to reduce intergenerational poverty and build a harmonious society.
District strategy and Direction	● Urge government departments and NGOs to provide assistance to people in poverty in the district and give them encouragement and care.

Service focus	• Encourage local organisations to organise various activities for people with different needs.
Sham Shui Po	
Long-term Objective	• Alleviate poverty in the district and enable the poor to move towards self-reliance.
District strategy	• Examine and coordinate the services provided by government departments for the poor.
Direction	• Promote cooperation among various parties in encouraging the poor to move towards self-reliance and strengthen the communication among the relevant parties.
Service focus	• Take care of children, youths and elders from low-income families and provide them with appropriate services.
Kwun Tong	
Long-term objective	• Alleviate the poverty of the disadvantaged, including the elderly singletons, families with two elderly members, single parent women and low-income people in KT district, and help them to help themselves so as to prevent the worsening of the poverty problem.
District strategy	• Help the low-income group/disadvantaged integrate into the community • Provide support to families with utmost needs • Provide a platform for enhancing cross-sector cooperation to facilitate poverty alleviation work
Direction	• Encourage the new arrivals/disadvantaged to integrate into the community • Encourage the disadvantaged and other community personalities to help each other • Promote the message of self-reliance • Strengthen the support for single parent families • Strengthen the support for children and youths from families with utmost needs • Reach consensus with different sectors on the major challenges faced by low-income people in the district and join forces with different sectors to help the disadvantaged
Service focus	• Provide job opportunities for the unemployed and underemployed to help them reintegrate into the society • Provide learning and development opportunities for women and

	children from deprived families
	● Take care of elderly singletons, families with two elderly members and elders in need
	● Help the new arrivals to integrate into the community

Tai Po	
Long-term objective	● Build a harmonious community
District strategy and Direction	● Encourage local organisations to collaborate in organising activities to spread the message of poverty alleviation and promote the spirit of caring
Service focus	● Publicity programmes and voluntary services launched by local organisations etc.

Yuen Long	
Long-term objective	● Promote district-based poverty alleviation initiatives to help the disadvantaged achieve self-reliance with a view to reducing inter-generational poverty and building a harmonious society.
District strategy	● Promote cross-sector cooperation among the government, the commercial sector and the community organisations in the district so that resources could used more effectively in promoting poverty alleviation work, including increasing local people's awareness of social services, employment training and support services as well as establishing a neighbourhood support network.
Direction	● Promote poverty alleviation work at the community, family and school levels by means of cooperation among government departments, NGOs, business associations, schools, women's groups and community organisations.
Service focus	● Organise poverty alleviation activities with focus on providing training and employment assistance and establish a neighbourhood support network with a view to helping the disadvantaged become self-reliant, reducing intergenerational poverty and building a harmonious community.

Sai Kung	
Long-term objective	● Reduce intergenerational poverty and foster community harmony.
District strategy	● Provide support and assistance having regard to the actual situation in the district, including the distribution of poverty and the difficulties faced by the disadvantaged.

Direction	● Widely promote the existing community resources, strengthen the district network and deepen the level of social services through communication and cooperation among government departments, district councils, district organisations and incorporated owners in the district, etc. to facilitate the penetration of community resources to every family so that the needy can get assistance they need.
Service focus	● Provide assistance to the unemployed in the district, including the youth and women, as well as low-income families, to enhance their employability and self-reliance.
	● Strengthen the district support network and train volunteers to help the needy.
	● Step up publicity of various services provided for the needy by NGOs in the district and district groups.
Sha Tin	
Long-term objective	● Address the child poverty problem which is a common concern of the government and the public.
District strategy	● The Education and Welfare Committee of ST DC has set up a working group to discuss the formulation of policies on taking care of children in poverty and the child poverty problem in the district, and to give advice to the relevant government departments and NGOs.
Direction	● Study and review the services and support in the district targeted for children in poverty, and make suggestions on improvement.
Service focus	● Provide services for children in poverty in the district and organise community activities to arouse concern of the local community for the child poverty problem.
Kwai Tsing	
Long-term objective	● Alleviate the situation of disadvantaged groups in the district, promote self-reliance, help poor families get rid of poverty, prevent worsening of the poverty problem, reduce intergenerational poverty and foster community harmony.
District strategy	● The working group under K&T DC, NGOs and district organisations provide various support having regard to the background of disadvantaged groups in the district, the actual situation and needs, including providing opportunities for further studies and training courses to enhance their employment skills and knowledge, arranging job fairs and providing employment opportunities, etc.
Direction	● Help and encourage those unemployed with the ability to work to

_____

	equip themselves, build confidence and move towards self-reliance through cooperation among government departments, DCs, NGOs, the business sector and district organisations.
Service focus	• Mainly assist the low-skilled unemployed in the district, including women and the youth, to enhance their employability and opportunities.

Appendix B: Mechanism in Relation to Poverty Alleviation Work

Central and Western & Islands	
Mechanism	The Advisory Committee on Tripartite Concerns on Poverty of Central, Western and Islands District under SWD
Responsible Department	Central and Western/Islands District Social Welfare Office
Coordinating Unit	Central and Western/Islands District Social Welfare Office
Year of Establishment	September 2005
Chairman/Moderator	DSWO (Central, Western and Islands)
Membership	Members of the business sector and district council, local and community organisation leaders and representatives from HAD
In Attendance	--
Number of Members (Excluding those in attendance)	9
Frequency of Meetings	Once a year on average
Mode of Operation	Meeting
Working Group(s) Established	--
Functions	• **Promote collaboration among the government, the business sector and the community to build a caring society**: The Committee helps promote the tripartite collaboration among the government, the business sector and the community by encouraging and seeking commercial organisations' participation in poverty alleviation work. The business sector is encouraged to shoulder greater responsibilities in helping to build a united, harmonious and caring society. • **Assess and gauge the needs of the community**: The Committee

	reflects the needs of the youth/children in the district, suggests and maps out work directions, and helps the DSWO identify more community resources to meet the welfare and development needs of poor families and their children as well as the younger generation. ● **Support the endorsement and monitoring of development programmes under the District Support Scheme for Children and Youth Development**: The Committee examines funding applications for development programmes and approve funding of programmes according to the assessment criteria and district needs. The Committee also suggests amendments to the proposals submitted by applying organisations so that the activities to be organised will better meet the needs of the recipients. Besides, the Committee also monitors the implementation of some of the funded programmes.
Follow-up Actions	After the meeting, the Central and Western/Islands District Social Welfare Office will take follow-up actions and members of the Committee will attend the poverty alleviation activities.
Wan Chai	
Mechanism	WC District Poverty Alleviation Task Force
Responsible Department	WC District Office
Coordinating Unit	WC District Poverty Alleviation Task Force
Year of Establishment	2006
Chairman/Moderator	Vice Chairman of WC DC
Membership	Members of DC and ACs
In Attendance	Representatives from WC District Office and social services organisations in the district
Number of Members (Excluding those in attendance)	6
Frequency of Meetings	On a need basis

Mode of Operation	Meeting
Working Group(s) Established	Nil
Functions	● Organise poverty alleviation activities in the district ● Submit work reports regularly to WC DC
Follow-up Actions	Organise and follow up on the Economic Market in WC – Work-time Project
Yau Tsim Mong	
Mechanism	**Working Group on Poverty Alleviation in Yau Tsim Mong District**
Responsible Department	Yau Tsim Mong District Council
Coordinating Unit	Ditto
Year of Establishment	2005
Chairman/Moderator	Member of YTM DC
Membership	Members of YTM DC, representatives from Yau Tsim Mong District Council Secretariat, and co-opted members
In Attendance	Representatives from NGOs
Number of Members (Excluding those in attendance)	12
Frequency of Meetings	Not on a regular basis (about twice a year)
Mode of Operation	Meeting
Working Group(s) Established	● Working Group on Concern for Employment of Middle-aged Women ● Task Force on Concern over Students and Youth aged between 9 and 19

Functions	- Activity planning - Vetting and endorsement of funding applications from NGOs for organising activities	
Follow-up Actions	/	
Sham Shui Po		
Mechanism	**Sham Shui Po District Task Force on Poverty**	**Working Group on Poverty Problem under the Sham Shui Po District Council**
Responsible Department	SSP District Office	SSP DC
Coordinating Unit	Ditto	Ditto
Year of Establishment	2005	2004
Chairman/Moderator	SSP District Officer	DC member
Membership	Assistant District Officer/SSP District Office, representatives from government departments, DC Chairman, AC Chairmen, representatives from NGOs in the district, chairmen of kaifong welfare associations, Chairman of SSP District School Liaison Committee, Chairman of the SSP District Committee on Promotion of Civic Education and Chairman of the SSP Commercial & Industrial Liaison Committee	Members of SSP DC, representatives from NGOs in the district
In Attendance	Representatives from other organisations being invited	Representatives from SSP District Office and SWD, other local personalities/representatives from other organisations being invited
Number of Members (Excluding those in attendance)	19	35
Frequency of	Not on a regular basis	Once every two months

Meetings		
Mode of Operation	Meeting	Meeting
Working Group(s) Established	/	Planning Team and Sub-Group on the Creative Arts Centre Project in Shek Kip Mei
Functions	• Examine and coordinate the provision of services for the poor by government departments • Promote cooperation among relevant parties to alleviate poverty in the district • Disseminate the message of mutual help and self-reliance among the poor • Strengthen the communication between various concern groups on poverty/local organisations	• Study the poverty problem in the district and implement the action plans to alleviate the problem • Liaise with local groups, organisations and keen members of the community to identify resources to address the poverty problem in the district • Give advice to the relevant government departments, reflect the poverty situation in the district and seek for relief measures
Follow-up Actions	After the meeting, government departments will implement and follow up the relevant poverty alleviation work	Set objectives and make applications for funding to DC for implementing the relevant action plans

Kwun Tong				
Mechanism	**Kwun Tong District Task Force on Poverty**	**Working Group on Concern for Poverty**	**Kwun Tong District Round-table Forum on Poverty Alleviation**	**Kwun Tong District Joint Meeting**
Responsible Department	KT District Office	KT DC	KT District Task Force on Poverty, KT District Office, KT DC	KT District Office
Coordinating Unit	Ditto	Ditto	KT District Office	KT District Office
Year of	2005		2005	2006

Establishment				
Chairman/Moderator	KT District Officer	Vice Chairman of Social Services Committee under KT DC	KT District Officer	KT District Officer
Membership	Representatives from government departments	DC members and co-opted members	Representatives from government departments, DC members, representatives from non-profit-making/local organisations and schools, residents' organisations, etc.	Members of various sectors who are interested in district poverty alleviation work (not restricted to those in the KT District)
In Attendance	Staff of the KT District Office	DC members and co-opted members	--	--
Number of Members (Excluding those in attendance)	8	14	About 300	131
Frequency of Meetings	Once every quarter or on a need basis	Once every two months or on a need basis	On a need basis	On a need basis
Mode of Operation	Meeting	Meeting	Meeting and group discussion	Meeting and recruitment of dedicated participants
Working Group(s) Established	--	--	--	--
Functions	● Coordinate district	● Examine the needs	● Examine the needs of the poor	Effective use of

	poverty alleviation work ● Set directions for district poverty alleviation work ● Launch poverty alleviation activities	of the poor in the district ● Carry out poverty alleviation activities	in the district ● Coordinate the directions for district poverty alleviation work ● Provide a platform for discussion and cooperation among various sectors in the district	human capital and resources in the community
Follow-up Actions	After the meeting, KT District Office, KT District Social Welfare Office of SWD, HD, EMB, LCSD and LD will follow up the relevant measures and activities based on the discussion conclusions.	Look for suitable partners and funding for carrying out activities	Refer the discussion conclusions to KT District Task Force on Poverty or Working Group on Concern for Poverty for follow-up actions	Recruit interested parties on an irregular basis
Tai Po				
Mechanism	**Working Group on Caring for the Community under Social Services Committee of the Tai Po District Council**			
Responsible Department	TP DC			
Coordinating Unit	Ditto			
Year of Establishment	1998			
Chairman/Moderator	DC member			
Membership	DC members, co-opted members of Sub-committees under DC, representatives from local NGOs			

In Attendance	Representatives from government departments
Number of Members (Excluding those in attendance)	20
Frequency of Meetings	Once every two months
Mode of Operation	Meeting
Working Group(s) Established	/
Functions	Care for the needs of the disadvantaged (including the poor) in the district
Follow-up Actions	Set objectives and make applications for funding to DC for implementing the relevant action plans
Tuen Mun	
Mechanism	**Tuen Mun District Task Force on Poverty Alleviation under Social Services Committee of Tuen Mun District Council**
Responsible Department	TM DC Secretariat/TM District Office
Coordinating Unit	Relevant working group
Year of Establishment	July 2005 (Formerly known as the Working Group on Caring for the Disadvantaged (8.3.2005 -12.7.2005))
Chairman/Moderator	DC member
Membership	DC members, co-opted members, representatives from local NGOs
In Attendance	TM District Office, SWD, other individuals/organisations being invited
Number of Members (Excluding those in attendance)	16
Frequency of	Not on a regular basis. Depending on the need and the progress of activities.

Meetings	
Mode of Operation	Meeting
Working Group(s) Established	/
Functions	• Study and examine the poverty situation in TM District • Advise on government poverty alleviation strategies and seek reasonable allocation of resources from the government
Follow-up Actions	
Yuen Long	
Mechanism	YL District Poverty Alleviation Task Force
Responsible Department	YL District Office
Coordinating Unit	Ditto
Year of Establishment	March 2005
Chairman/Moderator	YL District Officer
Membership	Member of the CoP, and representatives from SWD, EMB, LD and HD
In Attendance	LCSD (if necessary) and Vocational Training Council (if necessary)
Number of Members (Excluding those in attendance)	6
Frequency of Meetings	Not on a regular basis. Depending on the need and the progress of poverty alleviation work
Mode of Operation	Meeting
Working Group(s) Established	/
Functions	Coordinate district poverty alleviation work

Follow-up Actions	YL District Office and other departments will coordinate and follow up on the poverty alleviation work
Sai Kung	
Mechanism	**Working Group on Education and Poverty Alleviation under the Community Affairs Committee of Sai Kung District Council**
Responsible Department	DC
Coordinating Unit	Ditto
Year of Establishment	2005
Chairman/Moderator	Vice-chairman of the DC
Membership	DC members
In Attendance	Representatives from SWD, HAD, EMB, Hong Kong Federation of Youth Groups, SK Youth DC and principal-parent-teacher federations
Number of Members (Excluding those in attendance)	25
Frequency of Meetings	Once every two to three months
Mode of Operation	Meeting
Working Group(s) Established	/
Functions	• Examine the needs of low-income families in the district • Map out the directions for district poverty alleviation work
Follow-up Actions	After the meeting, the DC Secretariat or NGOs will follow up on the implementation of various initiatives passed by resolution
Sha Tin	

Mechanism	**Working Group on Concern for Children in Poverty in Sha Tin District**
Responsible Department	ST DC Secretariat
Coordinating Unit	Ditto
Year of Establishment	September 2004
Chairman/Moderator	District Council member
Membership	DC members, NGO representatives, local personalities
In Attendance	Representatives from ST DSWO
Number of Members (Excluding those in attendance)	16
Frequency of Meetings	Not on a regular basis
Mode of Operation	Meeting
Working Group(s) Established	/
Functions	Urge the government and the public to heed and address the child poverty problem
Follow-up Actions	/
Tsuen Wan	

	District Co-ordination Committee on Elderly Services/ District Coordinating Committees on Family and Child Welfare Services/ Coordinating Committee on Promoting Voluntary Service/ Coordinating Committee on Rehabilitation Services/ Local Committees on Services for Young People	District Welfare Forum
Mechanism		
Responsible Department	SWD	SWD
Coordinating Unit	TW and K&T Social Welfare Office of the SWD	TW and K&T Social Welfare Office of the SWD
Year of Establishment	Between 1999 and 2000	--
Chairman/Moderator	DSWO (TW and K&T)	DSWO (TW and K&T)
Membership	NGO representatives, DC members, government departments, local personalities, service users	NGO representatives, DC members, local personalities, service users
In Attendance	/	/
Number of Members (Excluding those in attendance)	About 20	About 120
Frequency of Meetings	Once a quarter	Once a year
Mode of Operation	Meeting	Seminar, group discussion

Working Group(s) Established	Various working groups	/
Functions	Examine the provision of social services in the district, including the needs of the poor	Review district welfare services, including the needs of the poor, and collect views
Follow-up Actions	Set up different working groups to follow up on tasks related to poverty alleviation, e.g. providing employment training for the youth, visiting poor elders and families in need, etc.	The views collected will be used as reference for formulating district welfare services plan

Kwai Tsing	
Mechanism	**Social Welfare and Poverty Alleviation Working Group under Kwai Tsing District Council**
Responsible Department	K&T DC
Coordinating Unit	Ditto
Year of Establishment	2006/07
Chairman/Moderator	K&T DC member
Membership	K&T DC members and representatives from NGOs
In Attendance	Representatives from government departments
Number of Members (Excluding those in attendance)	22
Frequency of Meetings	About seven times a year
Mode of Operation	Discuss and decide on the organisation of poverty alleviation activities
Working Group(s)	Six working groups for organising activities for different service

Established	targets
Functions	Including organising poverty alleviation activities
Follow-up Actions	--

Appendix C: District-based Poverty Alleviation Work - SSP

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
School-based After-school Learning and Support Programmes						
The School-based After-school Learning and Support Programmes for needy students include school tuition classes and training classes on ball games, martial arts, Chinese and Western music instruments, photography and calligraphy. Starting from the 2006/07 school year, the provision for the Programmes was used for funding two grants, namely the School-based Grant at the rate of $200 for each eligible student and the Community-based Project grant which is open for applicaton by NGOs.	Implemented since the 2005/06 school year, the Programmes are open for application by schools and NGOs every year	Schools and/or NGOs	For the 2006/07 school year: 1. 16 NGOs applied for the Community-based Project grant and organised 22 projects; and 2. 56 schools successfully applied for the School-based Grant.	---	EMB	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Extending the Opening Hours of the Schools' Computer Rooms						
With the IT incentive allowance from the EMB and other IT education grants, schools are encouraged to extend the opening hours of their computer rooms to provide computer access for students with difficulties to access computer after school.	Implemented before the 2005/06 school year	Schools	In the 2005/06 school year, 27 schools extended the opening hours of their computer rooms	---	EMB	
Jockey Club Life Wide Learning Fund						
The Fund enables students with financial difficulties to take part in Life-wide Learning activities.	Implemented since the 2002/03 school year, the Fund is open for application by schools for five years until the 2006/07 school year	Schools	About 90% of the schools in the district applied for and benefited from the Fund	---	EMB	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Join Program in Shum Shui Po Primary and Secondary School						
The Programme aims at encouraging secondary school students to show their leadership skills by helping and serving primary school students participating in the Programme, so as to foster a sense of positive attitude among the younger generation, enhance their self-reliance, and bring mutual benefits for both parties.	2005-2007	The SLC under the SSP District Office	In 2006/2007, 10 secondary schools were matched with 10 primary schools in the district.	---	SSP District Office	
Community Mentorship Schemes						
Mentorship schemes are implemented by community organisations for children and youth from low-income families.	2005-2006	SWD and NGOs	Mentorship schemes were organised regularly by 7 ICYSCs and 4 NGOs serving families and children.	---	SWD	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Tailor-made Parent Education Programmes for Disadvantaged Groups						
Parent education programmes are organised regularly for low-income, new arrival, single or ethic minorities parents, so as to enhance their understanding of their children's needs in physical development and learning, as well as the challenges faced by them. Briefings on the support services available are also organised on a regular basis.	The relevant parent education programmes are organised regularly	IFSCs and ICYSCs in the district	4 IFSCs and 7 ICYSCs in the district	---	SWD	
"Opening Up the School Premises, Serving the Community with Care" & "Sharing Community Resource, Opening Up the School Premises Project"						
With the funding from EMB, two subsidised schools in the district open up the school premises at night to serve as a platform for activities and support, so as to enhance the communication skills of family members.	Implemented since the 2005/06 school year, the funding is open for application by schools every year for a period of five years	Schools	3	---	EMB	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
After School Care Programmes						
After school care services are provided for families of disadvantaged groups in the district.	The programmes are organised regularly	SWD and NGOs	7 centres in the district provide a total of 84 subsidised after school care places	---	SWD	
Opportunities for the Elderly Project						
The Project aims at helping the elderly strive for continuous learning, explore their potential and interests, make new friends, maintain their physical well-being, and by promoting the message of 'Respecting and Loving Elders', enjoy their lives in a loving and caring environment.	2006-2007	NGOs and district organisations	22 organisations organised 22 projects	---	SWD	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Talks, medical check-ups and outreach services to promote elderly health						
To promote the message of healthy ageing, activities and talks on healthy lifestyle, medical and health knowledge and physical exercises are held regularly for elders.	Activities to enhance the physical well-being of elders are organised regularly	District organisations providing elderly services	Information not available	---	Funding for NGOs is provided by SWD	
Encouraging elders to participate in voluntary work and identifying elders with potential needs						
Support services for needy elders are provided by the elderly support services teams. Elders are recruited to participate in voluntary work to vitalise their lives and build up their sense of worthiness.	Activities are organised regularly	SWD and the elderly support services teams in the district	3 elderly support teams in the district	---	SWD	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Encouraging residents to form volunteer teams to serve the needy elders in the community, such as joining the Caring For Our Community - Starting From Serving the Elders Programme						
Resident associations, district organisatins and welfare services organisations in the district are encouraged to form volunteer teams and serve elders in the community, so as to enhance the residents' sense of belonging towards the community and build a harmonious community.	Activities are organised regularly	Resident associations, community organisations and welfare services organisations in the district	Information not available	---	Funding for NGOs is provided by SWD	
Regular visits by volunteers to singleton and frail elders						
Singleton and frail elders are provided with basic health care and home safety information, as well as home cleaning services. When visiting these elders, volunteers will also promote the message of community inclusion by encouraging elders to participate in social and recreational activities.	Visits are organised regularly	SWD and NGOs	Information not available	---	Funding for NGOs is provided by SWD	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Home visits or outreach services to let elders know the services available						
Through a series of enhanced services such as outreach services and home visits, elders are briefed on the services available and the relevant information.	Services are provided regularly	SWD and NGOs	Information not available	---	Funding for NGOs is provided by SWD	
Poverty Alleviation Strategic Plan for Sham Shui Po						
Information on the current poverty situation and characteristics of Sham Shui Po will be collected and analysed for the purpose of identifying stakeholders in distrcit poverty alleviation work. A poverty alleviation strategic plan for SSP will also be drawn up.	2 months	NGOs	/	/	SSP DC	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Starting a Small Business						
Speakers are invited to share their experience in starting business and answer participants' questions in a group session. Opening ceremonies for businesses launched under the Project will be held to enhance public understanding and support of the Project.	1 year	NGOs	/	Victoria Youth Chamber	SSP DC	
Cultural Fairs: Community Economic Development Project						
Basic training on handicraft, product development and marketing is provided for people with lower skills, low education level or from low-income group. Upon completion of the training, the trainees will put into practice the skills and knowledge acquired by starting businesses in the Creative Arts Playground in WTS.	1 year	NGOs	8	/	SSP DC	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Medical Care for the Elderly and Handicapped in Sham Shui Po						
Health care benefits are provided for needy elders and the handicapped in SSP district, so as to reduce their medical and living expenses.	1 year	NGOs	2	/	SSPDC	
Happy Family Project						
Home cleaning trainings are provided for the unemployed and women in the community, so that they may help elders or the handicapped clean their homes. Family activities for the participants' childern and activities to promote community inclusion are also held.	1 year	NGOs	10	/	SSPDC	
Survey on the poverty problems and poverty alleviation work in Sham Shui Po						
Using quantitative analysis and focus group discussions, the survey aims at exploring the poverty problems and poverty alleviation work in SSP.	3 months	NGOs	/	/	SSPDC	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Recycling of Electrical Appliances Project						
Electrical appliances recycling programmes are launched in various public and private housing estates to encourage residents to donate used electrical appliances which, upon inspection and maintenance by competent electricians, will be given to eligible persons by NGOs and district organsiations.	5 months	NGOs	3	/	SSPDC	

Appendix D: District-based Poverty Alleviation Work - KT

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Kwun Tong District Round-table Meeting on Poverty Alleviation						
➢ Meetings ➢ Group discussions ➢ Sharing sessions	On a need basis	KT District Office	1	Participation	➢ Funding by KT District Office ➢ Funding by KT DC	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Home Visits in Winter						
➢ Home visits	3 months	KT District Office	5	A guest volunteer team was formed to visit the elderly singletons and families with two elderly members in the district	➢ Funding by KT District Office	
Caring for the Elderly Project						
➢ The unemployed and new arrivals are recruited to provide household cleaning and basic household repair services to the elderly singletons and families with two elderly	4 months	KT District Office	1	---	➢ Funding by KT District Office	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
members in the district						
"A Wish for Children" Project						
➤ School talks / activities are organised to educate students on the meaning of poverty and promote their awareness of the poverty problem, and motivate them to show concern for those in need. ➤ A booklet based on students' feelings and response to poverty or their suggestions for combating poverty is compiled and published so that they can experience their contribution to the district-based poverty alleviation work.	4 months	KT District Office	1	---	➤ Funding by KT District Office	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
➢ Toys, stationery and children's books, etc. are collected for distribution to the children from poor families in the district, so as to foster a sense of sharing among students.						
"Jobs in KT" District Employment Training Project						
➢ Training courses and job fairs are organised by non-profit-making organisations to help the CSSA low-income group and the unemployed enhance their self-understanding and confidence, and improve their communication, social and interpersonal skills,	4 months	KT District Office	1	---	➢ Funding by KT District Office	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
etc. ➢ Working attachment and trial placement training are provided to help trainees gain confidence and reintegrate into the community.						
Self-reliance for Women Project						
➢ Training courses are organised by non-profit-making organisations to enhance the employment motivation, skills and sense of worthiness of women who are CSSA recipients, new arrivals or in the low-income group, thereby strengthening their	8 months	KTDC	6	---	➢ Funding by KTDC	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
confidence, helping them build a proactive attitude of life and develop a support network in the community.						
"Love, Care and Encouragement for Children" Programme						
➢ The Programme aims at organising various courses and activities to help disadvantaged children keep abreast of society, improve their literacy and leadership, encourage them to serve the community, and help them develop positive values.	7 months	➢ KT DC ➢ Rotary Club of Kowloon East ➢ Rotary Club of Kwun Tong ➢ Rotary Club of Sha Tin ➢ Rotary Club of Channel Islands	9	➢ Donation ➢ Planning and launching of activities	➢ Donation from the business community ➢ Funding by KT DC	➢
2006 Children and Teen Summer Exchange Program						
➢ Primary and Secondary School Headmasters	5 days	KT Caring	1	➢ Donation	➢ Donation from the	Liaison

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
and Headmistresses in Kwun Tong recommend suitable students from poor families to participate in exchange programmes, with a view to deepening their understanding of our Country's national affairs. ➢ The programme enables disadvantaged students to have a better mastery of art and culture, and to strengthen their friendship with children from various places.		Organisation		➢ Planning and launching of activities	business community	and technical support by KT District Office
"Our Dreams come True" Project						
➢ Disadvantaged primary students are encouraged to set their own goals	6 months	➢ KT SLC ➢ Hong Kong KT Industries and	7	➢ Donation ➢ Planning and launching of	➢ Donation from the business	Liaison and

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
and provided with cash assistance to help them achieve their goals and make their dreams come true.		Commerce Association Ltd. ➢ Lions Club of KT ➢ Lions Club of Hong Kong South ➢ Lions Club of Hong Kong West ➢ Lions Club of Hong Kong North ➢ Hong Kong Global Lions Club and Lions Club of Center Point H.K.S.A.R.		activities	community	technical support by KTDO

Appendix E: Poverty Alleviation Work at District Level - YL

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Promotion of Harmony & Reliance Programme in Yuen Long						
➢ Vocational trainings, employment support and social services information roving exhibitions ➢ Employment seminars ➢ Game stalls, performances, social worker and career counselling services ➢ Job vacancy information exhibitions and on-site recruitment fairs	8 months (From July 2005 to Feburary 2006)	➢ YL District Office ➢ YL DC ➢ LD ➢ SWD ➢ YL Merchants Association ➢ NGOs	22	➢ To collect information on job vanancies available from merchants in the district ➢ To conduct recruitment activities on the scene	➢ $0.3 million from YL DC ➢ $45,000 from YL District Office	➢
Neighbourhood Mutual Aid in TSW						
➢ Home visits	8 months	➢ YL District	63	/	➢ $0.22	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
➢ Sharing sessions ➢ Seminars ➢ Workshops ➢ Fun fairs ➢ Carnivals ➢ Training day camps	(From July 2005 to Feburary 2006)	Office ➢ YL DC ➢ YL Town Hall ➢ Pok Oi Hospital ➢ NGOs ➢ MACs			million from YL District Office	
A Bright Future Project						
➢ Employment-related trainings ➢ Workplace attachments	Half year (From September 2005 to Feburary 2006)	➢ YL District Office ➢ Hong Kong Employment Development Service Limited ➢ YL Merchants Association ➢ YL Chiu Chow Natives Association	4	➢ YL Merchants Association and YL Chiu Chow Natives Association subsidised $10,000 each ➢ YL Merchants Association sent	➢ YL District Office and Hong Kong Employment Development Service Limited each subsidised $40,000 ➢ YL Merchants Association	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
				representatives to host the career seminars	and YL Chiu Chow Natives Association each subsidised $10,000	
Mentorship Scheme for Youths in Yuen Long District						
➢ Celebrity talks ➢ Visits to other districts	Half year (From September 2005 to Feburary 2006)	➢ YL District Office ➢ Rotary Club of Hong Kong Sunrise ➢ YL District Secondary Schools Heads Association ➢ YL District Primary Schools Heads Association	5	➢ Rotary Club of Hong Kong Sunrise helped to invite speakers, and subsidised the expenses of the visits ➢ Kowloon-Canton Railway Corporation presented	➢ $20,000 from YL District Office	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
		➢ Kowloon-Canton Railway Corporation		souvenirs to students participating in the activities		
School Support Community Project in TSW						
➢ Tutorial classes and computer classes ➢ Fun fairs ➢ Carnivals ➢ Trips	5 months (From October 2005 to February 2006)	➢ YL District Office ➢ YL DC ➢ YL Town Hall ➢ Shun Tak Fraternal Association Yung Yau College ➢ Pok Oi Hospital ➢ NGOs	10	/	➢ $90,000 from YL District Office	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Computer Training Courses						
➢ Computer basics classes	Half year (From July to December 2005)	➢ YL District Office ➢ YL Pok Oi Community Cyber Centre	2	/	➢ $20,000 from YLDO	➢
To fund its Know the Future - Non-engaged Youth Counselling Scheme						
➢ Back to School Project ➢ Youth Pre-employment Training Programme	3 years (From April 2005 to March 2008)	➢ The Friends of Scouting	1	/	➢ about $2.8 million from the Hong Kong Jockey Club Charities Trust	➢
Setting up Vacancy Search Terminals						
➢ Set up vacancy search terminals in Yuen Long and Tin Shui Wai, one for	Since June 2005	➢ LD ➢ YL District Office	/	/	➢ LD	➢

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
each district						
"Caring for Future" Project						
➢ Vocational trainings, employment support and social services information roving exhibitions ➢ Game stalls, social worker counselling services ➢ Employment and training seminars ➢ Job vacancy information exhibitions and on-site recruitment ➢ Parents sharing groups ➢ Home visits ➢ Family day camps	8 months (From July 2006 to February 2007)	➢ YL District Office ➢ YL DC ➢ SWD ➢ LD ➢ NGOs ➢ YL Merchants Association ➢ Hong Kong Territories Commerical and Industrial General Association Ltd – YL ➢ YL Junior Chamber	22	➢ To collect information on job vanancies available from merchants in the district ➢ To conduct recruitment activities on the scene ➢ Representatives of the YL Merchants Association to host the career seminars	➢ $0.15 million from YL DC ➢ $0.165 million from YL District Office	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
"Community Participation, Neighbourhood Caring" Project						
➢ Home visits ➢ Workshops ➢ Games days	7 months (From August 2006 to February 2007)	➢ YL District Office ➢ YL DC ➢ SWD ➢ LCSD ➢ YL Town Hall ➢ Pok Oi Hospital ➢ MACs	21	/	➢ $0.2 million from YL District Office ➢ $50,000 from Health, Welfare and Food Bureau	
Youth Mentorship Project in YL						
➢ Celebrity talks ➢ Visits to other districts	7 months (From September 2006 to March 2007)	➢ Rotary Club of Hong Kong Sunrise ➢ YL District Office ➢ EMB	5	➢ Rotary Club of Hong Kong Sunrise subsidised all the expenses of the activities	➢ $10,000 from YL District Office	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
		➢ YL District Secondary Schools Heads Association ➢ YL District Secondary Schools				
"Domestic Cleaning for the Singleton Elderly in YL" Project						
➢ Provide training and short-term domestic cleaning work for low-income families	8 months (From August 2006 to March 2007)	➢ YL Town Hall ➢ YL Lions Club ➢ Pok Oi Hospital ➢ YL District Office	4	/	➢ YL Town Hall、YL Lions Club and Pok Oi Hospital each subsidised $50,000	
Poverty Alleviation Caring Movement						
➢ English training and	2 months	➢ YL Junior	5	➢ To supply	➢ $20,000 from YL	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
tutorial classes ➤ Visits to other districts	(From July to August 2006)	Chamber ➤ Shun Tak Fraternal Association Yung Yau College ➤ YL Town Hall ➤ International Social Service Hong Kong Branch - Tin Shui Wai Centre		tutors ➤ To subsidise the expenses of the activities	Junior Chamber	
Employment Assistance Projects						
➤ New Dawn Employment Assistance Project for single parents	One and a half years (From April 2006 to September 2007)	➤ SWD ➤ NGOs	4	Various companies which have entered into partnership with the operating NGOs for providing job	➤ SWD and Lotteries Fund.	Three NGOs in YL District each implements a project.

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
				placements/ opportunities.		
➢ Intensive Employment Assistance Projects for the unemployed	5 years (from October 2003 to September 2008)	➢ SWD ➢ NGOs	9	Various companies which have entered into partnership with the operating NGOs for providing job placements/ opportunities.	➢ Hong Kong Jockey Club Charities Trust, Lotteries Fund and SWD.	8 NGOs in YL District operating a total of 19 projects each lasting from 2 or 3 years.
➢ District Employment Assistance Trial Project for hardcore unemployed cases	2 years (from October 2006 to Septembe 2008)	➢ SWD ➢ NGO	2	Various companies which have entered into partnership with the operating NGO for providing job	➢ CoP.	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
				placements/ opportunities.		
➢ My Step - Employment Assistance Project for the youth	1 year (From October 2006 to September 2007)	➢ SWD ➢ NGO	3	Various companies which have entered into partnership with the operating NGOs for providing job placements/ opportunities.	➢ CoP	Two NGOs in YL District each implements a project
Conversion of low usage carpark and under-utilized Housing for Senior Citizens for community facilities use						
➢ Convert the 6th floor of the Tin Heng Estate carpark into an ICYSC; a conference room and a multi-purpose room which can be loaned to community groups	The ICYSC, the conference room and the multi-purpose room will be opened in the first half of 2007	➢ HD ➢ YL District Office ➢ YL DC ➢ SWD ➢ LCSD ➢ Tung Wah	6	/	➢ HD will bear the conversion costs. ➢ Cost of fitting-out and furniture and	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
		Group of Hospitals			equipment is covered by the joint grant under Lotteries Fund and Hong Kong Jockey Club Charities Trust. ➢ With subvention from SWD, Tung Wah Group of Hospitals will operate the ICYSC.	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
➢ Convert the Housing for Senior Citizens at 6/F, Ancillary Facilities Block, Tin Chak Estate into a district elderly community centre, a multi-service centre and a support centre for disadvantaged families.		➢ HD ➢ SWD ➢ Caritas HK ➢ Yang Memorial Methodist Social Service ➢ St. James' Settlement	5	/	➢ HD will bear the conversion costs. ➢ Self-financ-ing centres for YMMSS and SJS. ➢ LF and subvention to Caritas HK to cover fitting-out works and recurrent operating costs.	➢

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
Setting up an employment centre						
➤ LD set up an employment centre in YL, which is equipped with job vacancy information display panels and 10 units of vacancy search terminals	YL District Employment Centre was put into operation in September 2006	➤ LD	1	/	➤ LD	
Setting up small library						
➤ LCSD set up a small library in Tin Shui Wai North	TSW North Small Library was put into operation in December 2006	➤ LCSD	1	/	➤ LCSD	
Eduyoung Reading Room						
➤ Convert the ground floor covered playgroud into a reading room, and open it for community use	Four and a half years (From January 2006 to August	➤ The Jockey Club Eduyoung College	3	/	➤ About $1.8 million from EMB	

Mode of Delivery	Period of Implementation	Responsible Units	No. of Collaborating Organisations	Mode of Business Participation	Source of Funding	Remarks
	2010)	➢ EMB ➢ LCSD				
Multimedia Self-Access Learning Centre, Tin Shui Wai Methodist College						
➢ Convert the ground floor covered playground into a multimedia self-learing centre, and open it for community use	Four years (From September 2006 to August 2010)	➢ TSW Methodist College ➢ EMB	2	/	➢ About $1.7 million from EMB	➢

Appendix F: List of Questions for Focus Group Interviews

1. What are the poverty problems that deserve major concern in Yuen Long/Kwun Tong/Sham Shui Po?

2. In what ways are poverty problems in Yuen Long/Kwun Tong/Sham Shui Po identified?

3. In the process of allocating district resources, how are service priorities set in respect of Yuen Long/Kwun Tong/Sham Shui Po?

4. In what ways are the disadvantaged/families in poverty identified in Yuen Long/KwunTong/Sham Shui Po?

5. What kind(s) of services can best assist the disadvantaged in Yuen Long/Kwun Tong/Sham Shui Po?

6. Please give a description of the features of such services.

7. What kind(s) of services can bring the greatest benefit to the disadvantaged in Yuen Long/Kwun Tong/Sham Shui Po in the long run?

8. Please give a description of the features of such services.

9. What are the standing mechanisms established in Yuen Long/Kwun Tong/Sham Shui Po to address the needs of the disadvantaged?

10. Please give an account of the operation of such mechanisms.

11. Please give an account of the roles of local organisations and government departments in providing services to the disadvantaged in Yuen Long/Kwun Tong/Sham Shui Po.

12. In what ways do these local organisations and government departments co-ordinate with each other at district level?

13.   In what ways will major community problems be tackled in Yuen Long/Kwun Tong/Sham Shui Po?

14.   What are the local favourable conditions that can help solve the community problems in Yuen Long/Kwun Tong/Sham Shui Po?   In what ways are these conditions to be created in the districts?

15.   In addressing the community problems, what are the shortfalls identified in Yuen Long/Kwun Tong/Sham Shui Po?   In what ways will improvements be made in a district context?

Appendix G: Focus Group Interview List

Categories	Target		Progress
Government Officials	DO/HAD: SSP, KT and YL SLO[2]/HAD: KT		A focus group meeting was conducted on 24 July 06
	DSWO/SWD: SSP, KT and YL		A focus group meeting was conducted on 24 July 06
District Council Members	SSP	4 elected and 2 appointed DC Members	A focus group meeting was conducted on 29 June 06
	KT	3 elected and 2 appointed DC Members	A focus group meeting was conducted on 29 June 06
	YL	4 elected and 2 appointed DC Members	A focus group meeting was conducted on 14 June 06
Service Practitioners of NGO	SSP	Church Organisation: 2 CY Service: 2 Elderly Service: 2 Family Service: 1 Integrated Service: 2	A focus group meeting was conducted on 19 June 06
	KT	CY Service: 1 Elderly Service: 2 Employment Service: 2 Family Service: 2 Integrated Service: 1	A focus group meeting was conducted on 19 June 06
	YL	CY Service: 2 Family Service: 2 Integrated Service: 2 Kindergarten: 1	A focus group meeting was conducted on 14 June 06

_____

Appendix H: Questionnaire for Quantitative Study

Questionnaire code：_____ (To be completed by Staff)

CoP - Task Force on the District-based Approach

"From Poverty Alleviation to Community Resilience" –

Study on District-based Support for the Disadvantaged

Part A

Please select the appropriate item(s) by ticking (☑) the boxes below.

(A) Your district: (according to the demarcation of the 18 District Councils, tick (☑) one item only)

Hong Kong Island:	☐(1)Central & Western ☐(2)Eastern	☐(3)Southern	☐(4)Wanchai
Kowloon:	☐(5)Kowloon City ☐(6)Yau Tsim Mong ☐(7)Sham Shui Po	☐(8)Wong Tai Sin	☐(9)Kwun Tong
New Territories	☐(10)Tai Po ☐(11)Tuen Mun ☐(12)Yuen Long	☐(13)North	☐(14)Sai Kung
	☐(15)Sha Tin ☐(16)Tsuen Wan ☐(17)Kwai Tsing	☐(18)Islands	*101(1-18)*

(B) Types of respondents (may tick (☑) more than one item)：

☐ District Council Members   *102(0-1)*

☐ Area Committee Members   *103(0-1)*

☐ School Liaison Committee Members / Schools
➔   ☐(1)Kindergarten ☐(2)Primary ☐(3)Secondary   *104(0-3)*

☐ Government departments   *105(0-7)*

➔   ☐(1) District Office   ☐(2) Social Welfare Department   ☐(3) Education and Manpower Bureau

☐(4) Housing Department   ☐(5) Labour Department   ☐(6) Leisure and Cultural Services Department

☐(7)Others:（please specify：_____）

☐ Members of the District Co-ordinating Committee under the Social Welfare Department

➔   ☐(1) Family and child welfare services   ☐(2) Promotion of voluntary service   ☐(3) Elderly services

☐(4) Rehabilitation services   ☐(5) Children and youth services   *106(0-5)*

☐ Others: (please specify: _____)   *107*

(C) Types of survey：☐(1) Self-administered   ☐(2) Face-to-face interview   *108(1-2)*

(D) Date： ___/___/ 2006

(E) Contact information of respondents: (information provided will be used by researchers/ auditors for

verification purpose only, and they may contact the respondents if necessary.)

Telephone number - _____ ; Name - _____

======= To be completed by Staff / Interviewers =======		
Details of the interviewer:	Name: _____ Telephone number: _____	
Reliability of the survey results (0-10 points)	( )point(s) *(note: 0 =lowest mark ; 10=highest mark)*	*201(0-10)*
Auditor's name:		*202*
Auditor's assessment:	☐(0)Invalid questionnaire ☐(1)Valid questionnaire	*203(0-1)*

The Cop Task Force on District-based Approach
"From Poverty Alleviation to Community Resilience" - Study on District-based Support for the Disadvantaged
Questionnaire Survey

Guidelines on completion of the questionnaire:

(1) Please answer the following questions in Part B based on the situations of your district as selected in Question (A) in Part A;

(2) Unless otherwise specified, all questions must be answered by putting a circle on them;

(3) Please avoid checking the "No Opinion" column (i.e. the grey box) as far as possible. Check this only if you do not have any opinion at all;

(4) Please answer the questions according to your own view and understanding; you don't need to make personal interpretation or assumption on the questions;

(5) All blank replies will be regarded as either omitted or declined, in which case the researcher may contact the respondents for further details.

Part B

(A) *Formulation of poverty alleviation objectives and strategies at district level*

1	Has your district formulated any poverty alleviation objectives or strategies? (✓ one item only)	
a	Yes	1(1)
b	No ==> (Please jump to Question 5 direct, no need to answer Questions 2 to 4)	1(2)
c	Don't know==> (Please jump to Question 5 direct, no need to answer Questions 2 to 4)	1(3)

2	Do the district's poverty alleviation services/ programmes align with the poverty alleviation objectives and strategies of the district? (✓ one item only)	
a	Excellent	2(1)
b	Above average	2(2)
c	Average	2(3)
d	Below average	2(4)
e	Poor	2(5)
f	Don't know	2(6)

The Cop Task Force on District-based Approach
"From Poverty Alleviation to Community Resilience" - Study on District-based
Support for the Disadvantaged
Questionnaire Survey

3	Does the District allocate resources in accordance with its poverty alleviation objectives and strategies? (✓ one item only)		
a	Excellent		3(1)
b	Above average		3(2)
c	Average		3(3)
d	Below average		3(4)
e	Poor		3(5)
f	Don't know		3(6)

4	In formulating poverty alleviation objectives and strategies, do you think the district has done enough on the following areas?	Excellent	Above average	Average	Below average	Poor	Don't know	
		(5)	(4)	(3)	(2)	(1)	(97)	
a	Referring to local data or indicators	5	4	3	2	1	97	4
b	Conducting researches/ studies on community needs at district level	5	4	3	2	1	97	5
c	Addressing the individual needs of the poor people/ families	5	4	3	2	1	97	6
d	Allowing different institutions/ organisations/ persons in the district to take part in the programmes	5	4	3	2	1	97	7
e	Others (please specify:)							8

Version: October 2006

The Cop Task Force on District-based Approach
"From Poverty Alleviation to Community Resilience" - Study on District-based
Support for the Disadvantaged
Questionnaire Survey

(B) _Utilisation of district's resources_

5	Does your district have any mechanism to allocate resources for the poverty alleviation work at district level? (✓ one item only)		
a	Yes		9(1)
b	No ==> (Please jump to Question 7 direct, no need to answer Question 6)		9(2)
c	Don't know ==> (Please jump to Question 7 direct, no need to answer Question 6)		9(3)

6	Do you think that the most needy people/ families in the district can benefit from the allocation of resources? (✓ one item only)		
a	Can benefit		10(1)
b	Only some can benefit		10(2)
c	Cannot benefit		10(3)
d	Don't know		10(4)

7	Do you agree to adopt the following criteria for allocating resources in applying for subsidies for organising poverty alleviation programmes at district level?	Totally agree	Agree	Neutral	Disagree	Totally disagree	No opinion	
		(5)	(4)	(3)	(2)	(1)	(97)	
a	The application is on a first-come-first-served basis	5	4	3	2	1	97	_11_
b	Involving business participation	5	4	3	2	1	97	_12_
c	Implementing through the cooperation of two or more bodies/ organisations	5	4	3	2	1	97	_13_
d	Implementing on a trial basis	5	4	3	2	1	97	_14_
e	Responding to the needs of people/ families in poverty	5	4	3	2	1	97	_15_
f	Aligning with the central theme of the Government (harmonious community, caring families, etc.)	5	4	3	2	1	97	_16_
g	Lasting for at least two to three years in order to have distinct results	5	4	3	2	1	97	_17_
h	Not an one-off/single exercise	5	4	3	2	1	97	_18_
i	Others (please specify:)							_19_

Version: October 2006

The Cop Task Force on District-based Approach
"From Poverty Alleviation to Community Resilience" - Study on District-based
Support for the Disadvantaged
<u>Questionnaire Survey</u>

(C) *Implementation of poverty alleviation services at district level*

8	Are there any poverty alleviation services/ activities in your district? (✓ one item only)		
a	Yes		20(1)
b	No ==> (Please jump to Question 11 direct, no need to answer Questions 9 and 10)		20(2)
c	Don't know ==> (Please jump to Question 11 direct, no need to answer Questions 9 and 10)		20(3)

9	Do you think that the most needy people/ families in the district can benefit from these services/ activities? (✓ one item only)		
a	Can benefit		21(1)
b	Only some can benefit		21(2)
c	Cannot benefit		21(3)
d	Don't know		21(4)

10	Do you think that the poverty alleviation services/ activities organised by different institutions in the district are similar in terms of format and/or type? (✓ one item only)		
a	Similar		22(1)
b	Somewhat similar		22(2)
c	Not similar		22(3)
d	Don't know		22(4)

Version: October 2006

The Cop Task Force on District-based Approach
"From Poverty Alleviation to Community Resilience" - Study on District-based Support for the Disadvantaged
Questionnaire Survey

11	Do you agree to include the following elements when poverty alleviation services/ activities are implemented in the district?	Totally agree	Agree	Neutral	Disagree	Totally disagree	No opinion	
		(5)	(4)	(3)	(2)	(1)	(97)	
a	Involving the businesses	5	4	3	2	1	97	23
b	Increasing employability (e.g. organising employment programmes)	5	4	3	2	1	97	24
c	Exploring the skills of the poor people/ families	5	4	3	2	1	97	25
d	Encouraging service recipients to participate in community activities	5	4	3	2	1	97	26
e	Developing community economic activities to attract consumption by people outside the district	5	4	3	2	1	97	27
f	Providing different types of jobs in the district	5	4	3	2	1	97	28
g	Making good use of the community environment and promote economic activities to bring employment opportunities to the local people	5	4	3	2	1	97	29
h	Extending the support network for the recipients	5	4	3	2	1	97	30
i	Others (please specify:)							31

The Cop Task Force on District-based Approach
"From Poverty Alleviation to Community Resilience" - Study on District-based Support for the Disadvantaged
Questionnaire Survey

(D) *Established mechanism relating to poverty alleviation*

12	Does your district have any established mechanism/ meeting to address the needs of people in poverty? (✓ one item only)	
a	Yes	32(1)
b	No ==> (Please jump to Question 15 direct, no need to answer Questions 13 and 14)	32(2)
c	Don't know ==> (Please jump to Question 15 direct, no need to answer Questions 13 and 14)	32(3)

13	Do you think that there is any overlapping in the established mechanism/ meeting? (✓ one item only)	
a	Yes	33(1)
b	No	33(2)
c	Don't know	33(3)

14	Do you think that the existing mechanism/ meeting can perform the following functions?	Excellent	Above average	Average	Below average	Poor	No opinion	
		(5)	(4)	(3)	(2)	(1)	(97)	
a	Formulating clearly the long-term objectives and strategies for the poverty alleviation work at district level	5	4	3	2	1	97	34
b	Identifying the annual theme and focal point of the poverty alleviation work at district level	5	4	3	2	1	97	35
c	Following up the formulated poverty alleviation objectives and strategies systematically	5	4	3	2	1	97	36
d	Responding to the different needs of people/ families in poverty	5	4	3	2	1	97	37
e	Coordinating between districts and the central authority (e.g. different bureaux)	5	4	3	2	1	97	38
f	Organising district forums, so that people from different sectors can participate in the discussion of the poverty alleviation work at district level	5	4	3	2	1	97	39
g	Encouraging to organise projects which last as least two to three years in order to have distinct results	5	4	3	2	1	97	40
h	Allocating district resources effectively to carry out the poverty alleviating work at district level	5	4	3	2	1	97	41
i	Coordinating the services of different bodies and organisations	5	4	3	2	1	97	42
j	Others (please specify:)							43

Version: October 2006

The Cop Task Force on District-based Approach
"From Poverty Alleviation to Community Resilience" - Study on District-based Support for the Disadvantaged
<u>Questionnaire Survey</u>

15	What do you think about the importance of the role of district officials/ personnel in coordinating the poverty alleviation work at district level. (Please indicate the priority in the box by 6,5,4.....1 , 6 = very important; 1 = not so important)		
a	DC Members		44
b	District Officers		45
c	Social Welfare Officers		46
d	Persons in Charge of NGOs		47
e	School Principals		48
f	Businessmen		49
g	Others (please specify:)		50

~ End of questionnaire, thanks for your contributions. ~

Version: October 2006

_____

Appendix I: Checklist for District-based Approach

District-based Support for the Disadvantaged
A Checklist

Introduction

The checklist is designed to help key local stakeholders at district level to formulate poverty alleviation and prevention strategies and actions, with a view to ensure that the district efforts are sustainable and respond to local needs.   Key stakeholders include Government departments, District Councils, Area Committees, NGOs, community organisations, schools, private sector, etc.

This checklist covers a series of questions involved in a typical process of diagnosis, setting direction and strategies, delivery and implementation, and review.   Districts would be encouraged to devote efforts on each of the four steps which are equally important in achieving the desired outcome.   The checklist is for general guidance. Different districts may adjust the approach in response to local challenges.

Step 1 – Understanding Local Needs

Q1 Do we have a good understanding of the local poverty issued and needs? Is our understanding evidence-based?

☐   Take stock of existing efforts by key stakeholders
☐   Draw reference from available data[6] and local surveys

Q2 Are the relevant information and data easily assessible to facilitate consideration by key stakeholders?
☐   Publish or share key information and data
☐   Conduct district-based Forum

Step 2 - Setting District Direction and Strategies

Q3 Do we have a clear district direction and work strategies?
☐   Design longer-term direction (2 – 3 years) as well as annual work focus
☐   Ensure the district direction correspond to annual work plan

_____

[6] e.g. official statistical from the Census and Statistics Department; Indicators of Poverty published by the Government Economist; Social Indicators on District Welfare Needs published by SWD.

_____

Q4 Do we have a financial plan? ?

☐ Design longer-term financial plan (2 – 3 years) instead of funding on ad hoc basis

☐ Consider setting aside resources which correspond specifically to the district direction and strategies

Q5 Is there any platform which is responsible for designing broad district direction and strategies?

☐ Identify a lead coordinator

☐ Streamline mechanisms relevant to poverty alleviation with similar functions

Step 3 – Delivery and Implementation

Q6 Do we have a clear action plan?

☐ Design longer-term service and project with social impact

☐ Encourage trial projects and innovative approaches (e.g. social enterprises)

Q7 Do we fully utilize the local resource?

☐ Publish and share information about different source of funding available

☐ Encourage cross-sector participation and collaboration

☐ Explore local assets, e.g. skills of the disadvantaged

Q8 Can we target at the most needy who are not served by existing efforts or need additional help in the community?

☐ Consider strengthen the outreaching efforts, e.g. home visits campaigns

☐ Encourage the participation of the most needy

Step 4 – Review

Q9 Are there mechanisms for review with key stakeholders?

☐ Consider annual assessment of overall direction and strategies

☐ Extract good practices and lessons learned from individual programmes

Q10   Do we have a clear output and outcome indicators?

☐ Design output and outcome indicator to show how individual programmes which correspond to the overall district direction and strategies

☐ Tap formal and informal assessment from the direct beneficiaries