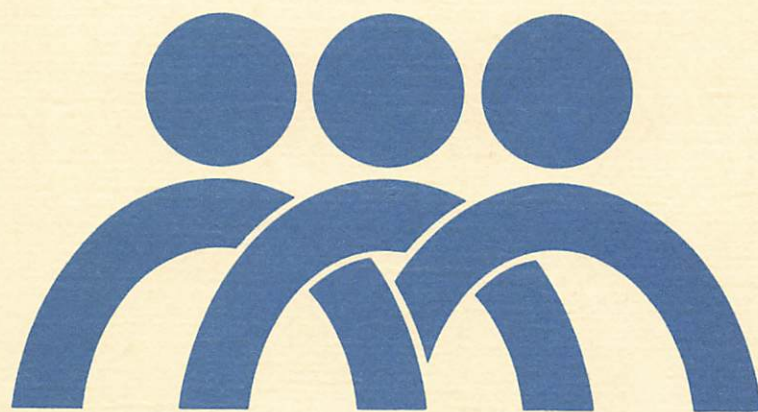


**SYMPOSIUM – LOCAL DEVELOPMENT  
IN HONG KONG.**

**專題討論會—香港的地方發展**



**SHARING APPROACHES THAT WORK**  
**分享成功之道**

November 16, 1983 Function Room, 5/F., YMCA International House, 23 Waterloo Rd., KLN.  
一九八三年十一月十六日 九龍窩打老道23號中華基督教青年會賓館五樓宴會部

## CONTENTS

	Page
INTRODUCTION ... ..	1
KEYNOTE ADDRESS ... ..	2
THE PROCEEDINGS OF THE DAY ... ..	3
TRENDS IN LOCAL DEVELOPMENT ... ..	4-6
KEYSTONES TO SUCCESSFUL DEVELOPMENT ... ..	7-9
CHALLENGES AND SUCCESSFUL APPROACHES TO LOCAL DEVELOPMENT ... ..	10-12
GUIDELINES FOR EFFECTIVE LOCAL DEVELOPMENT ... ..	13
ACKNOWLEDGEMENT ... ..	14
LIST OF SUPPORTERS ... ..	15
SYMPOSIUM PARTICIPANTS ... ..	16-18
THE INSTITUTE OF CULTURAL AFFAIRS ... ..	19



## **SYMPOSIUM: LOCAL DEVELOPMENT IN HONG KONG**

### **INTRODUCTION**

To highlight Hong Kong's achievement in local development the Institute of Cultural Affairs: Hong Kong organised the Symposium called "Sharing Approaches That Work". The Symposium was held on November 16, 1983.

The aim of the Symposium was to identify and share the successful methods used by local groups and organisations in community development, rural and urban.

This Symposium was one of many held this year in 50 nations culminating in an International Exposition of Development in New Delhi, India in February, 1984. Co-sponsors for this event included the United Nations Development Programme, UNICEF, The International Council of Women and the World Health Organisation.

The Hong Kong Symposium was an opportunity for people from social services, business, government agencies, and local communities to share with and learn from one another their proven methods for developing the social, economic and human potential of local communities.

This document records the information exchanged and the products of the discussion during the Symposium.

## KEYNOTE ADDRESS

by

Pao Ping-Wing M.Sc., Urban Councillor

Good morning, ladies and gentlemen. Today I have the privilege to declare the opening of this Symposium. I was very excited when I entered this room. It is because I have been to many conferences but today's Symposium is very unique. I have not only my colleagues on one side, the social workers, but also one of the most important decision makers on the other side, the government sector. I understand that some of you are involved in the business sector and some local leaders have also joined this Symposium. So I am very excited because this Symposium brings people from different sectors together to share their experiences. For this, I congratulate the organisers the Institute of Cultural Affairs.

In talking together about local development in Hong Kong, I think our colleagues will always emphasize the social sector, the social aspect. However, the physical development of Hong Kong is very much appreciated internationally. Economic growth, city development, a population of 10,000 with their own community hall — all of these kinds of standards have been very well planned by the authorities but from the social worker's point of view, we still think the social aspect of local development has been neglected by various sectors. If we talk about the will of local development, we have to realise that physical development should only serve as a tool for social development. That is the only way to bring about the improvement of the quality of life of the general public in Hong Kong.

Now I will talk about local development. I think now is a very unique time. It is because in 1981 the government introduced the District Administration Scheme which allows more grassroots people to participate in local issues. Of course, we still think that participation involvement is not enough, but at least it is a very good start. It is almost two years after the introduction of the District Administration Scheme. So if we can share our experience we might find some alternatives in the future to further stimulate the government relative to the concern for better grassroots participation in local development.

Of course the other factor is 1997. As some of you know this is a very hot issue. Continuing to do local development and sharing of our experiences will identify several principles. Then I think no matter what kind of political change there will be in 1997, people will be better prepared to participate in the development process of a more humanised society. So the timing is very right for this kind of symposium.

I would like to stress three points if we talk about the will of development, especially local development. The first, I believe that development should be people-oriented. A lot of the development programmes introduced by government, not only in Hong Kong but all over the world, are oriented toward physical change. That is what we call the "downward practice", the government design, or the authority design and people just have to take their chances at involvement. So what I stress is people-oriented, "upward practice". The whole orientation, the whole objective of development should be based on the people's needs — based on their point of view.

The second point I would like to stress is the "integrated approach". We have a lot of development only from one sector's point of view, or that only covers one sector's interest. But a development effort that brings in the social service element, the business sector element, and others is becoming more and more important in this complicated urbanised society.

The third point I would like to stress is participation. What I mean by participation is that local people should have an opportunity to participate in the whole development process — from decision making, formulation of the plans, down to the organising of the development programme. I think that participation is one of the most important elements for real social development programmes.

I will not use any more of your time that is intended for valuable exchange of ideas. I'd like to congratulate ICA for providing this opportunity for all of us to come together and share our experience. I believe today's discussion will be used to convince or to stimulate various groups of people, and the sectors of society in Hong Kong for a more humanised social development in the future.

Thank you.

## THE PROCEEDINGS OF THE DAY

Following the keynote address at 9:00 am, each participant joined one of four workshop groups: services to special groups; community organisation; housing and economic development; education and youth. After initial personal introductions, participants gave brief descriptions of development projects in which they were engaged.

The workshops then turned their attention to two questions:

1. What are the trends in local development in Hong Kong?
2. In the category with which the workshop was concerned, what have been identified as the "keystones" to successful development?

At the following plenary meeting, attended by the participants, the reports of each workshop were considered and discussed.

During the luncheon interval, opportunity was afforded to view the exhibits which participating organisations and projects had assembled.

The workshop groups reconvened in the afternoon to consider the following questions:

1. In doing local development in Hong Kong, what challenges were experienced and what approaches were found to be successful in meeting them?
2. What are some guidelines for effective local development in the future?

At the closing plenary session, each workshop group again reported the results of its work.

During the day, a team of typists, with a photocopy machine, worked to put together a document which contained the conclusions of the workshop groups, written and handed in as the actual sessions were in progress. A copy of that document was handed to each participant at the end of the proceedings.

The present document contains little more than typographical improvements to the original document, together with the Chinese translation. The spontaneity of the original text is thus preserved, even at the cost, in some cases, of certain stylistic inconsistencies.

## **TRENDS IN LOCAL DEVELOPMENT**

### **GROUP STATEMENTS**

#### **GROUP I SERVICES TO SPECIAL GROUPS**

There is a trend in local development toward mutual aid and self-sufficiency. This trend is illustrated by:

1. training local leaders
2. working with "block development" leaders
3. using existing community organisations and systems
4. funding possibilities linking to community participation
5. promoting self-help in local community groups

There is a trend in local development toward upward planning and downward support. This trend is illustrated by:

1. increased appointment of unofficials to government advisory committees
2. establishment of District Boards in 18 districts (upwards)
3. establishment of management committees of government officials in the district (downwards)
4. recognition of a consultative network within the district linked to the district administration scheme to facilitate exchange of views

There is a trend in local development toward multi-sectoral cooperation. This trend is illustrated by:

1. local people involvement
2. increasing role of the private sector
3. increase in volunteer participation
4. District Boards assuming more active role in community development
5. identifying sources of funding and supporting cooperative projects

There is a trend in local development toward use of appropriate technology. This trend is illustrated by:

1. use of professionals as volunteers
2. use of local volunteers
3. inter-agency cooperation
4. common use of audio-visual aids to promote effective communication
5. sharing of approaches with agencies and mutual support
6. use of rural practitioners
7. voluntary community health workers

There is a trend in local development toward needs assessment and identification. This trend is illustrated by:

1. use of existing community organisations and systems
2. holding educational programmes
3. training local leaders/volunteers so that they can participate
4. opening up more channels for communication with the grassroots
5. the new role of the District Boards in the local
6. "block development" methods

## GROUP II COMMUNITY ORGANISATION

There is a trend in local development toward the need for legitimisation of people's rights. This trend is illustrated by:

1. the pressure for legalisation of homosexuality
2. the demand for more elected representatives in government
3. the desire for increased power of the Urban Council and District Boards
4. the increased criticism of the centrally controlled educational system
5. the demand for continuation of the freedom of speech and press in 1997

There is a trend in local development toward concerned involvement. This trend is illustrated by:

1. formation of interest groups
2. people are speaking out and writing more
3. reaching out to others more
4. more people involved in voting
5. more people involved in decision-making at district level
6. people are requesting more power in decision-making

There is a trend in local development toward decentralisation. This trend is illustrated by:

1. police
2. social welfare
3. District Boards
4. regionalisation

There is a trend in local development toward consultative democracy. This trend is illustrated by:

1. consultative committees
2. District Boards
3. area committees
4. Legislative Council
5. Green Paper

There is a trend in local development toward government control. This is illustrated by:

1. appointment of active local (or even radical) leaders into District Boards or other formal structures so that people's opinion is better represented
2. better control of citizen's gatherings and meetings by the Public Order Ordinance
3. increase of fees and charges by the authorities, for example, by the Education Department for the use of classrooms and auditoriums, thereby discouraging activities of local groups
4. use of subvention as a means of controlling the development and implementation of various kinds of social services
5. control of public information to keep the public ignorant (eg. about the 1997 issue, housing policy, etc.)
6. not frequently consulting those who are directly influenced or affected by policy development or the decision-making process (eg. design of public housing estates, etc.)

## GROUP III HOUSING AND ECONOMIC DEVELOPMENT

There is a trend in local development toward residents' participation. This trend is illustrated in:

1. squatter area
2. temporary housing area
3. public housing — Mark I and II
4. fishing village in Sai Kung
5. neighbourhood level community development projects

There is a trend in local development toward grassroots concern in community-wide issues. This trend is illustrated by:

1. formation of residents' groups/organisations
2. increasing utilisation in channels of participation
3. frequent discussions around community issues

There is a trend in local development toward improvement of quality of life. This trend is illustrated by:

1. more projects involved in environmental improvement issues; e.g. water and electricity supply, redevelopment, clearance
2. more grassroots people involved in government structures, such as District Boards
3. more educated residents who are vocal about their needs
4. growing Hong Kong prosperity
5. government's awareness of need for improvement

There is a trend in local development toward helping people to help each other. This trend is illustrated by:

1. Nam Wai Village Foundation
2. environmental improvement in squatter areas
3. Tsui Ping redevelopment issue
4. fishermen village cooperative in Sai Kung

#### GROUP IV EDUCATION AND YOUTH

There is a trend in local development toward according more importance to the voice of youth. This trend is illustrated by:

1. District Youth Coordinating Committee
2. youth-conducted surveys

There is a trend in local development toward youth participating in community service. This trend is illustrated by:

1. hot-line tutorial scheme
2. tutorial class by youth volunteers
3. youth helping youth
4. Youth Council
5. Social Work Department Opportunity for Youth Scheme

There is a trend in local development toward the private sector becoming involved in local community. This trend is illustrated by:

1. McDonald's providing refreshments for community events
2. Levi's Deaf and Dumb School
3. Barclays Bank Deaf and Dumb School
4. Vitasoy providing refreshments for community events

There is a trend in local development toward moral education in addition to academic education, particularly for younger children. This trend is illustrated by:

1. T.V., papers, radio or books
2. parents
3. sisters and brothers in the family
4. friends
5. school

## **KEYSTONES TO SUCCESSFUL DEVELOPMENT**

### **GROUP STATEMENTS**

#### **GROUP I SERVICES TO SPECIAL GROUPS**

In the category of Services to Special Groups, one keystone is identification of local needs. Important aspects of this keystone are:

1. bottom-up approach in needs identification
2. "immediate" needs as entry to "real" needs
3. monitoring changing needs in the community through setting up on-going community information system
4. cooperation of people of various sectors in the community

In the category of Services to Special Groups, one keystone is to gradually work ourselves out of business. Important aspects of this keystone are:

1. training local residents
2. identifying potential leaders
3. building an information system so that the group can utilise it after the transferral
4. gradual involvement of more and more residents

In the category of Services to Special Groups, one keystone is participation of local people in planning, implementation and financial support. Important aspects of this keystone are:

1. mutual trust and confidence, understanding of strength and limitations
2. recognition of the need, and proper and realistic programmes
3. increased degree of accessibility of agencies so more people can contact them
4. encouragement to more people to give up time for community involvement

In the category of Services to Special Groups, one keystone is a comprehensive support system. Important aspects of this keystone are:

1. cooperation of government, private and voluntary sectors
2. best use of available resources in community
3. smooth coordination and monitoring of the programme
4. local volunteer service in own community

#### **GROUP II COMMUNITY ORGANISATION**

In the category of Community Organisation, one keystone is education. Important aspects of this keystone are:

1. being involved in local campaigns
2. translating into Chinese social ideas writings
3. active participation in local concern groups
4. ability to read and express ideas

In the category of Community Organisation, one keystone is awareness of needs and rights. Important aspects of this keystone are:

1. local training courses
2. participative programmes
3. publicity
4. personal contact of social worker and first-hand experience

In the category of Community Organisation, one keystone is public relations and the mass media. Important aspects of this keystone are:

1. press conferences and briefing sessions with statistics and information in advance
2. demonstrations to draw attention and increase visibility of the issue
3. the general public's awareness and support
4. good public relations and personal contacts with mass media to keep them informed of the issue

In the category of Community Organisation, one keystone is recognition of problems. Important aspects of this keystone are:

1. use of the existing pressure groups
2. availability of various resources, e.g. experts, surveys, etc.
3. systems (government and private) becoming more open
4. creativity of the people

### GROUP III HOUSING AND ECONOMIC DEVELOPMENT

In the category of Housing and Economic Development, one keystone is leadership from among local residents. Important aspects of this keystone are:

1. training in leadership
2. opportunities to learn
3. commitment to the work
4. opportunities to share experience with other projects

In the category of Housing and Economic Development, one keystone is education. Important aspects of this keystone are:

1. bringing about awareness of civil rights and responsibilities
2. raising the aspirations of people which stimulates the process of social change
3. strengthening people's self-confidence

In the category of Housing and Economic Development, one keystone is channels of participation. Important aspects of this keystone are:

1. sensitive and responsive government
2. encouraging people to be more vocal
3. promoting the formation of neighbourhood interest and pressure groups
4. informing the public of available channels of participation

In the category of Housing and Economic Development, one keystone is committed competent catalysts in local situations. Important aspects of this keystone are:

1. ability to identify the problems and resolve them
2. dedication to the well-being of people
3. facilitation of residents to be their own problem solvers
4. consolidation of experience and higher level of performance

#### **GROUP IV EDUCATION AND YOUTH**

In the category of Education and Youth, one keystone is to cultivate the sense of belonging. Important aspects of this keystone are:

1. civil education
2. District Board election
3. Community Chest support
4. Urban Council support

In the category of Education and Youth, one keystone is more publicity. Important aspects of this keystone are:

1. posters and leaflets
2. newspapers, journals
3. broadcasting on T.V. and radio

In the category of Education and Youth, one keystone is recognition of participation. Important aspects of this keystone are:

1. verbal support
2. increase of responsibility
3. certificate of recognition
4. recommendations for further training

In the category of Education and Youth, one keystone is to involve youth in planning activities. Important aspects of this keystone are:

1. Centre Members Council
2. involvement and support for increased activity
3. on-target programmes
4. experiential training for the youth

## **CHALLENGES AND SUCCESSFUL APPROACHES TO LOCAL DEVELOPMENT**

### **GROUP STATEMENTS**

#### **GROUP I**

In doing development in Hong Kong, the following approaches have successfully met the challenge of obtaining valid/reliable information:

1. working with experts at university or research centres on longitudinal and cross-sectional studies
2. setting up of information systems (resource files, etc.)
3. utilisation of existing records
4. use of participative observation techniques
5. maintaining a good network of communication with all agencies concerned and constantly updating information available so this sharing process can be meaningful

In doing development in Hong Kong, the following approaches have successfully met the challenge of changing of attitudes/behaviour/skills:

1. staff training programmes
2. continuous evaluation of objectives, aims, policies
3. promotional activities leading to new image of an agency

In doing development in Hong Kong, the following approaches have successfully met the challenge of difficulties to doing self/organisation/programme evaluation:

1. regular review
2. special evaluation by consultant
3. design of built-in evaluation system

#### **GROUP II**

In doing development in Hong Kong, the following approaches have successfully met the challenge of redistribution of resources and wealth:

1. forming pressure groups
2. lobbying
3. becoming part of the administrative system, e.g. to be a District Board member
4. involving private sector
5. restructuring the decision-making machinery

In doing development in Hong Kong, the following approaches have successfully met the challenge of redistribution of power:

1. formation of different pressure groups
2. formation of District Board and Area Committees
3. joint action by various community groups
4. change in the election of Urban Council (more localized)
5. increasing utilisation of mass media to influence the decision and policy making process

In doing development in Hong Kong, the following approaches have successfully met the challenge of improving the quality and opportunities for education:

1. open university through mass media
2. survey on community needs/concerns/and problems of education
3. self-education to show concern for others
4. updating colonial traditional education
5. making changes to suit local needs

In doing development in Hong Kong, the following approaches have successfully met the challenge of re-evaluation and transformation of traditional values and attitudes:

1. articulation of Chinese and religious values that inform an ethical stance
2. mass media programmes that show positive attitudes/values
3. charismatic role models that people adopt

### GROUP III

In doing development in Hong Kong, the following approaches have successfully met the challenge of lack of information:

1. election of local people to government Boards, agencies, etc.
2. creative use of mass media
3. conduct research
4. inter-district information sharing
5. publication of local newspapers

In doing development in Hong Kong, the following approaches have successfully met the challenge of uneven distribution and utilisation of resources:

1. development and extension of new funding sources
2. use of volunteers in development projects
3. involvement of people to bargain for resources
4. lobby members of funding allocation bodies
5. efficient utilisation of existing resources

In doing development in Hong Kong, the following approaches have successfully met the challenge of lack of representation:

1. training of leadership to participate and win in elections
2. putting pressure on the government by means of petition
3. build up and improvement of communication networks
4. grassroots organisation to raise the consciousness of the residents
5. demonstration of grassroots competence

In doing development in Hong Kong, the following approaches have successfully met the challenge of egoistic attitude of people:

1. enhancing sense of belonging and sense of identity
2. demonstrating previous successful cooperative experiences through local papers and exhibitions
3. build up of mutual support systems
4. open opportunities for leadership
5. solicitation of support from different groupings

## **GROUP IV**

**In doing development in Hong Kong, the following approaches have successfully met the challenge of getting broader input on long-term considerations:**

- 1. neighbourhood meetings**
- 2. conducting surveys**
- 3. promoting positive aspects of the future**
- 4. four-sector discussions on long-term considerations**

**In doing development in Hong Kong, the following approaches have successfully met the challenge of broadening perspectives and opportunities:**

- 1. a well-planned education system that develops all citizens' potentialities**
- 2. government encouragement of the public to participate in community development**
- 3. recognition that a comprehensive social security is required to enable the losers in society to become independent**

**In doing development in Hong Kong, the following approaches have successfully met the challenge of overcoming social inertia:**

- 1. emphasis on large scale activities**
- 2. head-start education programmes**
- 3. actual participation and self-involvement**
- 4. education in recreational activities**
- 5. improved use of mass media**

**In doing development in Hong Kong, the following approaches have successfully met the challenge of breaking through conservative attitudes:**

- 1. promotion of mutual care and concern**
- 2. launching of fund-raising campaigns aimed at attracting mass participation and financial support**

## **GUIDELINES FOR EFFECTIVE LOCAL DEVELOPMENT**

### **GROUP LISTS**

#### **GROUP I**

1. Understanding the community
2. Preparation of staff/community
3. Self-determination and participation of all concerned
4. Regular evaluations

#### **GROUP II**

1. Question our motives and get constant feedback from people we serve
2. Provide an opportunity for people to share and register their concerns
3. Must not presume you know everything that must be done for the people
4. Action is better than empty words
5. Share the responsibilities
6. Remember people you are dealing with are human beings
7. Ask people to do only what you are willing to do
8. Speaking is better than silence
9. Great learning can also come from failures

#### **GROUP III**

1. Get people at grassroots level involved in planning, implementation, evaluation and sharing achievement
2. Develop new resources to meet funding needs
3. Keep people informed
4. Develop indigenous leadership
5. Create local organisation
6. Link local organisations together
7. Creative use of mass media
8. Tap all human resources
9. Create sense of belonging
10. Identify and resolve common needs
11. Promote concept of mutual help
12. Foster cooperation between government and non-government organisations

#### **GROUP IV**

1. Personal conviction
2. Always involve the local people
3. Understand the characteristics of the society concerned
4. Non-directive approach
5. Empathy
6. Be prepared to cope with disappointments and frustrations
7. Respect the voice of the people
8. Be sensitive of the issue in the area
9. Keep a comprehensive view

**“SHARING APPROACHES THAT WORK”**

**A SYMPOSIUM IN HONG KONG**

**NOVEMBER 16, 1983**

**WAS MADE POSSIBLE THROUGH THE**

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## THE INSTITUTE OF CULTURAL AFFAIRS

The Institute of Cultural Affairs is a global research, training and demonstration organisation concerned with the human factor in world development. Private, not-for-profit and voluntary in nature, the Institute works in 35 nations, with coordinating centres in Bombay, Brussels, Chicago and Hong Kong.

For the past 30 years, the Institute has designed and demonstrated practical methods for comprehensive community renewal. The ICA provides methods which enable people to plan and implement creative changes in their own communities through forums and village projects. Its programmes support the growth of local self-sufficiency, self-reliance, and self-confidence. Toward this end the ICA's national and extra-national staff live and work with local people in planning and carrying out their programmes for community development.

The Institute of Cultural Affairs is registered in Hong Kong as a corporation with limited liability accorded not-for-profit status by the Inland Revenue Department. Its programmes are funded by concerned individuals, corporations, and foundations. The Institute's staff are self-supporting so that all donations are used for programmes.

國際文化事業協會為一全球性之組織，專門關注世界發展中的人文因素。本會之分會遍及全球及35個國家，地區性總部則設在孟買、布魯塞爾、芝加哥、香港。

過去39年，本會策劃全盤性的社區更新計劃，並實行示範。本會提供一套方法，使社區居民能舉辦商議大會、推行建議性的改革。各項計劃，無不增長村民的自足、自立、和自信。為着達致這些目標，本會差派國內國外的員工，直接住在村內，參與策劃和發展。

國際文化事業協會已在本港註冊為有限公司，並在稅務局登記為不牟利機構。協會所推行的計劃，皆由個別的有職人士、商號、和基金會資助經費。本會職員是自養的，故其所收到的捐款，一分一毫皆撥作節目經費。

## 成功指引

### 第一組：

1. 瞭解社區
2. 事前準備——員工及社區
3. 鼓勵自我決策與共同參與
4. 經常性檢討

### 第二組：

1. 對我們的意向抱懷疑態度及經常聽取他人之意見
2. 給與各人機會去分享和帶出他們所關懷的
3. 不要以為你知道一切
4. 行動優於空言
5. 分享責任
6. 記著你所接觸的都是人
7. 只要求別人做你自己會願意做的
8. 說話優於沉默
9. 失敗乃成功之母

### 第三組：

1. 得與低下層的社會人士參與相討計劃，行動，檢討及分享成果實
2. 拓展新基金資源
3. 知會廣大民衆
4. 發展地區領袖
5. 創設地方組織
6. 團結地區組織
7. 善用大眾傳播媒介
8. 發掘一切人類資源
9. 培養歸屬感
10. 識別及解決共同需要
11. 促進互助的精神
12. 培養政府與志願機構間之合作

### 第四組：

1. 個人自信
2. 要本土地方人時常參與
3. 明瞭社會的基本質素
4. 不直接干預之方法
5. 親身體驗
6. 具備去接受失望及挫折之心理準備
7. 尊重廣大民意
8. 對專題有敏銳的警覺性
9. 保持廣濶的視野

第四組：

在教育及青年工作之挑戰及成功之道為：在長遠發展之路線爭取更大羣衆支持，例如：

1. 召開居民會議
2. 主持調查
3. 提高未來，積極的一面
4. 透過政府與志願團體共同商討長遠目標

在教育及青年工作之挑戰及成功之道為：拓展個人前景及機會，例如：

1. 良好教育制度使每人有機會發展潛質
2. 鼓勵大眾參與社區發展
3. 對失敗者提供完善之社會保障，使其過獨立生活。

在教育及青年工作之挑戰及成功之道為：克服社會障礙（慣性），例如

1. 注重大型活動
2. 實行早期教育計劃
3. 通過參與來實踐
4. 寓教育於娛樂
5. 透過大眾媒介

在教育及青年工作之挑戰及成功之道為：衝破保守之道，例如：

1. 鼓勵互相關懷
2. 籌募運動，鼓勵參與及支助

在地方發展方面之挑戰及成功之道為：在於促進教育質素及機會，例如：

1. 用大眾傳媒成立公開大學
2. 研究教育方面之社區需要，關懷及有關之困難
3. 自我教育，關懷他人
4. 取締殖民地教育
5. 順應當地需要，作適當之改變

在地方發展方面之挑戰及成功之道為：重估及重組傳統之價值觀及態度，例如：

1. 使人明辨別是非，有正義感，可採用中國人之傳統及宗教之價值觀念
2. 善用大眾傳媒去影響人們的價值觀念及態度
3. 大眾傳媒提供正面偶像供人模仿

第三組：

在房屋及經濟方面之挑戰及成功之道為：去解決資料缺乏的問題，例如：

1. 推舉市民參與競選
2. 善用大眾傳播媒介
3. 推行研究
4. 聯區資料分享
5. 出版地區報紙

在房屋及經濟方面之挑戰及成功之道為：資源之分配及運用不均，例如：

1. 發展經費來源，廣開門路
2. 善用義工
3. 策動群眾，爭取資源
4. 遊說資助團體之決策人
5. 善用現有資源

在房屋發展及經濟方面之挑戰及成功之道為：缺乏代表權，例如：

1. 培訓領袖參與及贏取選舉
2. 用請願及遊說方法對政府施加壓力
3. 建立及加強溝通途徑
4. 透過居民組織提高居民之意識
5. 顯示居民的能力

在房屋發展及經濟方面之挑戰及成功之道為：人們的自我中心，例如：

1. 增強歸屬感及認同感
2. 展示過往集體成功的例子——如區報紙，年報或展覽
3. 成立互助之體系
4. 促進參與領導的機會
5. 在不同組織中取得支持

## 挑戰 / 成功之道

### 第一組：

對特殊小組服務方面之挑戰及成功之道為：獲得有效而可靠的資料，例如：

1. 與研究及大學各中心攜手合作進行長期及綜合性研究
2. 設立系統性資料中心
3. 善用現有檔案
4. 加強參與性社區探討
5. 保持完善資料供應網，並經常注入新資料

對特殊小組服務方面之挑戰及成功之道為：態度、行為及技術上之轉變，例如：

1. 職員訓練計劃
2. 定期檢討機構目的及政策
3. 宣傳活動以推行機構形象

對特殊小組服務方面之挑戰及成功之道為：檢討上的困難（自我/機構/程序，例如：）

1. 經常性檢討
2. 採納專家意見
3. 採納預先設計的檢討系統

### 第二組：

在地方發展方面之挑戰及成功之道為：資源及財富的再分配，例如：

1. 組織壓力團體
2. 遊說
3. 成為行政架構的一份子
4. 與私人機構合作
5. 重新組決策架構

在地方發展方面之挑戰及成功之道為：權力之再行分配，例如：

1. 成立壓力團體、行動小組、關注小組
2. 成立區議會及地區委員會
3. 聯合行動
4. 市政局選舉分區化
5. 通過大眾傳播媒介爭取在決策方面的影響及權力

#### 第四組：教育及青年工作

在教育及青年工作方面，成功秘訣之總合句為：培育歸屬感，例如：

1. 公民教育認識
2. 區議會選舉
3. 公益金百萬行
4. 市政局存在

在教育及青年工作方面，成功秘訣之總合句為：大眾化宣傳，例如：

1. 利用海報、單張
2. 報章、期刊（刊物）
3. 電台、電視廣播

在教育及青年工作方面，成功秘訣之總合句為：參與之認可，例如：

1. 言語上之表揚
2. 增加責任
3. 獎勵
4. 推薦參與其他訓練

在教育及青年工作方面，成功秘訣之總合句為：促進青少年參予籌備活動計劃，例如：

1. 中心會員議會
2. 鼓勵大眾參予，從而獲得廣泛支持
3. 進行有目標計劃
4. 透過參予計劃而成長

在社區組織方面，成功秘訣之總合句為：善用公共關係及大眾傳媒，例如：

1. 記者招待會及新聞發報會（事前需有足夠數字和資料）
2. 群眾集會，請願等……以吸引注意，增加新聞性
3. 社會情緒化，告之群眾吁論
4. 良好的公共關係及緊密聯絡，經常知會他們有關的消息

在社區組織方面，成功秘訣之總合句為：認識問題，例如：

1. 壓力團體的運用及存在
2. 不同資源的提供及運用
3. 政府與私人團體漸見開放
4. 大眾市民的創作能力

### 第三組：房屋及經濟方面之發展

在房屋及經濟方面之發展，成功秘訣之總合句為：當地之市民領袖，例如：

1. 領袖訓練
2. 學習機會
3. 委身於其工作
4. 與其他工作計劃之工作有分享經驗機會

在房屋及經濟方面之發展，成功秘訣之總合句為：教育，例如：

1. 教育能提高市民的公民權利及責任
2. 提高市民的期望以加速社會改革
3. 加強市民的自信心

在房屋及經濟方面之發展，成功秘訣之總合句為：參與途徑，例如：

1. 敏感而盡責之政府
2. 鼓勵市民勇於發言
3. 促進鄰舍小組，利益團體及壓力團體之成立
4. 令市民認識現存之參與途徑並善用之

在房屋及經濟方面之發展，成功秘訣之總合句為：全心而升任的策動者，例如：

1. 發掘問題及解決問題的資源的能力
2. 委身於居民之整體福利
3. 促使居民成為解決問題之力量
4. 總結從前經驗及提開至各層面更好的表現

## 成功秘訣

### 第一組：為特殊小組服務

在為特殊小組服務方面，成功秘訣之總合句為：認識社區之需要，例如：

1. 從下而上之方式去找出地區之需要
2. 從急切之需要發展至長遠之需要
3. 對不斷轉變之需要作出調整
4. 區內各階層之合作

在為特殊小組服務方面，成功秘訣之總合句為：循序漸進將工作移交予居民，例如：

1. 訓練區內居民
2. 發掘有潛質的領袖
3. 建立資料系統，俾予居民有所依循
4. 循序地使更多居民加入及參予

在為特殊小組服務方面，成功秘訣之總合句為：市民參與計劃，執行及經費之支持，例如：

1. 建立信心，明白資源及限制
2. 認識需要，建立現實計劃
3. 建立門戶開放機構以便更多市民使用其服務
4. 鼓勵市民樂意付出時間及熱忱去為有特別需要的人服務

在為特殊小組服務方面，成功秘訣之總合句為：完善支援制度，例如：

1. 政府及私人商業或志願團體衷力合作
2. 善用社會內的現有的資料
3. 有效地統籌監管計劃
4. 鼓勵市民投入社區工作

### 第二組：社區組織

在社區組織方面，成功秘訣之總合句為：教育，例如：

1. 參與社會行動
2. 翻譯社會文獻
3. 積極參與地區組織
4. 透過教育使有能力去閱讀及發展意見

在社區組織方面，成功秘訣之總合句為：對需要及權利的醒覺，例如：

1. 訓練課程
2. 透過實際參與
3. 宣傳活動
4. 社工人員直接與民衆接觸，以便獲知一手資料

在房屋及經濟方面之發展趨向總合句為：由個人事務以至社區事務之關心，例如：

1. 居民組織之成立
2. 參與渠道之增加使用
3. 經常討論社區事務

在房屋及經濟方面之發展趨向總合句為：生活質素得改善，例如：

1. 發展計劃從事環境改善工作如水電供應、清拆及重建計劃
2. 更多基層人士參與政府結構如區議會以反映意見
3. 香港經濟繁榮使政府能多注重生活環境的改善

在房屋及經濟方面之發展趨向總合句為：助人互助，例如：

1. 南圍鄉村發展基金
2. 木屋區環境改善計劃
3. 翠坪重建問題
4. 西貢漁村合作社

#### 第四組：教育及青年工作

在教育及青年工作方面之發展趨向總合句為：青少年言論應被重視，例如：

1. 透過青少年康樂聯會
2. 透過青少年中心 / 社區中心之問卷調查

在教育及青年工作方面之發展趨向總合句為：青年參與社區服務，例如：

1. 電話功課輔導計劃
2. 功課輔導班
3. 青少年互助
4. 青年議會
5. 青年實踐計劃

在教育及青年工作方面之發展趨向總合句為：私人機構參與地方發展，例如：

1. 麥當奴——提供食品給社區活動
2. 利惠牛仔褲——幫助聾童學校
3. 栢克萊銀行——幫助聾童學校
4. 香港荳品公司——提供飲品給社區活動

在教育及青年工作方面之發展趨向總合句為：實行德育去補充一些學術上教育，例如：

1. 宣傳媒介
2. 家長
3. 兄弟姊妹
4. 朋友
5. 學校團體

## 第二組：社區組織

在地方發展方面之發展趨向總合句為：政府控制，例如：

1. 吸納某些活躍（或較激烈）的社區領袖進入政府架構，藉以反映民衆意見
2. 透過公安條例以便更好地控制公衆集會
3. 增加團體使用政府設施之收費，以減低其活躍程度（例如：租用學校房間）
4. 用撥款標準去加強管制各類社會服務的發展和推行
5. 利用對公共消息/資料的管制去造成羣衆的「無知」和愚昧（例如：在一九九七問題及房屋政策方面）
6. 並不經常諮詢某些直接受影響的人去參予決定有關的政策（例如：在設計公屋方面）

在地方發展方面之發展趨向總合句為：民權合法化，例如：

1. 致力使同性戀合法化
2. 需求更多民選議會在政府行政架構之內
3. 要求加強區議會和市政局的權力
4. 越來越反對中央控制教育制度的批評
5. 要求1997後言論及出版自由之繼續保持

在地方發展方面之發展趨向總合句為：由關懷到積極參與，例如：

1. 更多壓力團體組成
2. 更多市民發表自己的意願
3. 擴大接觸層面
4. 更多市民參與投票
5. 更多人參與地方行政決策
6. 要求更多決策之權力

在地方發展方面之發展趨向總合句為：權力下放，例如：

1. 警務署
2. 社會福利署
3. 區議會
4. 分區行政

在地方發展方面之發展趨向總合句為：諮詢性民主，例如：

1. 諮詢委員會
2. 區議會
3. 分區委員會
4. 立法局
5. 綠皮書

## 第三組：房屋及經濟方面之發展

在房屋及經濟方面之發展趨向總合句為：居民參與解決社區問題，例如：

1. 木屋區
2. 安置區
3. 公屋邨第一型及第二型重建
4. 西貢對面海漁邨
5. 鄰居層面社區發展計劃

## 趨勢情況

### 第一組：對特殊小組服務

對特殊小組服務之發展趨向總合句為：自給自足及互助，例如：

1. 訓練區內領袖
2. 與大廈領袖攜手合作
3. 善用現有資源
4. 發展社區工作之支援
5. 發展及鼓勵社區小組互助精神

對特殊小組服務之發展趨向總合句為：基層參與策劃及中央支持，例如：

1. 增加委任非官守委員參與諮詢機構
2. 於港九十八區設立區議會，市民參與釐定政策
3. 於港九十八區設立區管會，協調區內公共服務
4. 地方行政體制認可區內諮詢組織網使意見交流

對特殊小組服務之發展趨向總合句為：各界共同合作，例如：

1. 區內居民參與
2. 私人、商業機構加入社區發展角式
3. 提高志願服務的參與
4. 政府（區議會）在社區發展上擔當之角式
5. 尋找經費來源，支持合作工作

對特殊小組服務之發展趨向總合句為：善用適當技術，例如：

1. 運用專業人仕為義工
2. 運用區內人仕為義工
3. 各機構間之相互合作
4. 利用影音器材作有效之溝通
5. 分享經驗及支持
6. 運用醫療助理
7. 居民社區健康員

對特殊小組服務之發展趨向總合句為：認識社區需要，例如：

1. 善用現有資源
2. 推行教育性活動
3. 訓練領袖/義工，使他們能參與
4. 開發更多基層參與溝通之途徑
5. 區議會在地區所扮演之角色
6. 利用大廈發展為基層方法

## 專題研討會之進程

在九時正之特約專題演講過後，各參加者分別參與四個小組的討論，即特殊小組服務；社區組織；房屋及經濟發展；教育及青年。在各人分別自我介紹後，各參加者簡略地介紹了自己所負責的發展計劃。

小組討論會隨即轉注下列二項問題：——

1. 香港的地方發展之趨勢為何？
2. 在各小組所討論的工作範圍內，其獲致成功發展之「要素」為何？

在跟着展開的全體討論會上，各人充份地考慮和討論了各小組的報告。

在午膳時間，與會者有機會參觀各有關機構展出的展覽品。

大會於下午繼續進行討論下列各項問題：——

1. 在香港從事地方發展工作時所遭遇到的挑戰和獲致成功之工作方式為何？
2. 將來有效地推行地方發展之成功指引為何？

大會閉幕前，各小組再分別報導其工作成果。

當日，一組打字人員在影印機的配合下隨即彙編了一個文獻（這小冊子是個修訂本）。這文獻紀錄了專題研討會的結論，是在研討會進行時同時寫下和收集的，在研討閉幕時，每一與會者均獲一份文獻以資參考。

# 主旨演說

市政局議員 蒲炳榮

各位早安。今天，我來宣告本專題討論會的開幕，深感榮幸。我走進這個房間時非常興奮。因為我會參加過很多會議，而今天的專題討論會是極為獨特的。與會者不僅有我的同事們——社會工作者們，且有另一方——政府方面——是最重要的決策者之一。我知道各位有些服務於工商企業，有些是地方上的領袖人物，也來參加本專題討論會。我為會議能使來自各方面的人們聚在一起，分享大家的經驗，而感到非常興奮。為此，我謹向會議的組織者國際文化事業協會表示祝賀。

如果在一起議論香港的地方發展，我想我們的同事們總是會強調社會方面。不過，香港的物質發展在國際上也是享有盛名的。經濟成長，城市發展，每一萬居民即擁有一座社區會堂——所有這些種類的標準都經過負責當局的良好規劃。但是，從社會工作者的觀點出發，我們的同事們，我們，仍然認為地方發展的社會方面未能得到各方面的重視。如果我們談起地方發展的決心，我們必須明瞭：物質發展只應是促進社會發展的一種手段。只有這樣，才能夠改進香港一般公眾的生活質素。

當然，我們現在議論的是地方發展。我覺得這是一個很特別的時刻。因為在一九八一年，政府開始推行地方行政計劃，讓更多的普通民衆參與地方事務。不錯，我們依然認為這種參與是不夠的，但最起碼它開始得很好。現在，推行地方行政計劃已有差不多兩年了。若是我們能分享我們的經驗，我們將可找出其他一些方式，在未來進一步推動政府去關心讓普通民衆更好地參與地方發展。

自然，還有一個因素是一九九七。正如在座有些人所知，這是一個非常熱門的話題。假使我們能夠做到分享我們的經驗，地方發展將確證幾項原則。我想，這樣，無論在一九九七年會發生什麼樣的政治變化，民衆都能更好地參與一個更為人性化的社會的發展進程。所以這類專題討論會可稱適逢其會。

如果我們要談發展，特別是地方發展的決心，我願強調三點。第一點，我總認定發展應該面向民衆。在香港以至全世界，有很多由政府推行的發展項目，特別注重於物質上的改變。我們稱之為「自上而下式」，由政府或負責當局設計，而民衆僅僅偶然參與一下。因此我強調面向民衆，「自下而上式」。發展的整個方向，整個目的，應該立足於民衆的需要——立足於他們的角度。

我想強調的第二點是「綜合方式」。我們有許多發展，只是從某一方面的觀點出發，或者只照顧某一方面的利益。可是，一項發展的努力牽涉到社會服務因素，工商方面的因素等等，這種綜合方式在這複雜的都市化社會裏，正變得日益重要。

我想強調的第三點是參與。我說的參與是指地方民衆應有機會參與整個發展過程——從決策，製訂規劃，直至組織發展項目。我感到，參與是實際社會發展項目最重要的因素之一。

我不想佔用更多的、各位要用來進行各種想法的可貴交流的時間。我願向國際文化事業協會致賀，因為該會為我們大家提供了這樣一個相聚與分享我們的經驗的機會。我相信，今天的商討將是富有成果的，並且衷心希望，今天的會議結束不代表這類活動的結束。我希望，這一商討的結果將有助於說服或推動本港各階層、各社團、各方面人士為未來更加人性化的社會發展而努力。

謝謝各位。

## 專題討論會—香港的地方發展

### 簡介

為突出香港在地方發展方面的成就，駐香港的國際文化事業協會在一九八三年十一月十六日組織一個專題討論會，名為「分享成功之道」。

本專題討論會的目的是，確認和分享為地方各團體各組織在鄉村和城市的社區發展中所採用的成功方法。

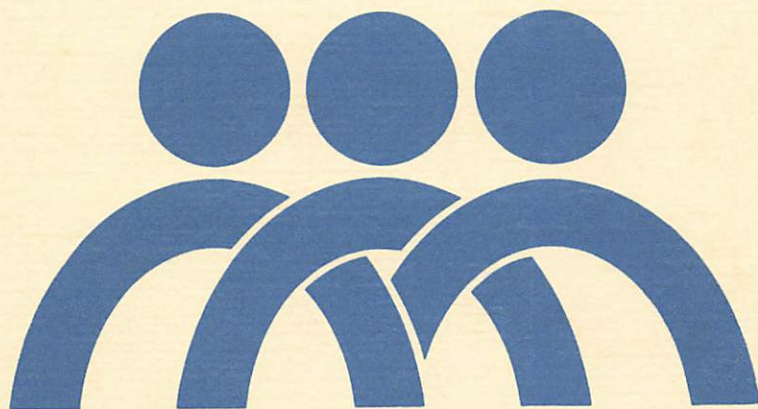
這一專題討論會將是今年在全球各大洲五十個國家舉行的許多討論會之一。最後，於一九八四年二月，將在印度新德里舉辦一個關於發展的國際展覽會，作為總結。上述活動的共同贊助者包括聯合國開發計劃署，聯合國兒童基金會，國際婦女理事會和世界衛生組織。

香港的專題討論會為社會服務界、商界、政府和地方各社區的人士提供了一個良機，他們可借此相互探討交流，共享得到事實肯定的、開發地方各社區社會、經濟與人等方面的潛能的種種方法。

本文獻之內容是該日專題討論會各參與者互相交換意見的紀錄。

**SYMPOSIUM – LOCAL DEVELOPMENT  
IN HONG KONG.**

**專題討論會—香港的地方發展**



**SHARING APPROACHES THAT WORK**  
**分享成功之道**

November 16, 1983 Function Room, 5/F., YMCA International House, 23 Waterloo Rd., KLN.  
一九八三年十一月十六日 九龍窩打老道23號中華基督教青年會賓館五樓宴會部

## 目 錄

	頁次
簡介.....	一
主旨演說.....	二
專題研討會之進程.....	三
趨勢情況.....	四一六
成功秘訣.....	七一九
挑戰/成功之道 .....	十一十二
成功指引.....	十三

