



Co-creating a Better Living Environment

*Consultancy Services for the
Public Engagement
for the Urban Renewal Strategy Review*

Inception Report

A-World Consulting Ltd.

September 2008

TABLE OF CONTENTS

	Section	Page
1	Introduction 1.1 Background 1.2 Issues & Strategy 1.3 Objectives 1.4 Approach 1.5 Coordination with the Policy Study Consultant 1.6 Inception Report Arrangement	3
2	Envisioning Stage 2.1 Preamble 2.2 Programmes	8
3	Public Engagement Stage 3.1 Preamble 3.2 Programmes	11
4	Consensus Building Stage 4.1 Preamble 4.2 Programmes	15
5	Project Management Timetable	16
6	The Consultant Team	16
Appendix 1	Data Management & Analysis	17
Appendix 2	Tentative Project Management Timetable	18
Appendix 3	Consultant Team	19

1 INTRODUCTION

1.1 *Background*

- 1.1.1 In 2001, the Urban Renewal Strategy (“URS”) was promulgated subsequent to public consultation. It has since been used as the guiding principles for the work of the Urban Renewal Authority (“URA”).
- 1.1.2 With the community’s evolving and changing aspirations, the Secretary for Development announced, on 17 July 2008, a review to update and align the URS with latest developments. The review, comprising an overseas comparable city policy study and a 3-stage public engagement process, is scheduled over two years. A-World Consulting (“AWC”) was appointed consultant for the latter in late July.
- 1.1.3 The exercise is promised as a “very open-minded review.... (with) no pre-determined agenda... no conclusion whatsoever on how we are going to do future urban regeneration”¹ and members of the public are genuinely encouraged to speak up.

1.2 *Issues & Strategy*

- 1.2.1 In order to draw out the wider public and to encourage those who do not have a direct interest to participate in the exercise, AWC believes that a visible, extensive and intensive stakeholder engagement programme is called for to engage the public and to frame the discourse as an informed process. On top of conventional engagement initiatives, we recommend a holistic, stakeholder-based communication approach that deploys the web and mass media significantly and in ways that are hitherto seldom used in similar exercises in Hong Kong. We also suggest to rally as many institutions and organizations to partner with us to connect and explore.
- 1.2.2 For the first stage of the engagement exercise, i.e. Envisioning Stage, efforts will be made to set and prioritize the agenda for the ensuing review process and the range of topics and issues for discussion. Without pre-empting the community’s input, we believe that the following key issues are at the heart of the matter:
 - 1.2.2.1 **Definition of urban renewal** – Are we dealing with just the issue of dilapidated buildings / areas and shortage of housing or are we concerned with a wider spectrum of issues? What are the defining characteristics of a comfortable, pleasant living environment and a modern city? In addition, many of the terms

¹ “SDEV speaks on Urban Renewal Strategy Review”, as per government press release issued on 17 July 2008.

used in the current URS, e.g. “people-centred Approach”, “preserving social network”, and “preserving local character”, may mean different things to different people. The definition has to be clarified to ensure that the subsequent discussion is meaningful.

- 1.2.2.2 **Public vs. private involvement** – Optimization of public funds dictates that anything that can be undertaken by the private sector should be left to the private sector. The URA has a role only where the private sector fails. However, how can we ensure that projects of little commercial value but considerable social / public interests are undertaken? Should URA limit its role to just a site assembly agency or should it go the full haul of a developer? What should be the role of private owners in building maintenance and renewal? URA’s role has been considered by some to be transferring benefits to developers. How should this issue be addressed? The public will be encouraged to voice their views as to what constraints they are subject to in urban renewal, what they believe the government’s role is and whether there is any gap in the supply chain which has to be filled by the URA.
- 1.2.2.3 **Heritage & environment preservation** – What criteria are there to identify targets for preservation? Between the extreme options of preservation and demolition, what other options are there? Is it URA’s role to preserve heritage or should it be undertaken by another institution. And what should we aim realistically to preserve having regard to architectural constraints, maintenance costs, etc. – the site, activities or the memories?
- 1.2.2.4 **Balance between urban renewal and social / economic costs** – Urban renewal deals with urban decay and seeks to upgrade the living environment but how should we renew yet not lose sight of the established social affinities that are a part of the local communities? What quality or vibrancy of life do the people of Hong Kong want? What price / inconvenience / trade-off are they prepared to pay? Finance-wise, meeting the various rising community aspirations will have direct financial consequences. What social cost is the community prepared to pay to revitalize and maintain our living environment? Should there be other forms of compensation than monetary compensation for the affected owners and occupants e.g. “flat for flat”, “shop for shop”, “owners’ participation scheme”? Should we go for the comprehensive redevelopment model which, while having the advantage of restructuring and provisioning the much needed public open space and community facilities, may be seen as destroying the urban / social / cultural fabric?

- 1.2.3 On conclusion of the overseas study, inputs therefrom will be taken together with the feedback and views collected during the Envisioning Stage to shape the broad areas and issues for the Public Engagement Stage, which will lead to the Consensus Stage culminating in the workshop to conclude the exercise.

1.3 Objectives

- 1.3.1 In view of the above, we would propose the following objectives:
- 1.3.1.1 To establish **a baseline of understanding in the community** on the facts and issues on the subject of urban renewal;
 - 1.3.1.2 To inculcate in the **next generations** a sense of urban renewal, its constraints and difficult choices, as part of a vibrant modern city benefitting from **sustainable development**;
 - 1.3.1.3 To bring out **the voice of the wider public** including those who do not have direct interests in the urban renewal process; and
 - 1.3.1.4 To facilitate the emergence of **a broad consensus** on what and how urban renewal should be undertaken.

1.4 Approach

- 1.4.1 To achieve the aforesaid objectives, AWC recommends the following approaches:
- 1.4.1.1 **Informing and sharing information with the public** on where Hong Kong is in terms of urban renewal, its achievement to date and constraints, targeting in particular students and the youth;
 - 1.4.1.2 **Deploying the mass media** by using advertisement and partnering with a popular radio channel to ensure reach and constancy of message projection;
 - 1.4.1.3 **Setting the scene / warming up by publicity initiatives**, using mass media such as radio, TV, public affairs programmes, print media, etc.;
 - 1.4.1.4 **Casting the net as wide as possible** by a proactive pull strategy and recruiting partnering organizations / institutions to cascade the engagement initiatives to their constituencies in a befitting manner; and

1.4.1.5 **Sustaining traction / attention** on the 2-year engagement activities with effective media relations and a powerful Internet strategy.

1.5 Coordination with the Policy Study Consultant

- 1.5.1 AWC will work closely with the URA / Development Bureau (“DEVB”) and the University of Hong Kong team led by Dr. C.K. Law – the Policy Study Consultant of the URS Review – to ensure that all feedback is captured and analyzed as appropriate. The input from the overseas study is key, among other things, to the design of the Public Engagement Stage activities. As such, all efforts will be dedicated to facilitating seamless communications among the multi-party team at all times.
- 1.5.2 The two consultants will keep each other updated throughout the project period by exchanging the relevant documents. In addition, the Policy Study Consultant will sit in the focus group meetings as appropriate and take part in other events to familiarize itself with the public sentiment. The two Consultants will also work very closely in organizing the overseas study trip(s).

1.6 Inception Report Arrangement

- 1.6.1 The URS Review is a 2-year, 3-stage exercise made up of the Envisioning (August 2008 through January 2009), Public Engagement (February through December 2009), and Consensus Building (January through April 2010) Stages.
- 1.6.2 Apart from the public engagement programmes requested in the tendering document (to be referred to as “standard programmes”), AWC will also propose a number of innovative and value-added programmes for all 3 stages with a view to maximizing public awareness and participation (to be referred to as “innovative programmes”). In the following report, all programmes in the three stages will be tabulated under these two categories for easy reading.
- 1.6.3 While AWC will deliver the standard programmes as specified in the tendering documents, the innovative programmes are optional items. Implementation of appropriate innovative programmes will depend on further discussion.
- 1.6.4 Considering that this is an exercise spanning two years, understandably this Inception Report will contain more details on programmes proposed for the imminent Envisioning Stage. Relatively, there is less elaboration at

this juncture on details of the programmes for the later two stages as the contents of the whole exercise should only be finalized having regard to feedback collected during the course of the Review.

2 ENVISIONING STAGE

2.1 Preamble

2.1.1 Envisioning helps to identify the range of topics and issues of concern and set the agenda and priorities for the URS Review. A key component of this stage is the focus group discussions.

2.2 Programmes

2.2.1 The standard and proposed innovative programmes are tabulated as follows.

<i>Initiatives</i>		<i>Contents and remarks</i>
Standard programmes		
1	Focus group discussions	<p>(a) Focus group discussions would help to scout the issues and priorities of the stakeholders hence help set the agenda for the Public Engagement Stage.</p> <p>(b) Notwithstanding the freewheeling nature of the focus group discussions, AWC will prepare a set of topics to facilitate discussion. These will be derived from the 4 key issues mentioned under Paragraph 1.2.2 above and in consultation with the DEVB, URA and the Policy Study Consultant.</p> <p>(c) Experienced facilitators will be invited to conduct the focus group discussions and probe participants' view. The process is designed to be generative. Steering Committee members are welcome to sit in these meetings.</p> <p>(d) Focus groups have been planned for the period from September 2008 through January 2009 (no focus group meetings have been planned for the Christmas period). Initially it is considered that about 15 focus groups, each comprising 10 to 15 people and lasting for half a day, be conducted. Depending on community response, more focus groups can be conducted.</p> <p>(e) AWC would refer to the broad categories specified in the tender document in inviting participants to the focus groups discussions. The categories are:</p> <ol style="list-style-type: none"> 1. Affected groups such as owners and tenants 2. Academics and professional groups – architects, planners, engineers, surveyors, social workers, artists, etc. 3. Advocacy groups – policy “think tanks”, green groups, conservation groups, community groups, etc. 4. Political groups – Legislative Council and District Council members, major political parties 5. Public bodies – URA, HKHS, Housing Authority, and various relevant Government bureaux and departments

		<p>6. Business groups – developers, retailers, hawkers, transport operators, etc.</p> <p>7. The general public – by open invitation and web-site to solicit views</p> <p>(f) The general public can also voice their opinions through the designated URS Review website any time. (http://www.ursreview.gov.hk/en/home.html).</p>
2	Poster campaign	<p>(a) Property owners and tenants are a key group of stakeholders that should be engaged.</p> <p>(b) The poster campaign would target major private residential premises in the old urban districts which would potentially benefit from urban renewal actions, stating the purpose of the engagement programmes and appealing for participation.</p>
3.	Announcement of Public Interest (“API”)	<p>(a) The first API should be released in November 2008.</p>
4	Seminar on urban renewal	<p>(a) A Seminar on Urban Renewal, staged also to commemorate the 20th Anniversary of urban renewal in December 2008, is being organized by URA to facilitate local and overseas exchange and to hear from experts, professionals and the public, while providing yet another platform for views from the Hong Kong stakeholders to be noted.</p> <p>(b) AWC will participate to gather views from the public.</p>
5	Website revamp	<p>(a) A web solution provider has been appointed to undertake a phased revamp of the existing URS Review website with a view to making it accessible and user-friendly with the first delivery including the eForum and weblog to be launched to encourage public comments through interactive discussions. The eForum will be managed with daily screening against improper messages such as foul and abusive language being posted.</p>
6	Overseas study visits	<p>(a) While the Policy Study Consultant will determine the objectives, destinations (i.e. overseas cities to visit), and itineraries, AWC is in charge of the organization of these trips including logistics to ensure that they run smoothly and they achieve the study objectives as far and well as possible.</p>
Innovative programmes		
1	Partnering organizations	<p>(a) In order to reach out to the wider, mostly silent public, AWC suggests enlisting partnering organizations to broaden the reach and relevance of the URS Review.</p> <p>(b) While we do not have any exhaustive list in mind, the broad categories of organizations we wish to approach and enlist include (but are not limited to) District Councils, think tanks, professional bodies, local organizations / NGOs, schools and universities, etc.</p> <p>(c) Interested organizations are welcome to join as partnering</p>

		<p>organizations in the review process.</p> <p>(d) The partnering organizations will be assisted in initiating urban renewal discussions among their constituents by URA and DEVB providing background / technical briefings, tools (such as the proposed online game), and the possible participation of representatives from DEVB and the URA .</p> <p>(e) Recruitment of partnering organizations is planned to take place in the Envisioning Stage, with various briefings to be conducted.</p>
2	The mass media – radio	<p>(a) The radio is an effective and inexpensive channel of territory-wide communication considering its reach, in particular to the workers and mass public.</p> <p>(b) AWC proposes to commission a radio station to promote the engagement exercise and to inform the public on the facts and issues about urban renewal.</p>
3	Website proposals	<p>(a) Consideration is being given to post video clips of interesting and urban renewal relevant footage on YouTube that may spur participation. Other means of web exposure would also be considered.</p> <p>(b) To attract participants to the eForum and weblog, a Dialogue Direct (與局長對話) weekly programme when some feedback would be forwarded to the Secretary for Development herself who will respond directly is proposed. The personal touch could show that the exercise is receiving the Secretary's personal attention and that she would listen to the public on urban renewal matters.</p>

2.2.2 A report for the Envisioning Stage will be available for public viewing on the website.

3 PUBLIC ENGAGEMENT STAGE

3.1 Preamble

- 3.1.1 Issues and agenda items arising from the Envisioning Stage will be presented to the wider public in the Public Engagement Stage.
- 3.1.2 Inputs from the Policy Study Consultant's study findings will be incorporated as appropriate in the informed discussions designed to take place in this stage with a view to providing some options for urban renewal in Hong Kong.

3.2 Programmes

3.2.1 The standard and proposed innovative programmes are tabulated as follows.

<i>Initiatives</i>		<i>Contents and remarks</i>
Standard programmes		
1	Public forums	<p>(a) Five half-day public forums each accommodating up to 200 participants would be organized. Care will be taken to spread out participants of different background to ensure balanced opportunities for all to voice their views.</p> <p>(b) The public forums will be held one each on Hong Kong Island, in East Kowloon, West Kowloon and Tsuen Wan. The fifth one could be held on Hong Kong Island again. The District Councils would be invited as co-organizers.</p> <p>(c) Speakers / facilitators with standing would be invited to lead the public forums.</p>
2	URS Review Road Shows & face-to-face interviews	<p>(a) A contractor will be selected to work on the 8 road shows.</p> <p>(b) These will be manned and at least 800 interviews would be conducted by the Hong Kong Institute of Asia-Pacific Studies, the Chinese University of Hong Kong (CUHK team), AWC's feedback and analysis partner, in situ. The road shows would rotate roughly at the same time as the public forums and topical discussion (focus group) sessions.</p>
3	Focus group discussions	<p>(a) A round of topical discussion sessions (focus group) (up to 10 half-days) could be carried out. The topics will be determined having regard to public sentiment, knowledge level and feedback as the exercise evolves.</p>
4	Structured interviews	<p>(a) Besides picking up feedback via the web, at meetings, etc., a questionnaire which can be adapted for structured interviews will be designed to gauge random public view. This will be conducted in 2 parts with the CUHK team as the contractor:</p> <ul style="list-style-type: none"> ◆ A telephone survey with 1,000 successful random samples for good statistical confidence.

		<ul style="list-style-type: none"> ◆ Face-to-face interviews conducted during the road shows. No fewer than 100 interviews will be conducted at each of the eight road shows, i.e. at least 800 successful cases will be obtained. The face-to-face interviews will be conducted for visitors after they have viewed the road show exhibition. <p>(b) As a result, AWC would deliver 1,800 completed structured interviews, which are 300 more than the requirement specified in the Tender document.</p> <p>(c) Fieldwork will be carried out at the Telephone Survey Research Laboratory at the Hong Kong Institute of Asia-Pacific Studies, the Chinese University of Hong Kong. In conducting the interviews, the interviewers are manually assisted by the Computer Assisted Telephone Interviewing System (“CATI”).</p> <p>(d) The data management and analysis information is at Appendix 1.</p>
5	Pamphlet	<p>(a) A pamphlet will be prepared, providing information and outlining an agenda gleaned from feedback obtained in the Envisioning Stage and learning from the policy study on comparable cities, etc.</p> <p>(b) A questionnaire to be used in the structured interviews will be incorporated. Partnering organizations and the Home Affairs Department will help to distribute this pamphlet and to encourage feedback.</p>
6	Poster campaign	<p>(a) The poster campaign would state the purpose of the engagement programmes and appealing for participation</p>
7	Announcement of Public Interest (“API”)	<p>(a) An ad agency will be selected to create and produce an API.</p> <p>(b) Assistance from the Information Services Department will be solicited via DEVB as deemed fit.</p>
8	Newspaper ads	<p>(a) Newspaper ads will be considered to announce and recruit for the public forums. They also provide the channels to capture significant findings / feedback.</p>
9	Overseas study visits	<p>(a) With recommendation from the Policy Study Consultant, the overseas visit(s) would be scheduled at the beginning of this stage.</p>
Innovative programmes		
1	Partnering organizations	<p>(a) Partner programmes conducted by partnering organizations will take place throughout this stage. These are organized with the objective to engage the public for feedback.</p>
2	The mass media – radio	<p>(a) It is proposed that radio programmes, which are recommended for the Envisioning Stage, be deployed again in this stage.</p>
3	The mass media – TV	<p>(a) AWC suggests sponsoring the production of a series of documentary programme (say, 3-4 episodes) on urban</p>

		<p>renewal.</p> <p>(b) In terms of scheduling, since TV programmes usually take around 9 months to produce for broadcast, if production starts at this juncture, the programmes should be aired earliest in the middle of the Public Engagement Stage.</p>
4	The mass media – Public Affairs Programmes	<p>(a) Besides sponsored initiatives, editorial media attention and reports will be pitched at popular Public Affairs programmes on radio and TV to keep the public informed and the public discussion going. Speakers / interviewees can be invited from the URA, DEVB or the Steering Committee.</p> <p>(b) AWC would target the popular radio and TV Public Affairs programmes.</p>
5	The mass media – print	<p>(a) News reports and column stories will be pitched or placed in the print media.</p>
6	SimCity-like online game	<p>(a) This is proposed as a tailor-made creation.</p> <p>(b) Since one of our key target audiences is the young generation and the web-savvy middle class, a quality online game is considered to be capable of drawing interest and carrying public education messages in the feedback process e.g. constraints vs. benefits in urban renewal, personal vs. public interest, trade-offs, decision making parameters.</p> <p>(c) A theme on rebuilding / redevelopment rather than ground-up creation of a dream city is suggested. The game is to be made available for free on the official website. A territory-wide competition is proposed to optimise excitement and participation.</p>
7	Inter-school activities / competition	<p>(a) AWC would leverage the online game to design an inter-school competition to heighten awareness of the Review and to encourage not only the students but also the parents and families to take part and speak up.</p>
8	The Idea Shop	<p>(a) To enhance visibility of the URS Review, AWC proposes the concept of creating venues for easy and longer term provision of feedback.</p> <p>(b) The concept is provisionally called The Idea Shop – a few shop spaces under URA management in different districts are suggested to be developed into simple longer-term information points exhibiting the latest about the Review, the online game, etc. A corner can be set aside for visitors to drop by, leave some comments, have a cup of tea and chat with fellow visitors or an official who may be there.</p> <p>(c) This set-up provides an ongoing, easily accessible platform for informal, personal contacts with interested parties or visitors. The Secretary for Development, for example, can visit occasionally. Videotape of the activities taking place in The Idea Shop can be uploaded to the relevant website(s).</p>

		(d) The Idea Shops can also be used as venues for outreaching programmes under the Review.
--	--	--

3.2.2 A report for the Public Engagement Stage will be available for public viewing on the website.

4 CONSENSUS BUILDING STAGE

4.1 Preamble

- 4.1.1 Findings and outcome of the Envisioning and Public Engagement Stages, including choices and preferences of the public on issues and options discussed, would be reviewed in the Consensus Building Stage with a view to shaping a consensus to move forward with the URS Review.
- 4.1.2 A workshop to be participated by around 100 people has been planned as the key programme of this stage.

4.2 Programmes

- 4.2.1 The standard and proposed innovative programmes are tabulated as follows.

<i>Initiatives</i>		<i>Contents and remarks</i>
Standard programmes		
1	Workshop	(a) The Secretary for Development, Chairman, board members and officials of the URA should be invited to join. (b) This is the conclusion of a major, 2-year process and should be conducted with visibility. Engaging organizations such as the radio station commissioned in the previous 2 stages could be invited to assist in the production of the workshop with a view to generating a wider impact beyond the physical event.
2	Newspaper ads	(a) Newspaper ads will again be used to announce and recruit for the workshop and to capture significant findings / feedback. (b) The objective of the Consensus Building Stage is to review the findings of the previous two stages to articulate the consensus reached and the public should be kept informed of the topline observations.
Innovative programmes		
1	Partnering organizations	(a) Partnering organizations would be invited to take part in this stage to conclude the whole exercise.
2	The Idea Shop	(a) The Idea Shop, if undertaken, will continue to run through this stage.

- 4.2.2 A report for the Consensus Building Stage will be available for public viewing on the website.

5 PROJECT MANAGEMENT TIMETABLE

The Tentative Project Management Timetable is at **Appendix 2**.

6 THE CONSULTANT TEAM

The Name List is at **Appendix 3**.

Appendix 1

Data Management & Analysis

1. All data collected from the aforementioned interviews will be carefully validated, recoded, and analyzed by the statistical software package SPSS. The analysis includes both the presentation of frequency and percentage distribution for a single variable.
2. When analyzing more than one variable (such as demographic variables) or comparing variables (such as those in the first and second rounds of the survey) by means of a cross-tabulation analysis, a test of statistical significance (e.g., a chi-square test) will also be employed to determine the existence of statistically significant relationships between the variables.
3. Feedback and comments collected in advance of the focus groups in the Envisioning Stage will be acknowledged, categorised and archived so that they could be assessed alongside feedback and comments to be collected from the focus group and subsequent engagement activities. If an immediate response of substance is called for, the DEVB / URA will be alerted to consider any necessary action.

Appendix 3

The Consultant Team

	Name	Relevant Experience / Credentials
1.	Sandra Mak	<p>CEO of AWC</p> <ul style="list-style-type: none"> • A leading professional with over 20 years of experience in corporate communication, branding and public affairs / crisis management in Hong Kong and China. • Former Group Corporate Relations Manager with CLP Holdings Ltd and Board Director of CLP TeleCom, CLP Research Institute and CLP Enterprises. • Before joining CLP, Sandra was Chief Staff Officer/Planning & Administration of the Independent Commission Against Corruption. Active in community/professional service and charitable work: Co-opt member of Publicity & Community Relations Committee, Consumer Council; member, Transport Tribunal; Non-local Higher and Professional Education Appeal Board, Action Committee Against Narcotics; Member, Professional Services Advisory Committee, TDC; Council member, Oxfam Hong Kong and Co-chair, Benefit 2007, Habitat for Humanity China; Director, Hong Kong Women Professionals & Entrepreneurs Association and past president of the Zonta Club of Victoria.
2.	Dr. Lo Chi Kin	<ul style="list-style-type: none"> • A public affairs and lobbying specialist in Hong Kong • Was Director of Public Affairs/Hong Kong & China at Burson-Marsteller in 1992-93, and held senior management positions in a local IT manufacturer, the Hong Kong office of a global commodities trader, and a local daily.
3.	Mike Tsui	<ul style="list-style-type: none"> • Successively worked in senior management and directorship positions in a number of local and international companies • Has given strategic advice in and organized communication and leadership training programmes for over 70 government departments, agencies and private corporations; and managed a few government consultation/public engagement exercises.
4.	Anna Lee	<p>Seasoned corporate communicator having worked in both agencies and publicly listed companies, with expertise in:</p> <ul style="list-style-type: none"> • Corporate Communications • Branding

	Name	Relevant Experience / Credentials
		<ul style="list-style-type: none"> • Media Publicity • Events Management
5.	Lam Yuk Wah, Peter	<ul style="list-style-type: none"> • Former programme host for “Tea Cup in the Storm”, Commercial Radio Hong Kong • A media practitioner with over 20 years’ experience in programme production, acquisition and distribution in local television, production companies and motion picture organizations • Was the co-host of “Headliners” 「頭條新聞」, a prime-time weekly public affairs programme produced by Radio Television Hong Kong (RTHK)
6.	Annita Mau	<ul style="list-style-type: none"> • Held senior positions in the field of public affairs and corporate communication for over 20 years, serving major non-government organizations and public corporations. From 1995 to 2006, she was the Chief Public Affairs Manager at Hospital Authority, Hong Kong, gaining tremendous knowledge and exposure in medial field and network with medical and medical-related professionals. • Specialised in government relations, community relations and media relations; assisted the corporations she served to deal effectively with major crises and issues. • Also possesses solid background in television production, writing /editing, and academia from work with Radio Television Hong Kong, Asia Television, Reader’s Digest and the City University of Hong Kong in the early part of her career.
7.	Tam King-wah	<ul style="list-style-type: none"> • Registered social worker and has been involved in social services and personnel management over 24 years • Rich in experience as district councilor, on political dynamics and election campaigns • CEO, Sai Kung Community Centre • Member, Kwai Tsing District Council (1991 – 1994)
8.	Dr. Max Wong	<ul style="list-style-type: none"> • Graduated from University of London with a Ph.D. in law. He is one of the leading professional in the media field specializing in international news, local news, news commentaries and was a programme host in both television and radio. Before joining A-World Consulting, he was Managing Editor of NOW Business News Channel, responsible for editing local and international news. • Prior to NOW, worked in the Hong Kong Economic Times (HKET) -- a leading financial newspaper in Hong Kong -- as the lead writer until 2004. He is currently a columnist writing for CUP magazine and has written commentaries for the HKET and Ming Pao. His book, “Reading Colony” – a collection of articles published from his column in CUP magazine -- was published in 2005 and was well received in Hong Kong.

	Name	Relevant Experience / Credentials
9.	Andrew Cheung	<ul style="list-style-type: none"> Experienced professional in public affairs, communications and marketing in Hong Kong, possessing over 11 years of experience in public administration and marketing in both the public and private sectors.
10.	Yuen Kin-kwok	<ul style="list-style-type: none"> Working on public engagement project for TELA and worked as journalist and editor at Oriental Daily News, ATV, Metro Radio, and Hong Kong Economic Journal for more than 20 years.
11.	Venus Chan	<ul style="list-style-type: none"> Managing survey, public affairs and training consultancy projects for both public and private organizations.
12.	Benson Luk	<ul style="list-style-type: none"> Extensive experience in public affairs, community services and event management Was Community Relations Executive for the office of a Legislative Council member and a District Council member in the past Worked for the Better Air Quality Social Engagement process, Sustainable Development Division, Government of HKSAR
13.	Irene Lee	<ul style="list-style-type: none"> Extensive experience in public affairs, community services, event management, media relations and publicity Was Community Officer for the office of a Legislative Council member and a District Council member in the past A Co-opted Member of Sai Kung District Council from 2006 to 2007
14.	Flora Lee	<ul style="list-style-type: none"> Experienced in event management, media relations and publicity
15.	Monica Li	<ul style="list-style-type: none"> Experienced in research, media relations and mainland issues