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Organisation Name:

Hong Kong Church Network for the Poor (HKCNP)

Position in the organization:

Researcher

Title of Paper:

From compassion to action. From panic to resilience to new poverty.

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From Compassion to Action

Nurturing Resilience to New Poverty out of Despair

Hong Kong Church Network for the Poor (HKCNP)

Abstract

Poverty sneaked in when we all believed that hardworking would entitle us to a fair share of prosperity. The grassroots struggling with vanishing resources responded with anger and despair. Situation went downhill. The post 80s' youth hit dead-end in search of upward mobility. The city suffered from this unexpected poverty pulled together to rescue its invincible spirit. HKCNP coalition weaves a unique support to foster grassroots youth resilience to endure this era of new structural poverty. Transforming compassion to actions, we created the HKCNP Youth Upward Mobility` Mentorship Program (YUM) for grassroots youth to land on decent first jobs, to cultivate their social, personal and work assets and to reclaim their fair chance of upward mobility. YUM was planned carefully, implemented thoughtfully and measured continually. Blessed with success and learning from multi stakeholders, we move on with faith to launch YUM2.0, more empowering with an enlarged community network of resilience.

We are hard pressed on every side, but not crushed; perplexed, but not in despair; persecuted, but not abandoned; struck down, but not destroyed. - 2 Corinthians 4:8-9

1 Era of new poverty

1.1 The invincible Lion Rock spirit

A society with upward mobility is perceived to be open and fair. There is socio-economic harmony where individuals are free to succeed. Our proclaimed "Asia's world city"



enjoyed decades of prosperity. Year after year, we believed that each new generation would move upward and have better life in every aspect, if we worked hard (Figure 1). This Lion Rock spirit empowered us to achieve the great socio-economic advancement transforming our city into a leading cosmopolitan Asian Financial Centre. Hong Kong prided itself as the crown jewel of Asia and “...its highly transparent and robust regulatory regime for the banking, securities and futures, insurance and retirement scheme industries, in line with the best global practices and standards”¹.

1.2 The unexpected sneak-in poverty with a deep root

Amid the glories radiated from our diligence, a dreadful poverty trend built up sneakily, yes, sneakily because we had never measured poverty. The 1997-98 Asian Financial Crisis and the following decade of the community’s large ignorance on the increasingly impoverished population were simply trigger and accelerator, rather than the root cause of poverty⁵. Our poverty was deeply rooted in our social welfare and manpower planning lagging behind decades of structural economic¹ and demographic² (Figure 2) changes. The lowest decile of the population has not benefited from the economic advancement. They responded with mixed feeling of panic and anger to the era of new poverty. The community subsequently recognized that our poverty was structural and the official poverty measure started in 2009. Circumstances remain grim and those born after 80s found upward mobility a myth.

¹ Structural economic changes lead to lay-offs of skill-not-fit labors.

² With population ageing, more old people loss active work income.



1.3 Shocked city to see upward mobility imperilled

Our GDP per capita (USD58, 094) was top 12th globally in 2017 but 52 per cent³ of the population believed that the upward mobility decreased and 65 per cent⁴ of the youth expressed concerns in youth poverty issues. Our labour wage increase did not align with productivity increase (Figure 3). Our minimum wage (USD4.42 per hour) to GDP per capita, bottoms in Asia (Figure 4) and developed economies, is far below estimated living wage (USD12 per hour)⁵. Our Gini coefficient⁶ is top tenth globally at 53.7 per cent⁷ (Figure 5). Nine per cent, or 647,500 people⁸, live in working poor families. One in six of us, or 1.352 million, live in poverty, 208 per cent of the base-year figure when poverty was first measured⁹. One in five of our children lives in poverty¹⁰. Our youth unemployment rate has been twice the overall rate since 2009 (Figure 6). The entire society awakened. We must act justify to uplift the resilience of the poor to this phenomenon unseen after the World War II.

Our Lord has heard the cry of the under-privileged people, it's He who calls His people, sends them into communities of the poor, walk humbly with God, act justify and love mercy: speak according to the truth, act from a caring heart to manifest the witness of our church in trinity. – HKCNP vision



2 From Compassion to Action nurturing resilience in new poverty

2.1 Christians seeing light to heal the suffering souls

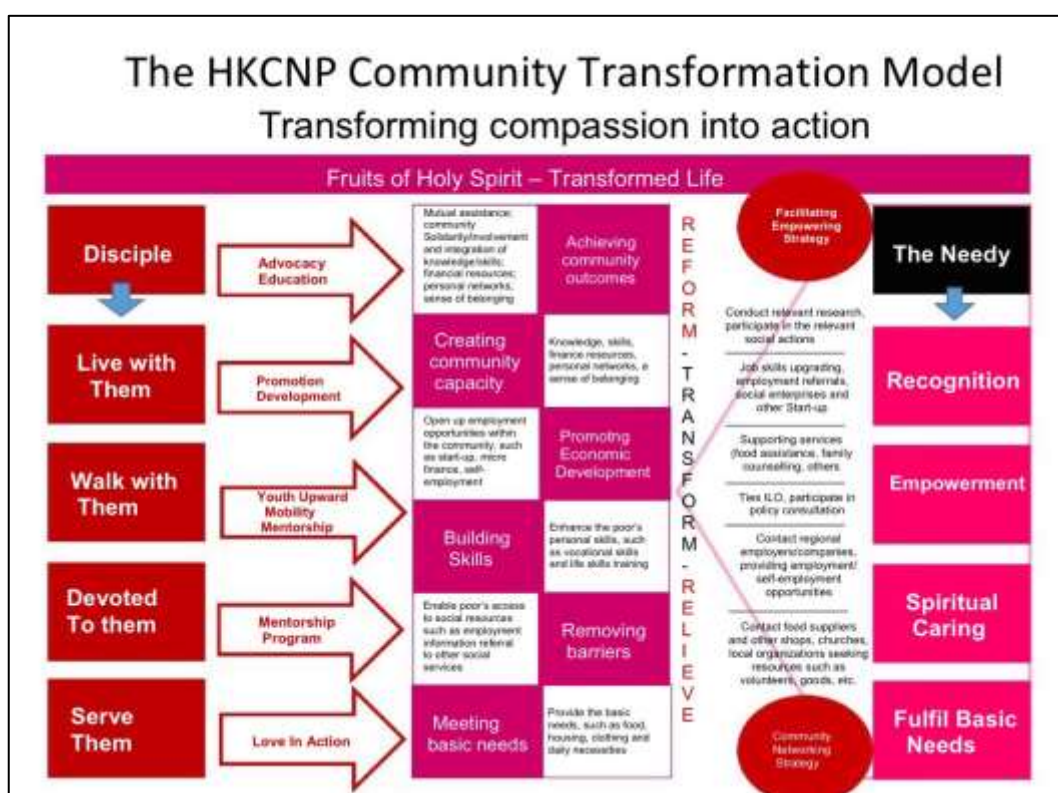
We experienced the grief of poverty. In 2002, unemployment worsened, along with a rise in suicidal and domestic violence cases. A pessimistic sentiment prevailed across the society for these unseen despairs. We reflected and acted to transform. In April 2004, the “Church Campaign For the Unemployed” was set up to raise funds from churches and the public to create more than 1,000 jobs and start-up business opportunities. By early 2005, the gap between the rich and the poor continued to widen. To arouse concern for the poverty issue among churches, they were called on to help the poor break the inter-generational poverty in January 2005. In April 2006, there was progress. The “Church Campaign for the Unemployed” was formally renamed the Hong Kong Church Network for the Poor (HKCNP). HKCNP was founded to help the poor before poverty was officially measured.

2.2 Christians’ heart-work transcribed onto the HKCNP Community Transformation Model

Putting Living Out the Great Commandment and Fulfilling the Great Commission to practice, we devote to serving, walking and living with the poor. We network with the community, thrive to facilitate and empower individuals to reignite hopes. Our practical interventions, like contacting food suppliers, shops, churches and others to engage volunteers and resources for basic-necessities of the poor, calling for employers for employment or self-employment opportunities, make a real difference. We participate in policy consultation, seeking for resources to support family counselling and food



assistance. We enable skill-upgrade and referrals for the unemployed. We share revealing research with resources owners, calling on them for support. Through time, the soul of the needy finds comfort and sense of belonging with us; and we progress from being largely ignorant about poverty to understanding, empathizing and echoing the despairs of the poor. We transcribe our heart-work onto the HKCNP Community Transformation Model (Figure 7) to evidence and to sustain our acts.



We emphasize in alleviation of children poverty. Transforming compassion into action (Figure 8), we support engagement programs which strive to empower the grassroots children for self-recognition and resilience, and we educate the community about the reality of poverty through a network of more than 400 churches, schools and employers to shape a response to our suffering children. We partner with 20 organizations operating more than 60 care programs, benefiting 20,000 youngsters. Ten years passed.



Our children are now youth facing another life-stage challenge: get decent first jobs. Grassroots youth without university degree are likely to be trapped in unemployment or precarious employment. We are committed to help them.

2.3 Practical solutions for decent first jobs with out-of-the-box thinking

Only 34.8 per cent of the grassroots youth expect to finish with a university degree¹¹, but most employers offering decent jobs regard a university degree as solid evidence of intelligence, work ethics and conformity. We have more labour demand than supply. The government's ten-year manpower planning projected a manpower requirement increase of 319,100, or an average annual growth rate of 0.9%, vis-à-vis growth rate of 0.4% for total manpower supply¹². However, grassroots youth could only look for minimum wage jobs because (a) the high-pay jobs of pillar, fast-growth, large and selected industries are competed among job seekers with international exposure (Figure 9), relevant work experience, mathematical and customer-centric skills, which grassroots youth without degrees do not possess; and (b) the Less demanding lower-pay entrant-level jobs are competed by other degree and sub-degree graduates¹³; and (c) The social networks for obtaining employment information, commonly available to those in higher socio-economic groups, is inaccessible by grassroots youth¹⁴.

With faith to turnaround this situation, we seek out-of-the-box thinking and referred to the UN Solutions for Youth Employment (S4YE). We looked for practical solutions to accomplish two explicit objectives. (a) Provide grassroots youth with employment. (b) Provide them with learning path. We wished to bolster grassroots youth confidence with five innovative signature program elements: (a) decent jobs of stable income; (b)



structured school-to-transition on-the-job trainings supplemented with employer-sponsored accredited education courses to pave way for further accredited qualifications in the profession; (c) upward career path for youth thriving for excellent performance; (d) mentors alongside them throughout their debut career path, guiding them to uplift their employability; and (e) continual measurement on youth capability to be monitored for improvement.

With favourable response from multi-stakeholders to our calls, the HKCNP Youth Upward Mobility Mentorship Program (YUM) was created in 2016. We empower our grassroots youth transit to decent jobs, with support from multi entities providing leadership and resources for catalytic actions to increase the number of youth engaged in productive work of decent jobs hence maximizing their upward mobility resources. We adopt the link, learn and leverage approach. (a) Link the Government, enterprises, schools, colleges, churches and NGOs to support the empowerment of youth for decent jobs. (b) Pursue a knowledge based learning agenda with open sharing³ of YUM data and insight generated from our research. (c) Leverage the network to catalyse the promotion of collaboration for community support and financial sponsorship.

3 YUM 1.0 program outcomes

Eight corporate employer-sponsors, 100 school partners, Six church partners, 18 to 24 months school-to-work transition programs including sponsored accredited vocational

³ Example: HKCNP shared its 2017 study on global job market and local youth employment trend with recommendations on development of youths and career management model.

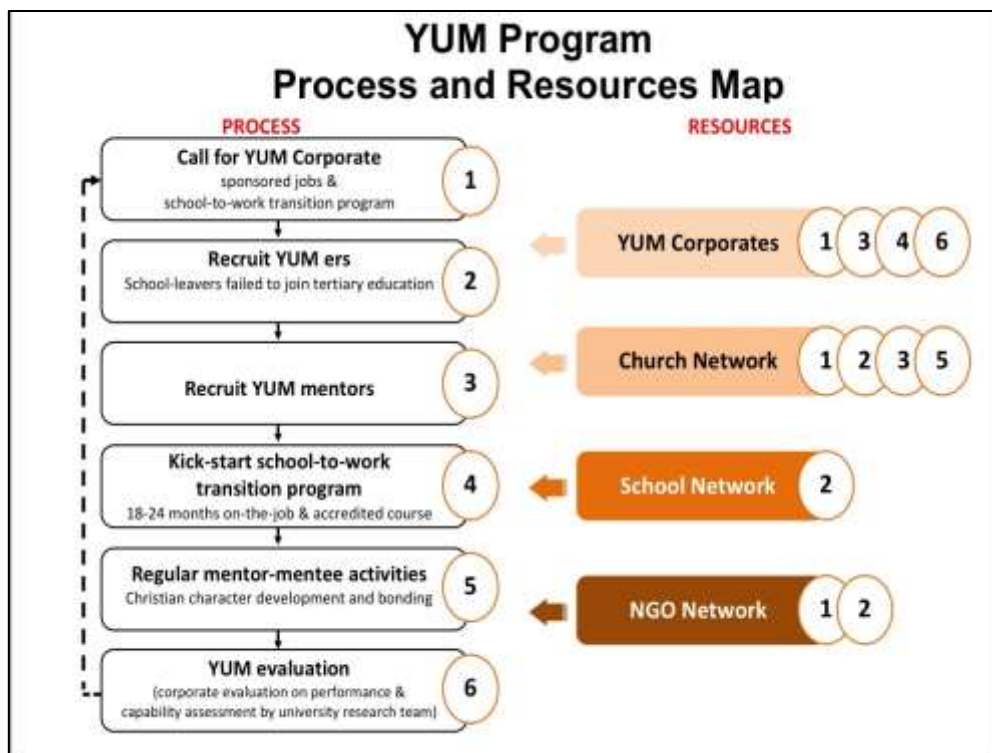


training at Level 3 or 4 of Qualification Framework (QF) and more than 100 committed genuine job vacancies⁴ form the resilience support network we weaved for our grassroots youth in the past three years to alleviate intergenerational poverty.

61 youth joint YUM pilot program in 2016 and 2017 (Appendix 1). Eight become licensed tour guides earning basic monthly salary of USD1,153 plus effort-based commission in the tourism industry which contributes 17% of our GDP. We gracefully landed 18 grassroots youth on decent jobs. They completed professional training and have a prospect of moving upward the socio-economic hierarchy.

⁴ Once the YUMers “graduate” from the school-to-work transition program, these are the permanent job vacancies for them to fill.

3.1 YUM 1.0 program description



- A typical YUM program lasts for 18 - 24 months with three major stakeholders walking hand-in-hand.
- YUM corporations are reputable industry leaders referred by churches and NGOs to sponsor job vacancies, training and accredited study. Potential corporations assess their readiness to tailor and execute school-to-work transition programs.
- YUM mentors are quality professionals recruited by the YUM corporates and churches. The disciples serve transformed life, support and encourage the matched YUMers to stay on path throughout their debut career.
- YUMers, youth failing in examination for tertiary education, are recommended by schools, churches or NGOs with consideration of their integrity and career interest.



In the bond-building Mentorship Peer Group Activities, we cultivate their spiritual understanding of Christian character.

- During the YUM program, YUMers (a) attend on-the-job training with pay, and (b) attend part-time accredited education course sponsored 80 to 100 per cent by YUM corporates.
- At the end of the YUM program, YUM corporations evaluate YUMers' individual performance. An independent university research team conducts continual capability assessment on the individual YUMers.

3.2 YUM 1.0 as proof of transforming compassion into action for youth resilience

YUM is proof of our transforming compassion into action. Our mentor disciples walk with the youth, help them to resist temptations to derail from the day-to-day hard work and strengthen the youth resilience in their first purpose job.

Transforming Compassion into Action			
Living out the Great Commandment. Fulfilling the Great Commission			
Transformed Life			
The mentor discipleship	YUM Elements given by Mentors	The needy followers	YUM Elements for YUMers
Serve them	Loving and caring devoted Christian	Fulfil basic needs	Unemployment risk is mitigated.
Devoted	mentors walk with	Spiritual caring	Nourished with Christian



to them	the YUMers, guide them to resist temptation to derail and to gain resilience in their debut career.		character development in the Mentorship Peer Group Activities.
Walk with them		Empowerment	Have access to stable income and upward mobility.
Live with them		Recognition	Recognized as valuable back-up of ageing work force in YUM corporates

3.3 YUM 1.0 as proof of living out the community transformation model

YUM is proof of our living out the community transformation model. We transform youth with purposeful decent jobs which demand for their dedication and quality production.

The HKCNP Community Transformation Model			
Community Transformed by	YUM Elements	Community Transformed by	YUM Elements
Meeting basic needs	Provide decent job opportunities.	Promoting Economic Development	Release youth productivity through decent jobs for genuine contribution to the economies.
Removing barriers	Call for genuine job vacancies	Creating of community	Connect youth to the church network. Mentors serve as



	from corporates.	capacity	role-models for youth to become future mentors.
Building Skills	Work with corporates to structure school-to-work transition YUM.	Achieving community outcomes	Release valuable community resources such as job opportunities, youth productivity and support from Christian mentors for a more resilient community with upward mobility.

3.4 YUM 1.0 fulfils partially YUM corporates' labour needs

- YUM provides corporates with a sizable coalition platform comprising of 100 schools and 200 churches to communicate decent job opportunities to school-leavers. YUM corporates are confident about the quality network referrals.
- YUM corporates treasure the volunteer mentorship resources which help to sustain the youth passion and energy throughout their transition to work.
- YUM corporates treasure the YUMers as back-up of their ageing workforce.

I am happy...significant improvement in your people and work skills...now you are licenced professional tour guides...You have generated excellent sales results in shops, which is very encouraging to us. – YUM graduation speech by managing director, EGL



3.5 YUM 1.0 fulfils youth basic needs and more

- The grassroots school-leavers and early drop-outs who could hardly get any jobs except the precarious ones now have prospects for decent income and career path.
- With quality mentorship, on-the-job training and accredited course, the youth are enriched with social, personal and work assets to move up the socio-economic hierarchy.

3.6 YUM 1.0 provides schools with quality employment information for school leavers

- Schools play a crucial role in youth education, preparing youth to the next life-stage, be it working or further studying. Schools feel empowered to have quality employment information to share with their school leavers.

3.7 YUM 1.0 is unique and innovative

The pilot YUM was managed with our profound understanding of the grassroots youth issues. YUM is more than a job seeking and matching initiative. The solution is unique and innovative to advance and accelerate grassroots youth employment with the greatest potential to deliver productive work at scale and to enable youth resilience to transit through the first decent job.

- a) Cohesiveness and transparency add to job market efficiency. Numerous NGOs have similar mission to help youth landing on decent first jobs but efforts are uncoordinated. YUM is a unique, open, transparent and



trustworthy coalition to (a) call for decent jobs from corporates for our grassroots youth, and (b) to concert NGOs' effort.

- b) Manoeuvring both supply and demand side. Numerous NGO initiatives focus solely on supply side by uplifting labours' job skills. YUM reaches corporations for real job vacancies and uplifts knowledge and skills of youth through the mentorship.
- c) Relevant starting point for employers to help alleviating poverty. Employers are ready to make contributions as the economy grows but they often do not know where to start. YUM provides them with the most relevant starting point: to offer decent jobs and career paths.
- d) Smooth transition from school to work. YUM is a school-to-job transition program. YUMers are given tailored and structured on-the-job training plus accredited course and mentorship to ensure smooth transition to work.
- e) Long term commitment of mentors. Numerous mentorship programs are one-off or short-term. Quality and professional YUM mentors, however, are assigned one-to-one throughout the grassroots youth career debut.
- f) Add to the resilience of grassroots youth. The devoted mentors establish trustful role-models for YUMers. The mentors share with the youth their life transforming experience which enable the youth to engage with their future work self, triggering proactive career behaviours which strengthen their resilience to the uncertainty in their future career.



3.8 YUM 1.0 success case sharing

Anson was 18. He failed in the examination for tertiary education. He wanted a job but he did not know how to get one.

Anson is one of the YUMers. He lives with his parents in lower income geographic area. His mother is a secondary school drop-out and is a housewife. His father completed secondary school study and is a driver. Both are loving parents. Anson's father helped him with English study until he was 12 and Anson's mother helped him with mathematics study until he was 8.

Anson relied on school to acquire linguistic and mathematics skills. He liked the Math teacher who helped him to improve in mathematics. He did well in English conversations but he is weak in overall English score.

- Insight one: Most grassroots youths could not make it to university due to limited parental guidance on linguistic and mathematics skills, both essential for gaining high scores in school subjects and for furtherance of study.

As a child, Anson spent much leisure time in the libraries reading comic books, Chinese novels and Harry Potter. Later, he read books recommended by teachers. He enjoyed articulating the story details and brainstorming unresolved cases in the stories. Today, he also likes to solve work-related problems.

Anson and his best friends played online electronic games. He liked trouble-shooting hardware and software problems, number one skills required to stay on-line continuously. Today, he is the beloved "computer man" of his work team, helping his colleagues to solve day-to-day computer problems.



Anson loves the nature. He joined the school observatory club and the Green Peace to enjoy the activities in nature. Today, he is employed in the tourism industry.

- Insight two: Grassroots youth are also blessed with inner gifts awaiting development. If landed on a decent job, they might turn talents and interests into job-fit career skills.

Anson envisioned his future work-self when he was 15. He joined work-place tours organized by school. He saw workers in their workplace. He felt the greatness of work: the workers were completely engaged in their work, disciplined and devoted to contributing to the society.

Right after the release of the examination results, Anson wanted a job. He learnt about the 2-year YUM Program offered by a travelling company. He discussed with his parents who supported his choice.

- Insight three: Exposure at an early stage about one's future work-self helps the youth to be prepared for the future work-life and make a right choice when opportunities arrive.

YUM program was physically and mentally stressing: full time paid job in the day and accredited course in the evening. With the encouragement and experience sharing of his mentor, Anson became more resilient to the stress. Indeed, the YUM corporates revealed that retention rate of YUMers was above the industry average.

- Insight four: Decent jobs demand speedy catch up of knowledge and skills. Precarious jobs, on the contrary, do not have entrant requirement. They become tempting low hanging fruits for the youth. Without guidance from the



YUM mentors, the youth will be tempted away to take precarious jobs with no chance for upward mobility.

Anson came out number one among the YUM graduates. Today, he earns a decent basic salary topped with effort-based variable compensation. He enjoys working with the colleagues. They have plenty of enjoyable after-work activities, thanks to the hardworking supervisor who organizes them. Anson is full of dream now. He has crafted a clear future work-self after his supervisor. He is eager to acquire all advanced customer skills so that he could resolve smoothly customer problems, just like his supervisor.

- Insight five: With YUM, material and life-chance deprivation is no longer the destiny of grassroots youth. They become resilient to deal with hardship, daring to dream for a better life and motivated to become good students, good workers and good citizens.

4 YUM 1.0 to YUM 2.0

4.1 YUM 1.0 key success drivers

There are three key drivers to YUM 1.0 success. (a) The YUM corporates have genuine job vacancies. All the graduated YUMers are appointed with permanent career path job positions. (b) The school-to-work transition programs are well designed. The YUM corporates provide YUMers with opportunity to repeat intensive practice in profession-relevant skills. The YUMers are confident with the permanent job assignment. (c) Return-on-investment is clear to the YUM corporates and the YUMers. The hardworking YUMers are rewarded with stable



incomes and career paths. The YUM corporates are rewarded with the YUMers' above average retention rate and their immediate satisfactory performance.

4.2 YUM 2.0 HKCNP role transition

We embrace the challenge, the learning and the success of YUM 1.0. We earnestly work on the YUM 2.0, in which we will teach more NGOs to become project managers. We then move on to become overall program sponsor and convenor of YUM 2.0 executive committee carrying simultaneously and temporarily overall coordinator duties to promote, solicit, select, train, coach and monitor the replicated YUM 2.0 project managers and mentors. We shall also scale up the network from four aspects: more youths to be benefited (400), more YUM corporates (50), more project managers (10), and more Christian mentors (one mentor to maximum two mentees).

4.3 YUM 2.0 broadened coverage

Each year, about 33 per cent (17,398 in 2017) of our final year senior high school students fail in the university entrance examination. They might pursue alternative education in diploma and sub-degree courses⁵, yet still find it challenging to land on decent first jobs. YUM2.0 would make a much bigger community impact to include them.

- a) Enlarge youth coverage. YUM 2.0 would be open to all grassroots youth from age 18 to 25, including fresh secondary school-leavers, early drop-outs, the

⁵ Examples are VTC, Yi Jing and others.



seventeen thousand youth pursuing alternative further education and other youth having completed secondary school study and working for one to two years on part-time or full-time jobs.

- b) Expand geographic exposure. YUM 2.0 would call for jobs from corporations in Hong Kong as in YUM 1.0 but we shall also invite corporations with tangible business in Guangdong-Hong Kong-Macau Greater Bay Area to offer jobs with regional exposure to widen youth career horizon.
- c) Broaden the youth recruitment channels. YUM 2.0 will deploy, other than person-to-person network, all on-line and off-line means to reach out for inactive secondary school dropouts. As long as budget permits, we shall consider all possible means, including but not limited to, community promotions, TV commercials, posters and other popular e-channels.

4.4 YUM 2.0 Corporate Incentive

We would encourage more employers to participate with two major enhancements: (a) condensed YUM duration to 12 months from 18 to 24 months, and (b) small and reasonable financial incentive for corporates to boost even higher YUMers' retention.

4.5 YUM 2.0 Government engagement

We would engage the Government regarding inputs for long term YUM implementation and for one-time or continuous funding support to provide for administrative expenditure in the creation and maintenance of the program as well as incentives for the corporate partners.



5 From panic to resilience

By faith, we continue to act. We need to foster resilience among our grassroots children earlier in their life stage to better prepare them for more uncertain job market.

We have 180,000 children, or one in five, live in poverty today. By the time they join the job market, it will be a more unpredictable one. The future labour demand, the job content and required skills will be dramatically different because of the speedy and irreversible globalization and technology advancement¹⁵. Global studies converge to the opinion that 60% of the existing jobs will be impacted, out of which 30 to 50% of the work activities are likely to be replaced by technologies¹⁶. That means more than 18% of our 3.8 million jobs might be affected. These jobs might be altered, wiped out or replaced. The YUM2.0 would evolve to protect our youths amidst future uncertainties.

- a) Integrate our children development programs into YUM to become a children career management program. Younger children (age 7 – 9) would be (a) assisted to develop their linguistic capability, (b) encouraged to develop their creativity capability, and (c) given opportunity to understand the relation between learning at school and working.
- b) Older children (age 10 – 15) would be inspired to understand the purpose of working, to engage with their future work-self and to raise their bar about job skill requirement such as discipline mind, synthesis mind, creating mind, respecting mind and ethical minds⁶ through (a) visits to work place, (b) intern working opportunity to

⁶ Five Minds developed by Howard Gardner.



experience what real work is like, and (c) guidance from mentors trained with the five minds development.

- c) Sustain the quality mentorship program with YUMers groomed into junior mentors.

HKCNP Community-wide YUM collaborated among multi-stakeholders is a practical solution to youth employment. It encourages youth resilience to endure tough life situations for them to reclaim life chances¹⁷ for upward mobility.

Hong Kong Church Network for the Poor was founded by Hong Kong Chinese Christian Churches Union, Hong Kong Christian Council, Hong Kong Church Renewal Movement and a number of Christian NGOs and churches who are serving the poor community. We support Christian ministries, NGOs, schools, business sector and government departments to collaborate together through our five mission focus – Unity, Advocacy, Mobility, Community and Charity. Thus, to improve the physical, emotional and spiritual being of poor people with the ultimate goal and calling to alleviate inter-generational poverty in Hong Kong. Our services are knowledge-based, cared and trusted, so as to form an inclusive and loving community that leverages the collective experience, expertise and resources to support more communities in need effectively.



6 Appendix 1 summary of YUM program

Cohorts	2016 intake	2017 Intake
Participating Employers	2	6
Employers’ Industries	Travel Information technology	Travel, Information Technology, Catering, Property Management Healthcare, Internet Shop
Available Job Category	2	9
Open Vacancies	40+	100+
Program Duration	18 - 24 months	18-24 months
Sponsored Vocational Training	8 - 24 months	8-24 months
Qualification Framework	Level 3	Level 3
Sponsors financial support	80 – 100%	80 – 100%
YUMers recruited	23	38
YUMers Education Level	<ul style="list-style-type: none">Form 6 & unable to pass university degree enrolment hurdle	<ul style="list-style-type: none">Form 6 & unable to pass university degree enrolment hurdle
YUMers Recruitment Channel	School, church, NGO	School, church, NGO
Graduated YUMers	EGL: 8 (out of 15 completion)	Not yet available
Drop-out YUMers	10 (Found new direction, continue study)	<ul style="list-style-type: none">To be tracked
Mentors Recruited	23	38
Mentor Qualification	Industry professional	Christian + Industry professional
Mentor Recruitment Channel	YUM corporate	Church network
Mentor-YUMer interaction	90% participation to monthly Mentorship Peer Group Activities <ul style="list-style-type: none">Christian character developmentRelationship building with professional Christian mentors <hr/> Some of the YUM begin to join <ul style="list-style-type: none">Church service & Church youth events	
Result Monitoring	Monthly assessment by Hong Kong Polytechnic University on YUMers	
1.YUMers’ verbatim: Salary earned, experience, network, work values, confidence is all important for upward mobility. 2. Sponsors’ verbatim: We have youths as back-up for our more experienced staff. It takes time to train up these YUMers but investing in future human capital is part of our corporate social responsibility. Our employees’ compassion to take care of these grassroots youths has positive impact on our corporate culture.		

Figure 1 GDP growth and GDP per capita

Source: Trading Economics. <https://tradingeconomics.com/hong-kong/gdp-per-capita>

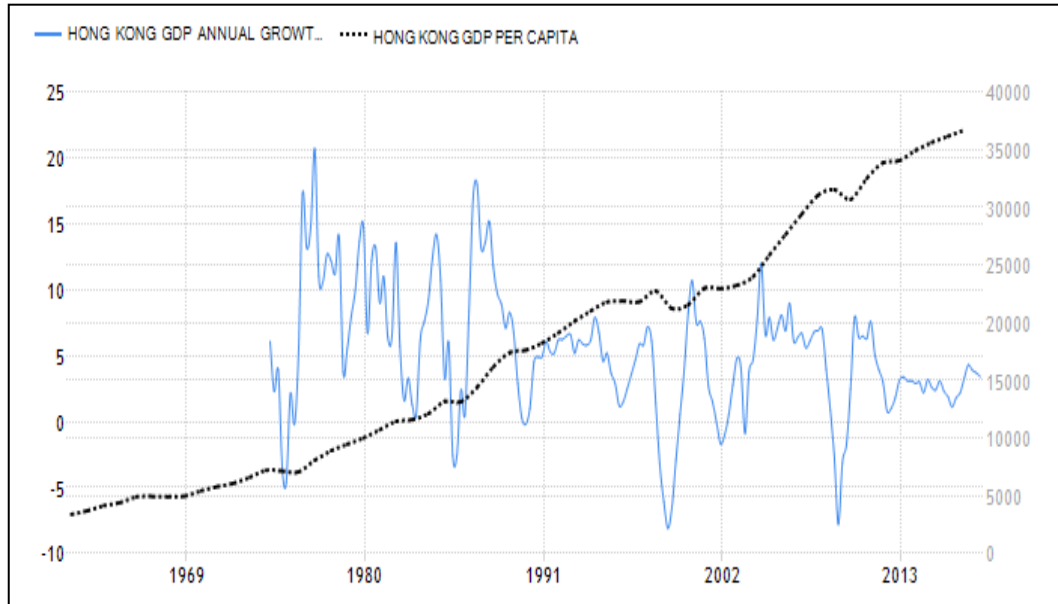


Figure 2 Ageing population trend 2006 to 2016

Source:

<http://www.scmp.com/news/hong-kong/education-community/article/2074440/sharp-growth-hong-kongs-elderly-population>

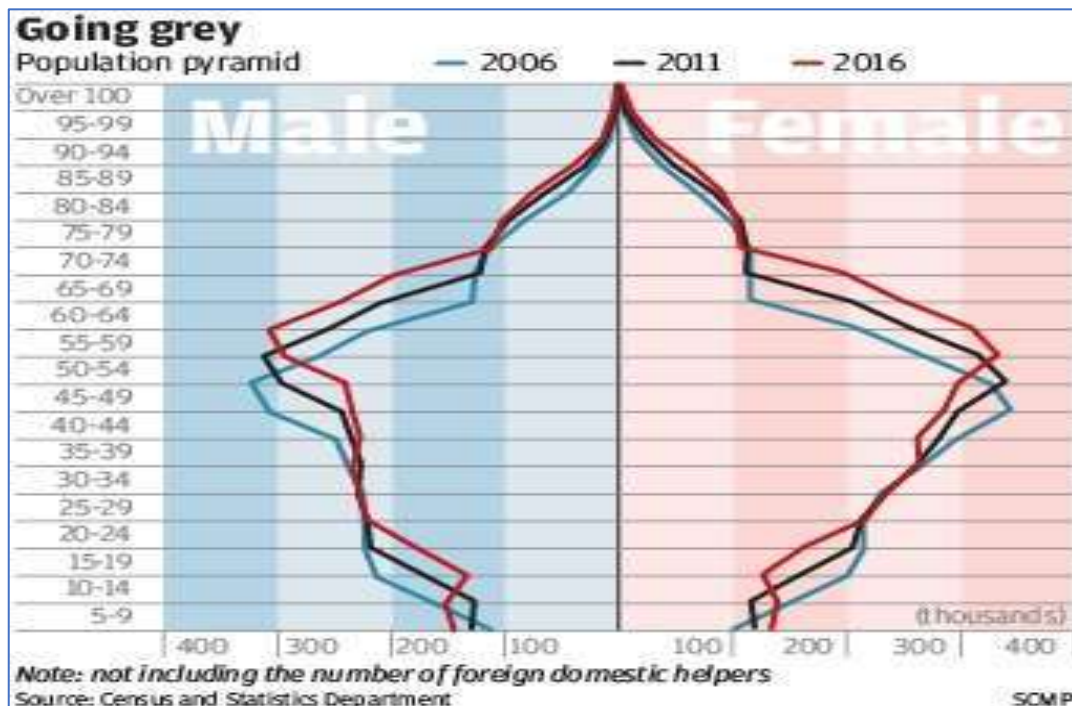




Figure 3 Productivity Index vs. salary trend

Source: <https://tradingeconomics.com/hong-kong/productivity>

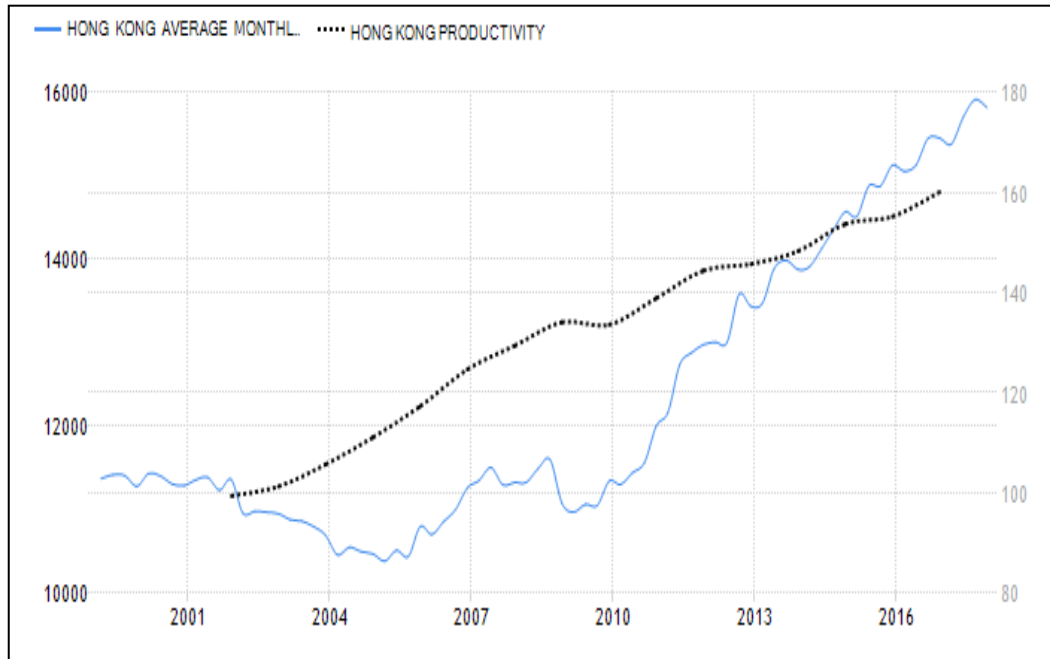


Figure 4: Minimum wage per GDP per capita in Asia

<https://www.hongkongfp.com/2016/10/09/bite-the-bullet-time-to-raise-the-minimum-wage-to-hk64-hk95-per-hour/>

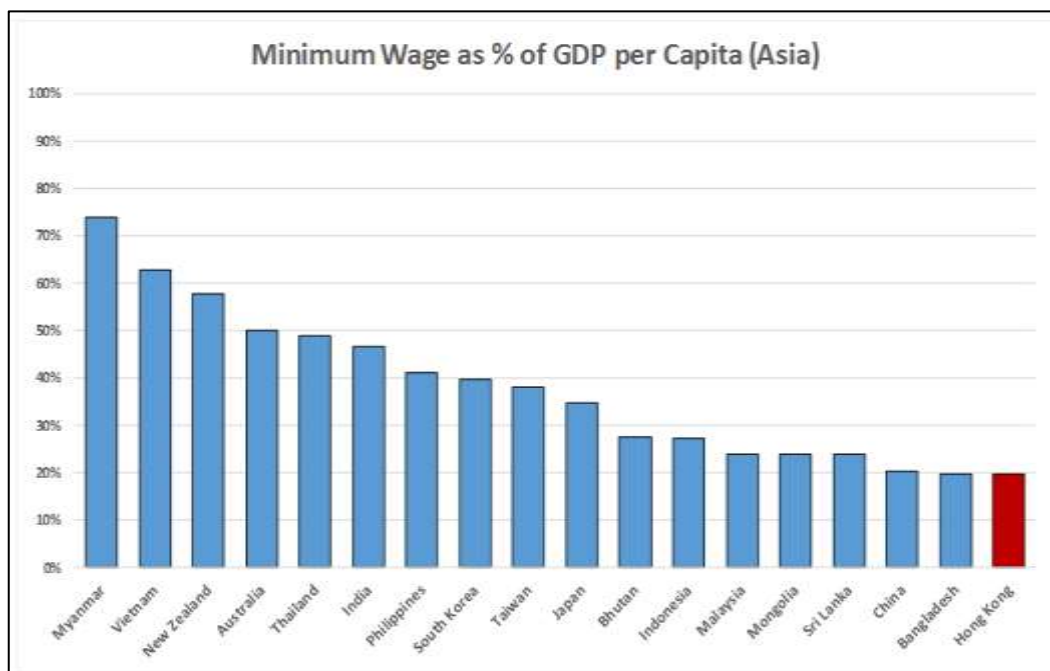


Figure 5 Gini Coefficient and Lorenz Curve 1980s to 1990s¹⁸

Source: <https://www.hkeconomy.gov.hk/en/pdf/box-12q2-5-2.pdf>

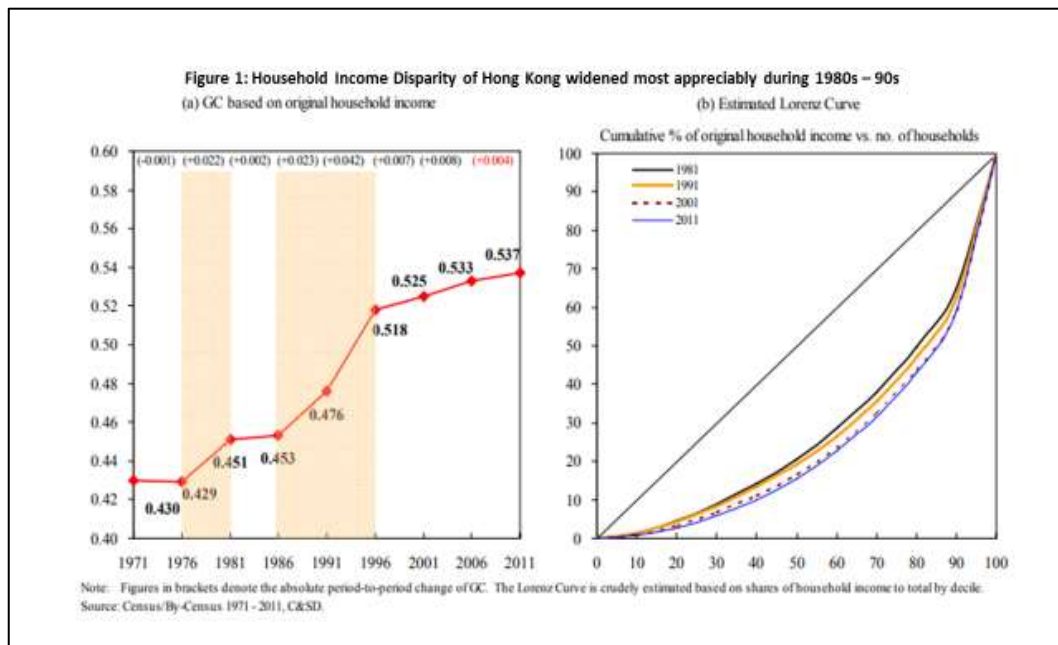


Figure 6 Overall unemployment and youth unemployment

Source: Trading Economics. <https://tradingeconomics.com/hong-kong/unemployment-rate>

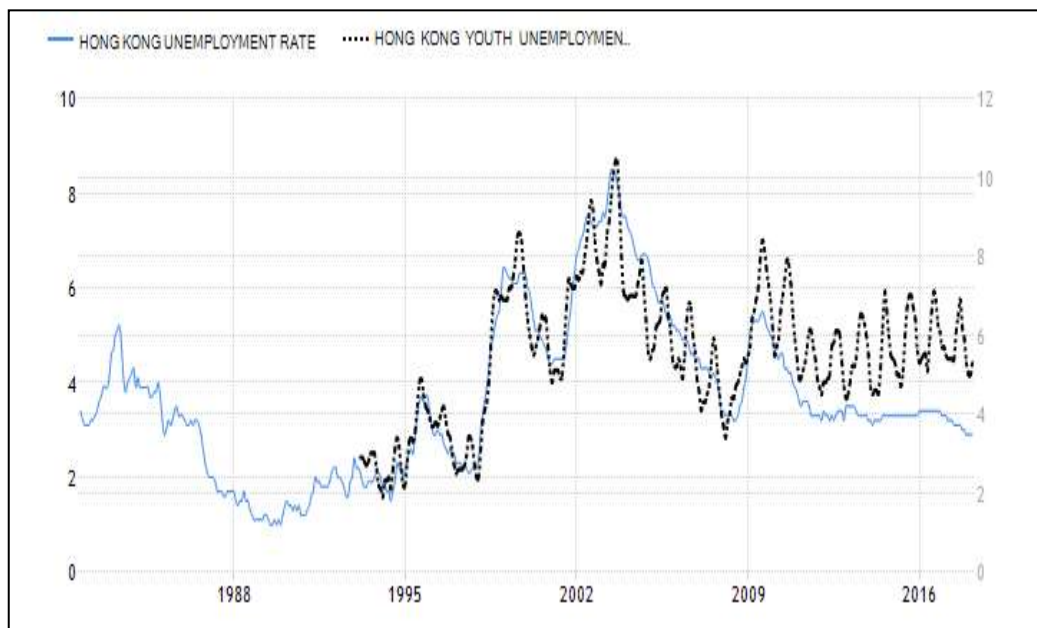


Figure 7 HKCNP Community Transformation model

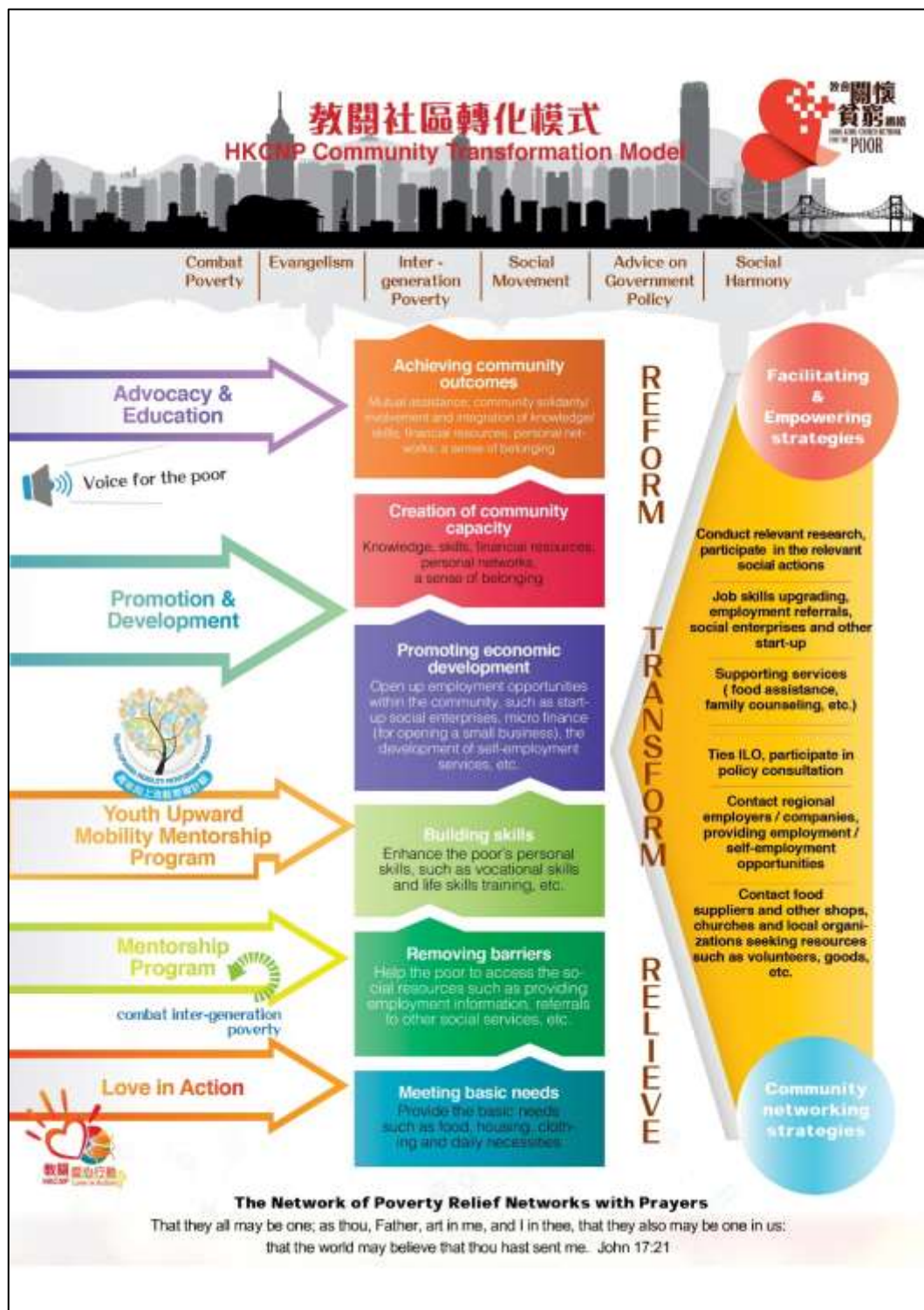


Figure 8 Transforming compassion into action





Figure 9 Job fair emphasizing on international experience

Source: Sample recruitment fair poster from Innovating Hong Kong

<https://pbs.twimg.com/media/Dbch5FEXcAADlzl.jpg>

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