

Effective Governance

Preamble

We will cultivate and maintain a good relationship between the HKSAR and the Central Government, pursue “people-based” governance, and, on the basis of an executive-led government, raise our capacity to govern. We will work to provide a sound foundation through effective governance to maintain and further develop Hong Kong’s position as a world city of Asia. We will strengthen our relations with the international communities and actively co-ordinate the efforts of government departments and public bodies to promote Hong Kong overseas. We are determined to maintain the rule of law in Hong Kong and will continue to take forward our constitutional development in accordance with the Basic Law. We will restore our fiscal balance to foster an environment conducive to continued economic growth and success. We are committed to maintaining a small but responsive and accountable government, and a permanent, meritocratic, professional, politically neutral and clean civil service. We will encourage public participation in politics to lay a more solid foundation for implementing “Hong Kong people ruling Hong Kong”.

New Initiatives

We will:

- Examine the possibility of further developing the existing political appointment system through creating new non-civil service positions (such as assistants to Directors of Bureaux) to be taken up by appointments of people from various sectors, including the political, professional and business sectors as well as the civil service.
- Deliver government services based around the needs and expectations of citizens by segment. A pilot Citizen-centric Services Programme will be implemented to deliver quality, joined-up services and raise the standards of government services. We will also launch a brand new one-stop access portal serving as the main gateway to online government information and services.
- Strengthen the Integrated Call Centre's capability to respond to citizen complaints regarding government services and assist bureaux and departments in resolving cross-departmental issues in a more timely and effective manner.
- Enhance the law drafting skill of law draftsmen through an in-house mentorship programme and enrich their drafting experience through short-term attachments to other common law jurisdictions.
- Enhance the quality of criminal justice by conducting a comprehensive review of the disclosure arrangements of the law enforcement agencies in relation to material which requires to be revealed to the defence to ensure the fair and proper conduct of criminal cases.

- Develop the standards of appellate advocacy and preparation in criminal cases through the compilation of a Criminal Appeals Manual.
- Strengthen liaison with the International Association of Prosecutors in order to facilitate its work in the Asia/Pacific Region and to promote co-operation amongst prosecutors at the global level in the combat of crime.
- Introduce a voluntary registration scheme for vehicle mechanics to enhance the standard of the vehicle maintenance trade.
- Work in collaboration with the construction industry to monitor and control payment of workers' wages and reduce non-value added multi-layer subcontracting to raise industry standards.
- Further improve the quality and efficiency of the Electrical and Mechanical Services Trading Fund by adopting a "Total Quality Management" approach and participating in a quality award programme in 2006 to benchmark itself with other well-managed organisations.
- Introduce legislation to give effect to proposals to reform the betting duty system and the regulatory regime of horse race betting so as to combat illegal gambling activities more effectively.
- Draw up legislative proposals on the regulation of interception of communications and covert surveillance.

Ongoing Initiatives

We are:

- Continuing to take forward constitutional development after 2007. In doing so, we will consider carefully the views collected from the community on how the methods for the selection of the Chief Executive in 2007 and for forming the Legislative Council in 2008 may be changed in accordance with the Basic Law and the Decision of the Standing Committee of the National People's Congress of 26 April 2004. The Constitutional Development Task Force will soon publish its fifth report to set out the Government's proposals. The Task Force will strive to gain the support of the public and the Legislative Council. We very much hope that a consensus on the way forward will emerge by late 2005 and that work on local legislation can commence by early 2006.
- Preparing for the review of the role, functions and composition of District Councils. In doing so, we will take into account the experience of the operation of the second term District Councils. Public consultation on the review is expected to commence in the first quarter of 2006.
- Continuing to facilitate the implementation of "One Country, Two Systems" and to demonstrate its success; and to facilitate the promotion of public awareness and understanding of the Basic Law.
- Funding higher education institutions to undertake public policy research. The Research Grants Council of the University Grants Committee is now processing the first round of funding applications, and will announce results by the end of 2005.

- Continuing with the development of an improved civil service pay adjustment mechanism which helps maintain a clean, stable and efficient civil service and is also considered as fair and reasonable by the community. The exercise includes the conduct of a pay level survey, review of the annual pay trend survey and developing a better mechanism to facilitate both upward and downward pay adjustments in future. We have appointed a consultant to proceed with the pay level survey field work for completion in early 2006.
- Continuing with the review of civil service allowances following the judgment of the Court of Final Appeal on the appeal in respect of the Public Officers Pay Adjustment Ordinances. We will take full account of staff views before deciding on any change proposals for implementation in 2006.
- Facilitating the maintenance of a lean and efficient civil service and reduction of the civil service establishment to about 160 000 by 2006-07 by providing the necessary management tools to assist bureaux and departments to achieve staff savings and enhance efficiency.
- Continuing to provide civil servants with training and development opportunities. We shall also continue to enhance the variety and content of the training materials on our e-learning portal, and promote wider use of e-learning, as part of our endeavours to fortify a culture of continuous learning in the civil service.
- Continuing to maintain and enhance the morale of the civil service, and encourage fuller use of various commendation schemes to recognise and motivate exemplary performance.
- Reinforcing actions taken to manage staff who do not measure up, through strengthening the deterrent effects of our disciplinary system against misconduct and further streamlining the

procedures for removing under-performers, whilst sustaining efforts to further improve efficiency and productivity in the civil service.

- Reviewing the policy on the post-retirement employment of civil servants to ensure that the policy will continue to contribute to public confidence in the integrity and impartiality of the civil service. Having completed our consultation with staff on the draft proposals, we will revise the proposals in the light of staff views and aim to promulgate the improvement measures within 2005.
- Promoting understanding of the rule of law in and outside Hong Kong and considering reforms to improve the legal system.
- Promoting transparency in the area of public prosecutions and implementing practical steps to avoid miscarriages of justice.
- Liaising with our justice partners to enhance the quality of criminal justice and taking of measures to secure a better deal for victims of crime and witnesses.
- Continuing the Bilingual Law Information System to provide easy access to our bilingual laws of Hong Kong and improving the standard of government lawyers in respect of bilingualism in law.
- Developing a Works Project Information Standard to facilitate the electronic exchange of public works project data and the reliability of electronic communications among stakeholders.
- Continuing to examine the feasibility of adopting Public-Private-Partnership for the in-situ reprovisioning of the Sha Tin Water Treatment Works and related issues.
- Carrying out testing, tuning and software customisation of the Enterprise Resource Planning corporate computer system, which helps enhance the efficiency and service quality of the Electrical

and Mechanical Services Trading Fund (EMSTF); and continuing the effort to set up e-portals for EMSTF major clients.

- Targetting the Architectural Services Department to achieve the overall outsourcing to 68% in 2005-06 and 70% in 2006-07 for the delivery of new projects under its re-engineering programme.
- Continuing to monitor the performance of the new Customer Care and Billing System for over 2.6 million customers of the Water Supplies Department in improving operational efficiency and customer service.
- Achieving effective communication with the general public and the media by publicising on the web-site of the Water Supplies Department updated information on the Water Mains Replacement and Rehabilitation projects.
- In line with the principle of keeping expenditure within the limits of revenue, continuing to strive to achieve a fiscal balance, avoid deficits and keep the budget commensurate with the growth rate of GDP; reviewing our tax base and continuing to implement the asset sale and securitisation programme.
- Reviewing the issues involved in the existing system of advisory and statutory bodies, and exploring practical ways to streamline its structure and enhance its functions.
- Reviewing the arrangements for rural elections in the light of experience gained in 2003, and working on the way forward for the next cycle of elections in 2007.
- Implementing the existing gambling policy and regulating authorised gambling activities conducted by licensed operators.

- Working closely with the Football Betting and Lotteries Commission to ensure proper regulation of authorised football betting and lotteries.
- Continuing discussions with the Mainland and other jurisdictions on bilateral co-operation relating to Mutual Legal Assistance in Criminal Matters, Surrender of Fugitive Offenders, and Transfer of Sentenced Persons, and in Reciprocal Enforcement of Judgments in Civil Matters.
- Taking active steps to introduce a new type of passport featuring biometric capability in 2006-07 to tie in with the first tide of applications for renewal of HKSAR passport valid for 10 years from July 1997.
- Taking steps to implement a facial recognition system to facilitate the verification of identity of suspect visa applicants and arriving passengers.
- Putting into effect, through legislation and other means, the recommendations of the Financial Action Task Force on Money Laundering to further enhance our anti-money laundering and counter-terrorist financing regime.
- Continuing to ensure that our legislative regime for combating terrorism is current and meets the need of changing circumstances.
- Continuing to seek long-term solutions to address the problems of overcrowding and outdated facilities in our penal institutions.
- Issuing the Smart ID Card in phases starting from mid-2003 to enhance security, facilitate boundary crossing, and provide other value-added services.

- Providing a legal basis for the existing police complaints system by making the Independent Police Complaints Council a statutory body.