

## MESSAGE

As Hong Kong enters the new millennium, Government continues to invest in infrastructure development with determination and enterprise to further improve our quality of life and living environment.

The mission of the Works Bureau is to ensure that projects under the Public Works Programme are well-planned; are implemented in a safe, timely and cost-effective manner; and are of high quality and standards. We also ensure that the Works Departments responsible for delivering the public works projects do so in a well-coordinated manner.



To further improve the quality and standards of services provided by the local construction industry, the Chief Executive has appointed the Construction Industry Review Committee to comprehensively review the existing operations of the construction industry and to make recommendations for further improvement. The Committee is expected to complete the review by the end of 2000.

I would like to express my appreciation to those in the construction industry for their commitment in raising the standards and quality of the construction industry and in promoting the awareness of industrial safety in construction sites. I would also like to thank all staff of the Works Departments for their contributions in delivering the various initiatives. I count on them to help meet the various targets set out in this booklet.

I welcome your comments and suggestions, which will help us attain a higher standard in our services.

A handwritten signature in black ink that reads "Lee Shing-see". The signature is fluid and stylized, with a long vertical stroke at the end.

(Lee Shing-see)  
Secretary for Works

# **Public Works Programme**

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## **Policy Objective and Key Result Areas**

# PUBLIC WORKS PROGRAMME

Our Policy Objective is to ensure the effective planning, management and implementation of the Public Works Programme (PWP) as a whole and the major infrastructure development projects in particular.

## Overall Targets

Our targets this year in pursuing this Policy Objective are –

- to ensure that public works projects are planned and implemented to meet the requirements of the client bureaux/departments
- to enhance the quality and standards of services provided by the Works Departments, consultants and contractors, and the construction industry as a whole

## Progress

In the past 12 months, we had achieved satisfactory results in pursuing our Policy Objective targets.

We had devoted much effort in ensuring that public works projects were planned and implemented on schedule and within budget in a cost-effective manner, meeting the requirements of the client bureaux/departments. To achieve delivery of public works projects within time and budget, we have set up a multi-level system to closely monitor the progress of construction and expenditure. Apart from strengthening further the project management culture in the Works Departments, we continued to drive home the importance of cost-effectiveness in planning and implementing public works projects. In addition, we have continued to review and improve our tender and contract administration procedures.

As part of our continuous attempts to enhance the quality and standards of service provided by the construction industry, we had developed management guidelines and devised systems to strengthen the monitoring of the performance of contractors and consultants; promoted conformity with

International Organisation for Standardisation (ISO) 9000, quality management in Works Departments and site safety awareness. Furthermore, to bring about further enhancement in the local construction industry, the Chief Executive has appointed the Construction Industry Review Committee in April 2000 to comprehensively review the existing operations of the construction industry and to make recommendations for further improvement by the end of 2000.

We also achieved the following progress in our eight Key Result Areas (KRAs).

**1     Ensure that public works projects are planned for cost effectiveness, feasibility studies are thoroughly conducted, and planning action is well co-ordinated**

Where options are available, we have taken steps to ensure that cost-benefit analyses have been properly carried out for public works projects so that the construction costs, social costs and other intangible costs as well as revenues have been duly taken into account in deciding the best option for implementation. We monitored closely the project estimates to ensure that resources were not unduly locked up. In 1999-2000, 102 new projects have been upgraded to Category A against 95 new-start projects as forecast in the 1999-2000 Estimates.

**2     Ensure that the most appropriate methods of procurement and methods of delivery of construction projects are used**

We have continued to review and improve our tender and contract administration procedures. An international expert has reviewed the allocation of risk in the General Conditions of Contract, and the Construction Advisory Board Contracts Committee is studying the recommendations. The Construction Industry Review Committee will also identify specific actions and best practices to improve value for money in the procurement of public works.

**3     Ensure that the quality of consultants and contractors selected to deliver public works will meet the requirements of our projects**

The progress in various fronts contributing to the target was satisfactory. The drafting of the contractors' management handbook

is at the final stage. The Contractors' Performance Index System has been implemented after its trial run in 1999. We will make use of this Index as our new indicator for this KRA. A proposed Consultants' Performance Index to measure the performance of consultants is also being developed.

#### **4      Ensure that contractors for public works maintain a safe and healthy working environment**

In the past 12 months, we have achieved satisfactory results in containing the accident rate on public works construction projects to less than 55 accidents per 1 000 workers per year. To further promote site safety, all term contracts will be included in the Pay for Safety Scheme upon their renewal. As part of the efforts to promote efficient safety management, one safety seminar and one safety conference were held jointly with outside organisations, and three safety award schemes are in various stages of implementation. The total number of site inspection of builder's lifts and tower working platforms in 1999 was 268 against the set target of 200. We have commenced the second stage of an independent audit scheme to monitor the safety performance of public works contractors.

#### **5      Ensure high quality and standards in the construction and maintenance of public works**

All contractors undertaking Group C contracts had obtained ISO 9000 certification. Works Departments had started implementing their quality management plans. We have completed the consultancy study on setting up a central construction standardisation body in Hong Kong to oversee the development of local construction standards and their alignment with international standards, and are consulting the construction industry on the consultant's recommendations.

A total of 27 sites, comprising eight private sector sites and 19 public works sites, received awards in the 1999 phase under the Considerate Contractors Site Award Scheme. The total number of sites participating in the 2000 phase is 83, which is 17 more than the 1999 phase, and consisting of 24 private and 59 public sites.

To further improve the quality of maintenance works, Works Departments are required to submit quarterly reports including agreed

performance indicators for monitoring their compliance with the action plan. In addition, quarterly site visits will be made to inspect the quality of their maintenance works.

## **6 Ensure that projects in the Public Works Programme are completed on time and within budget**

Monitoring of the progress of all public works projects has been strengthened by monthly review meetings in addition to the existing quarterly reporting system in respect of high impact projects. These meetings help to identify potential areas likely to give rise to delays, enabling early and appropriate remedial actions be implemented for timely delivery of the projects within budget. At the end of March 2000, the underspending on the PWP was 4.2% against the 1999-2000 Estimates, which is still within our 5% target. The lowering in tender prices is a major contributing factor to the underspending.

## **7 Promote the exchange of construction technology and expertise in public works between Hong Kong and the Mainland**

In the past 12 months, we aimed to organise seminars and visits to the Mainland jointly with authorities, trade associations and professional bodies in the Mainland and Hong Kong.

Progress made in this area was satisfactory. We have jointly organised with interested parties conferences and study missions to the Mainland to promote urban construction and environment management practices and to strengthen co-operation opportunities in the two places. Through these activities, the engineering and construction professionals in Hong Kong and the Mainland have established a co-operative relationship with each other. Separately, a directory of construction service providers in Hong Kong, which will further facilitate contact between the local construction industry and Mainland counterparts, is being compiled.

The Research Centre for Landslip Prevention and Land Development has organised a symposium on landslide hazards and its prevention in May 2000 and started nine research projects. Separately, through our efforts, the Research Centre on Construction Safety, which was set up jointly by Tsinghua University and a local contractor in December 1999, has started a research on safety aspects of metal and bamboo scaffolding.

## 8 **Ensure that the stormwater drainage infrastructure is adequate and effective in collecting and discharging surface runoff**

Construction works on the major flood prevention projects in the New Territories and West Kowloon have started as scheduled, and are progressing satisfactorily. Through a very close working relationship with the Shenzhen Authorities in implementing the Shenzhen River Regulation Project, the Stage 2 works were completed ahead of schedule in June 2000. The detailed design for the Stage 3 works has been substantially completed, while other relevant administrative and statutory procedures are proceeding on schedule.

Flood prevention works for 12 villages, which were previously delayed by land resumption problems, were all completed before end-1999. The two Drainage Master Plan studies for the Northern New Territories and Sha Tin/Tai Po were completed in end-1999, while the study for Sai Kung/East Kowloon/Southern Lantau was also substantially completed in September 2000.

Progress on each previously announced initiative under the above KRAs is set out in the “Detailed Progress” section of this report.

## **Looking Forward**

To achieve our overall targets this year, we will undertake the following initiatives and targets under each of the KRAs for the coming year.

# 1

## Ensure that public works projects are planned for cost effectiveness, feasibility studies are thoroughly conducted, and planning action is well co-ordinated

Public works provide the cornerstone of Hong Kong's physical infrastructure. As such, they must be carefully planned and implemented to ensure that they meet the requirements of the public and private sectors.

Preliminary Project Feasibility Studies (PPFS) are crucial to the successful implementation of construction projects. With this in mind, we carefully scrutinise PPFS reports of new projects and carry out a land acquisition prioritisation exercise before their inclusion in the Public Works Programme. This helps to ensure that public works projects are properly planned and co-ordinated, with a well-defined scope and a realistic cost estimate and implementation programme.

We have also set up a monitoring system for high impact public works projects at the planning stage to ensure their timely commencement.

We will assess our performance in respect of this KRA against the following indicator –

- The percentage of new projects commenced on schedule compared with the Estimates. Our target is to commence 70% of new projects included in the Estimates.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative *	Target
To conduct a review on the existing mechanism of prioritising public works projects that require land acquisition to enable better planning of the projects (Works Bureau (WB))	To complete the review by March 2001

\* the bracketed information denotes the agency with lead responsibility for the initiative



Initiative	Target
<p>To strengthen the co-ordination in the planning of housing-related infrastructure projects by enhancing the monitoring system for these projects</p> <p><i>(WB)</i></p>	<p>To provide a computer database for Works Departments to enhance the monitoring of project planning by 2001</p>

## 2

### **Ensure that the most appropriate methods of procurement and methods of delivery of construction projects are used**

To ensure that we achieve efficiency and value for money in the construction of public works and that projects are completed on time and within budget, we must choose the most appropriate method of procurement and adopt the best practices in the design, construction and maintenance of each project.

We will assess our performance in respect of this KRA against the following indicator –

- The percentage of initiatives completed within the target time. Our target is to complete 100% of the initiatives within the target time.

### 3

## Ensure that the quality of consultants and contractors selected to deliver public works will meet the requirements of our projects

The quality of contractors and consultants affects the delivery of the Public Works Programme (PWP). To ensure quality, we have clarified our standards and systems for selecting and managing consultants and contractors. These include monitoring their performance and taking regulating action against poor performance.

We require all contractors and consultants of major public works projects to obtain ISO 9000 certification. The certification will show that they have established quality assurance systems up to international standards.

As the PWP represents a large proportion of the overall construction activities in Hong Kong, we can contribute to a broader raising of standards within the local construction industry by improving the quality of our contractors and consultants.

We will assess our performance in respect of this KRA against the following indicator –

- Contractors' Performance Index. Our target is to have over 90% of the contractors on the lists of contractors score a performance index not less than 55 marks.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
To enhance the efficiency in the management of the List of Approved Contractors for Public Works and List of Approved Suppliers of Materials and Specialist Contractors for Public Works <i>(Works Bureau (WB))</i>	To complete the enhancement of the computerised Contractors Management Information System including its development into a bilingual (Chinese and English) system by end-2001

Initiative	Target
<p>Together with the Independent Commission Against Corruption, to reinforce corruption resistant systems and procedures in the consultants management system (WB)</p>	<p>To complete a comprehensive review of the existing guidelines governing the management of consultants and to encourage the consultants to establish and maintain a code of conduct by end-2001</p>

The construction of high-rise buildings and other major projects can pose hazards to workers and to the public. We recognise this, and are committed to achieving the highest possible standards of safety in Hong Kong's construction industry.

Since the introduction of safety management systems in the Airport Core Programme (ACP) contracts in 1992 and non-ACP contracts in 1993, there has been a downward trend in accident rates on public works construction sites. Our target rate of less than 60 accidents per 1 000 workers per year has been met since 1997. We aimed to reduce gradually accident rates to less than 55 accidents per 1 000 workers per year by 2000.

Two major safety initiatives: the Pay for Safety Scheme and the Independent Safety Audit Scheme, were introduced in 1996 to encourage public works contractors to set up more efficient safety management systems and to enhance the standard of safety performance of contractors.

We will continue to work together with the private sector, through the Construction Advisory Board, to transform safety attitudes throughout the construction workforce.

We will continue to monitor the site safety performance of our contractors and ensure that only contractors with satisfactory performance will be allowed to tender for public works contracts.

We will assess our performance in respect of this KRA against the following indicator –

- The incidence of accidents. Our target is to have less than 55 accidents per 1 000 workers per year.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
To upgrade the accident reporting system on the monitoring of accidents statistics in public works construction sites <i>(Works Bureau (WB))</i>	To complete the system upgrade in early 2001
To implement a trial scheme of Site Safety Cycle in public works contracts <i>(WB)</i>	To implement the trial scheme in early 2001

To ensure the successful delivery of public works, we need to maintain and improve the quality of contractors, consultants and personnel in the construction industry. The development of local construction standards in line with leading international standards is essential, as it can help ensure that the construction of Hong Kong's public works complies with internationally recognised standards of work.

We will assess our performance in respect of this KRA against the following indicator –

- The percentage of Group C Contractors with ISO 9000 quality certification undertaking public works. Our target is 100% of Group C Contractors with ISO 9000 quality certification undertaking public works.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
To consult the local construction industry on recommendations to set up a central construction standardisation body in Hong Kong, and to formulate an action plan for its establishment <i>(Works Bureau (WB))</i>	To consult the local construction industry and formulate an action plan in 2001

Initiative	Target
<p>To host an international conference to promote better construction in future. The themes of the conference will encompass quality and standards in construction, safe and healthy environment, information technology and private finance initiatives</p> <p><i>(WB)</i></p>	<p>To hold the conference in June 2001 in Hong Kong</p>
<p>To extend the requirement for consultants and contractors to obtain ISO 9000 certification</p> <p><i>(WB)</i></p>	<ul style="list-style-type: none"> <li>● To require all engineering consultants for consultancy agreements with fees of \$10 million and below to obtain ISO 9000 certification in 2001</li> <li>● To require all Group B contractors and Landslip Preventive Measure specialist contractors to obtain ISO 9000 certification in 2001</li> </ul>
<p>To implement the first stage of a construction personnel registration system for construction workers</p> <p><i>(WB)</i></p>	<p>To complete drafting of the new legislation by end-2001</p>
<p>To carry out a trial scheme on the employment of long-term construction workers in selected public works contracts</p> <p><i>(WB)</i></p>	<p>To start the trial scheme in early 2001</p>



To ensure the effective delivery of public works, projects must be completed on time and within budget. The completion of projects on time allows client bureaux/departments to deliver their services to the public as scheduled. Completion within budget facilitates financial planning and ensures that the works are carried out cost-effectively.

As an on-going process, we will review the relevant administrative or statutory procedures so as to remove hurdles affecting the implementation of the projects as and when necessary. In particular, we will strive to maintain overall underspending of the Public Works Programme at no more than 5% of the annual expenditure estimate.

We will assess our performance in respect of this KRA against the following indicators –

- The percentage of public works projects completed on time. Our target is to ensure the timely delivery of at least 70% of works projects that have been scheduled at the start of the financial year for completion in the year.
- The percentage of public works projects delivered within budget. Our target is to deliver 80% of the public works projects within budget.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
To ensure the timely delivery of infrastructure projects related to the Cyberport (Works Bureau (WB))	<ul style="list-style-type: none"> <li>● The completion of mainlaying works along the Southern Access to the Cyberport by end-2001</li> <li>● The commencement of construction of the Northern Access Road and the sewage treatment plant by end-2001</li> </ul>

Initiative	Target
<p>To ensure the timely delivery of infrastructure projects related to the Hong Kong Disneyland</p> <p><i>(WB)</i></p>	<ul style="list-style-type: none"> <li>● The completion of the first stage of Stage 1 of the Penny's Bay Reclamation by end-2001</li> <li>● The commencement of tendering procedures for Infrastructure Works Group I by end-2001</li> </ul>

## Promote the exchange of construction technology and expertise in public works between Hong Kong and the Mainland

The exchange of public works technology and expertise between Hong Kong and the Mainland contributes to higher standards in the construction industry, promotes general understanding of construction practices in Hong Kong and the Mainland, and broadens the potential for future co-operation.

Contractors and consultants in the construction industry who undertake public works have an important role themselves in developing links with the Mainland. Works Bureau promotes and facilitates such exchanges through seminars and visits. We will continue to maintain close links and establish new contacts with our counterparts in the Mainland.

We will assess our performance in respect of this KRA against the following indicator –

- The number of seminars and visits to the Mainland organised jointly with trade associations and professional bodies. Our target is to organise at least one seminar and one visit each year to the Mainland as set out under the respective initiatives.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
To promote joint technological research activities and exchange of construction technology with the Mainland (Works Bureau (WB))	To liaise with local and Mainland universities and related organisations on joint research activities in construction engineering in 2001

Initiative	Target
<p>To facilitate contact between the local construction industry and Mainland counterparts to help enhance mutual understanding in the organisation and practice of the construction industry and to strengthen their co-operation opportunities</p> <p><i>(WB)</i></p>	<p>To co-organise at least one exchange seminar and arrange visits to the Mainland on topics related to systems and practices adopted by the construction industry in Hong Kong and in the Mainland by end-2001</p>
<p>To foster liaison and co-operation among engineering and construction related professionals for the promotion of a comprehensive service (covering project financing, design, construction and project operation) to the construction industry</p> <p><i>(WB)</i></p>	<p>To co-organise at least one exchange seminar and arrange visits to the Mainland to share experience and promote co-operation between local professionals and Mainland counterparts by end-2001</p>

**Ensure that the stormwater drainage infrastructure is adequate and effective in collecting and discharging surface runoff**

Rapid infrastructural development gives rise to the need for improved drainage systems to alleviate the possibility of flooding. Low-lying areas of the New Territories occasionally suffer from severe flooding, and flood prevention measures are required to reduce hardship to residents of these flood-prone areas.

To match the demand arising from new developments and to reduce the risk of flooding in low-lying areas, we will review and upgrade the existing stormwater drainage systems and strengthen preventive maintenance works to ensure proper functioning of the systems over the territory. We will also carry out drainage improvement projects for those flood-prone areas worst affected by flooding.

We will assess our performance in respect of this KRA against the following indicators –

- The number of high priority drainage projects started in the flood-prone areas by end-2001. Our target is to start seven high priority drainage projects in the flood-prone areas by end-2001.
- The number of high priority projects completed in the flood-prone areas by end-2001. Our target is to complete six high priority projects in the flood-prone areas by end-2001.
- The value of maintenance works. Our target is to carry out maintenance works worth \$130 million in the year 2000-2001.
- The length of drains and main watercourses inspected. Our target is to inspect 1 380 km of drains and main watercourses in the year 2000-2001.
- The length of drains and main watercourses cleansed. Our target is to clean 430 km of drains and main watercourses in the year 2000-2001.
- The percentage of complaints on blockage addressed within one working day. Our target is to address 99% of complaints on blockage within one working day.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
<p>To upgrade the flood protection standard in West Kowloon  <i>(Drainage Services Department (DSD))</i></p>	<p>To commence the construction of a flood storage tank underneath Tai Hang Tung Playground and a drainage transfer scheme from Kowloon Tong to Kai Tak Nullah in 2001</p>
<p>To implement Phase 2 of the river training scheme in Ngau Tam Mei in the Northwestern New Territories  <i>(Territory Development Department (TDD))</i></p>	<p>To complete Phase 2 of the river training works by end-2002</p>
<p>To implement the Stage 2 of the river training scheme in Yuen Long and Kam Tin in the Northwestern New Territories  <i>(TDD/DSD)</i></p>	<p>To complete Phases 1 and 2 of the river training works by end-2002</p>



# Public Works Programme

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## Detailed Progress



# 1

## Ensure that public works projects are planned for cost effectiveness, feasibility studies are thoroughly conducted, and planning action is well co-ordinated

To achieve results in this area, various initiatives have been undertaken in the past year. Details are set out below –

Initiative *	Target #	Present Position +
To prioritise new public works projects that require land acquisition to enable proper planning of the projects <i>(Works Bureau (WB))</i>	To issue a Site Handover Date Schedule for 2000 for all new public works projects that require land acquisition <i>(1999)</i>	A Site Handover Date Schedule for all public works projects that require land acquisition was issued in April 2000. <i>(Action Completed)</i>
To scrutinise reports of Preliminary Project Feasibility Studies in respect of projects for inclusion in the Public Works Programme within the prescribed time frame <i>(WB)</i>	To maintain the target of checking individual reports within three weeks of receipt of the reports <i>(1999)</i>	This is an on-going task. The target of checking individual reports within three weeks of receipt of the reports has been maintained. <i>(Action in Progress: On Schedule)</i>

\* the bracketed information denotes the agency with lead responsibility for the initiative

# the bracketed information denotes the year in which the target was set

+ the bracketed information denotes the status of the target

# 2

## Ensure that the most appropriate methods of procurement and methods of delivery of construction projects are used

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
To develop procedures and guidelines for the use of Interim Payment Schedules (IPS) in public works contracts in order to simplify the method of interim payments to contractors <i>(Works Bureau (WB))</i>	To complete and implement the new IPS guidelines and procedures by 2001 <i>(1999)</i>	A working group with representatives from the government, quasi-government and professional and trade associations is being reconstituted to finalise the procedures and guidelines for the use of IPS in government contracts.  <i>(Action in Progress: On Schedule)</i>
To modify the General Conditions of Contract (GCC) so as to adopt the most appropriate terms of contract for cost-effective procurement <i>(WB)</i>	To complete the exercise by June 2001 <i>(1998)</i>	The allocation of risk in the GCC has been reviewed by an international expert. The recommendations are being considered by the Contracts Committee of the Construction Advisory Board. The Construction Industry Review Committee will also review the recommendations in the context of value for money in procurement.  <i>(Action in Progress: On Schedule)</i>

# 3

## Ensure that the quality of consultants and contractors selected to deliver public works will meet the requirements of our projects

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
To strengthen the criteria for the selection of consultants and evaluation of proposals <i>(Works Bureau (WB))</i>	To formulate a Consultants' Performance Index System by end-2000 <i>(1999)</i>	A draft proposal has been completed. Comments from departments and consultants are being considered.  <i>(Action in Progress: On Schedule)</i>
To improve the guidelines and procedures and issue a contractor management handbook for administering and monitoring the performance of contractors on approved lists <i>(WB)</i>	To finalise and promulgate the contractor management handbook by 2000 <i>(1998)</i>	A review of the various technical circulars constituting the contractor management handbook has been completed. The first draft of the handbook will be ready by October 2000.  <i>(Action in Progress: On Schedule)</i>

Initiative	Target	Present Position
<p>To strengthen the criteria for the selection of contractors and evaluation of tenders</p> <p><i>(WB)</i></p>	<ul style="list-style-type: none"> <li>● To formulate a Contractors' Performance Index System by 1999</li> <li>● To complete a review of Financial Assessment Criteria and Procedure by the second half of 1999</li> </ul> <p><i>(1998)</i></p>	<ul style="list-style-type: none"> <li>● A Contractors' Performance Index System was formulated and implemented in February 2000. Evaluation of tender procedures for public works has been completed, and relevant contracts have been revised and updated.</li> <li>● The review was completed in January 2000.</li> </ul> <p><i>(Action Completed)</i></p>

# 4

## Ensure that contractors for public works maintain a safe and healthy working environment

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
To publish a Construction Site Safety Handbook <i>(Works Bureau (WB))</i>	To publish the Handbook in early 2000 <i>(1999)</i>	The Handbook was published in May 2000. <i>(Action Completed)</i>
To monitor the safety performance of public works contractors to ensure that accident rates remain below our target of 55 accidents per 1 000 workers per year <i>(WB)</i>	To maintain the accident rate below our target of 55 per 1 000 workers per year in 2000 <i>(1999)</i>	The monthly average accident rate of the first six months of 2000 was 46 accidents per 1 000 workers. <i>(Action in Progress: On Schedule)</i>
To implement the second stage of an independent auditing system to monitor the safety performance of public works contractors <i>(WB)</i>	To include 35 public works contracts in the second stage of the system in 1999 <i>(1998)</i>	Thirty-three suitable contracts meeting the prescribed selection criteria have been identified and included in the second stage auditing, and no further contracts are considered appropriate for inclusion in the scheme. <i>(Action Completed)</i>

<b>Initiative</b>	<b>Target</b>	<b>Present Position</b>
<p>To promote more intensively safety awareness through the Construction Advisory Board and through additional promotional activities</p> <p><i>(WB)</i></p>	<p>To co-organise two seminars for 250 persons with external organisations in 1999</p> <p><i>(1998)</i></p>	<p>One seminar was held jointly with the Occupational Safety and Health Council in March 1999, and a safety conference was held jointly with the Hong Kong Construction Association in November 1999.</p> <p><i>(Action Completed)</i></p>
<p>To strengthen site inspections of builder's lifts and tower working platforms in 1999</p> <p><i>(WB)</i></p>	<p>To conduct 200 site inspections of builder's lifts and tower working platforms in 1999</p> <p><i>(1997)</i></p>	<p>A total of 268 inspections were carried out in 1999, which was 68 more than the target number.</p> <p><i>(Action Completed)</i></p>

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
To set up a system for monitoring the compliance of maintenance works with the maintenance action plans developed in 1999 with a view to improving the quality of maintenance works <i>(Works Bureau (WB))</i>	To set up the system by mid-2000 <i>(1999)</i>	The system was set up and implemented in relevant Works Departments in July 2000. <i>(Action Completed)</i>
To encourage the participation of public works and private sector construction sites in the Considerate Contractors Site Award Scheme by promoting the Scheme in publications of the industry <i>(WB)</i>	Over 40% of the participating contractors in the 1998 phase to meet the performance standard required under the Scheme and be given the award <i>(1998)</i>	Forty-two percent of the participating contractors in the 1998 phase received awards. <i>(Action Completed)</i>

Initiative	Target	Present Position
<p>To commission a consultancy study on setting up a central construction standardisation body in Hong Kong to oversee the development of local construction standards and their alignment with international standards</p> <p><i>(WB)</i></p>	<p>To complete the consultancy study, which will make recommendations on the framework and the implementation plan for setting up the body, in the year 2000</p> <p><i>(1998)</i></p>	<p>The consultancy study was completed in September 2000.</p> <p><i>(Action Completed)</i></p>
<p>To formulate an implementation plan for the alignment of standards for Unplasticised Polyvinyl Chloride (UPVC) pipes and fittings commonly used in Hong Kong with corresponding international standards</p> <p><i>(WB)</i></p>	<p>To finalise the implementation plan in 1999</p> <p><i>(1998)</i></p>	<p>The implementation plan was finalised in end-1999.</p> <p><i>(Action Completed)</i></p>



# 6

## Ensure that projects in the Public Works Programme are completed on time and within budget

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
<p>To assess the cumulative effect of the housing development programme on infrastructure capacity, so as to identify the need for new infrastructure projects and co-ordinate the planning for these projects, to monitor their progress and to ensure their timely completion</p> <p><i>(Works Bureau (WB))</i></p>	<p>To compile quarterly progress reports on high impact housing-related infrastructure Public Works Programme (PWP) projects starting from early 2000 to enhance monitoring</p> <p><i>(1999)</i></p>	<p>This is an on-going task. A reporting system has been established with quarterly reports being compiled for monitoring purpose.</p> <p><i>(Action in Progress: On Schedule)</i></p>
<p>To maintain the expenditure of public works on target against the provisions in the Estimates</p> <p><i>(WB)</i></p>	<p>To ensure that underspending on public works will be less than 5% against the provisions in the Estimates</p> <p><i>(1999)</i></p>	<p>This is an on-going task. The underspending on public works was 4.2% in 1999-2000. The monitoring of underspending in 2000-2001 is being carried out.</p> <p><i>(Action in Progress: On Schedule)</i></p>

Initiative	Target	Present Position
<p>To strengthen the monitoring of the progress of High Impact PWP projects to ensure that there will be no undue delay</p> <p><i>(WB)</i></p>	<p>To ensure that High Impact PWP projects are implemented according to the approved programme and project estimate</p> <p><i>(1998)</i></p>	<p>This is an on-going task. In addition to the existing quarterly report on PWP, monthly meetings are held to review progress to ensure that all PWP projects, including the High Impact projects, are implemented according to the approved programme and project estimate.</p> <p><i>(Action in Progress: On Schedule)</i></p>

## Promote the exchange of construction technology and expertise in public works between Hong Kong and the Mainland

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
To promote joint technological research activities and exchange of construction technology with the Mainland <i>(Works Bureau (WB))</i>	To liaise with local universities and related Mainland authorities in 2000 on joint research activities in construction engineering <i>(1999)</i>	One symposium has been organised and ten research projects are being jointly conducted by local and related Mainland organisations. <i>(Action Completed)</i>
To facilitate contact between the local construction industry and Mainland counterparts to help enhance their co-operation <i>(WB)</i>	To compile a directory of construction service providers in Hong Kong for the information of the Mainland counterparts by end-2000 <i>(1999)</i>	Compilation of the directory of construction service providers in Hong Kong is in progress. <i>(Action in Progress: On Schedule)</i>
To facilitate contact between the local construction industry and Mainland counterparts to help enhance mutual understanding in the organisation and practice of the construction industry <i>(WB)</i>	To co-organise at least one exchange seminar and arrange visits to the Mainland on topics related to systems and practices adopted by the construction industry in Hong Kong and in the Mainland by end-2000 <i>(1999)</i>	An exchange conference, “Year 2000 Mainland and Hong Kong Conference on Urban Construction and the Environment” was held in Chongqing in April 2000, and a study mission to the Three Gorges Project and Gezhouba Project was also held in the same month. <i>(Action Completed)</i>

Initiative	Target	Present Position
<p>To foster liaison and co-operation among engineering and construction related professionals for the promotion of a comprehensive service to the construction industry</p> <p><i>(WB)</i></p>	<p>To co-organise at least one exchange seminar and arrange visits to the Mainland by end-2000 to share experience and promote co-operation between local professionals and Mainland counterparts</p> <p><i>(1999)</i></p>	<p>A study mission “Hong Kong Infrastructure Study Mission to Guiyang, Chengdu and Chongqing” was organised in August 2000. A conference with the Ministry of Water Resources on “Mainland and Hong Kong Conference on Management and Cost Control of Large-scale Projects” will be held in December 2000.</p> <p><i>(Action in Progress: On Schedule)</i></p>
<p>To promote joint technological research activities and exchange of construction technology with the Mainland</p> <p><i>(WB)</i></p>	<p>To liaise with local universities and related Mainland authorities in 1999 on joint research activities in construction engineering</p> <p><i>(1998)</i></p>	<p>Through our efforts, the Jockey Club Research and Information Centre for Landslip Prevention and Land Development was jointly established by the University of Hong Kong, the Academy of Sciences of China and the Comprehensive Institute of Geotechnical Investigation and Surveying of the Ministry of Construction in January 1999, and has identified nine projects for joint research work.</p> <p><i>(Action Completed)</i></p>

## Ensure that the stormwater drainage infrastructure is adequate and effective in collecting and discharging surface runoff

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
To work closely with the Shenzhen authorities on the implementation of the Stage 3 of the Shenzhen River Regulation Project <i>(Drainage Services Department (DSD))</i>	To commence construction of the Stage 3 of the Shenzhen River improvement works in 2001 <i>(1999)</i>	Detailed design has been substantially completed. Relevant administrative and statutory procedures are proceeding on schedule. <i>(Action in Progress: On Schedule)</i>
To implement the Phase 1 of the river training scheme in Ngau Tam Mei in the Northwestern New Territories <i>(DSD)</i>	To complete the river training works in 2002 <i>(1999)</i>	River training works started in November 1999, with satisfactory progress. <i>(Action in Progress: On Schedule)</i>
To upgrade the stormwater drainage system in West Kowloon <i>(DSD)</i>	<ul style="list-style-type: none"> <li>● To complete the Stage 1 of the West Kowloon drainage improvement works in 2003</li> <li>● To complete the Stage 2 Phase 1 of the West Kowloon drainage improvement works in 2004 <i>(1999)</i></li> </ul>	<ul style="list-style-type: none"> <li>● Stage 1 Phase 1 works started in April 1998, with good progress.</li> <li>● Stage 2 works started in December 1999, with good progress. <i>(Action in Progress: On Schedule)</i></li> </ul>

Initiative	Target	Present Position
<p>To implement river training schemes in the flood-prone areas of the Northern New Territories</p> <p><i>(Territory Development Department/DSD)</i></p>	<ul style="list-style-type: none"> <li>● To complete river training and rehabilitation works for River Beas and River Indus in 2001</li> <li>● To complete river training works in Area 30B in Sheung Shui in 2001</li> </ul> <p><i>(1998)</i></p>	<ul style="list-style-type: none"> <li>● Training and rehabilitation works for River Beas and River Indus are in progress for completion in 2001.</li> <li>● River training works in Area 30B in Sheung Shui are in progress for completion in 2001.</li> </ul> <p><i>(Action in Progress: On Schedule)</i></p>
<p>To complete the Drainage Master Plan (DMP) Studies for Northern New Territories, Sha Tin/Tai Po and Sai Kung/East Kowloon/Southern Lantau to ensure that all stormwater drainage systems in the areas conform to a common high standard of flood protection</p> <p><i>(DSD)</i></p>	<p>To complete the DMP Studies for Northern New Territories and Sha Tin/Tai Po in 1999 and the Sai Kung/East Kowloon/Southern Lantau studies in 2000</p> <p><i>(1998)</i></p>	<p>The studies for Northern New Territories and Sha Tin/Tai Po were completed in 1999, while the study for Sai Kung/East Kowloon/Southern Lantau was also substantially completed in September 2000.</p> <p><i>(Action in Progress: On Schedule)</i></p>

Initiative	Target	Present Position
<p>To recommend comprehensive plans to extend and upgrade the stormwater drainage systems under the seven DMP Studies. To implement in phases the recommended drainage improvement works upon the completion of these studies</p> <p><i>(DSD)</i></p>	<p>To begin construction in 2001</p> <p><i>(1997)</i></p>	<p>Design for some critical drainage improvement works is in progress for construction work to commence by end-2001.</p> <p><i>(Action in Progress: On Schedule)</i></p>
<p>To complete all seven DMP Studies by 1999</p> <p><i>(DSD)</i></p>	<p>To complete all seven DMP Studies by 1999</p> <p><i>(1996)</i></p>	<p>Six studies were completed in end-1999. The scope of the last study, i.e. the study for Sai Kung/East Kowloon/Southern Lantau had been reviewed and expanded. As a result, the study was replaced by a new initiative in 1998 and rescheduled for completion in 2000. Please see second initiative on page 37 for details.</p> <p><i>(Action Completed)</i></p>
<p>To continue to work closely with the Shenzhen authorities on the preparations for Stage Two of the Shenzhen River Regulation Project</p> <p><i>(DSD)</i></p>	<p>To award two new contracts by April 1997 to construct 6.4 km of main river channel, to start work before June 1997 and to complete works by 2000</p> <p><i>(1996)</i></p>	<p>The construction works for the first contract were completed in May 1999, while that for the second contract were completed ahead of schedule in June 2000.</p> <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
To complete flood protection schemes in the next three years (1994-1997) for 12 villages which are particularly vulnerable (DSD)	To complete flood protection schemes for the 12 villages by 1997 (1994)	The works had been delayed due to land resumption problems. Flood protection works for the 12 villages were all completed before end-1999.  (Action Completed)