



中華人民共和國香港特別行政區政府  
發展局  
Development Bureau  
The Government of the Hong Kong Special Administrative Region  
of the People's Republic of China



# Project Cost Management Forum 2025

## 項目成本管理論壇 2025

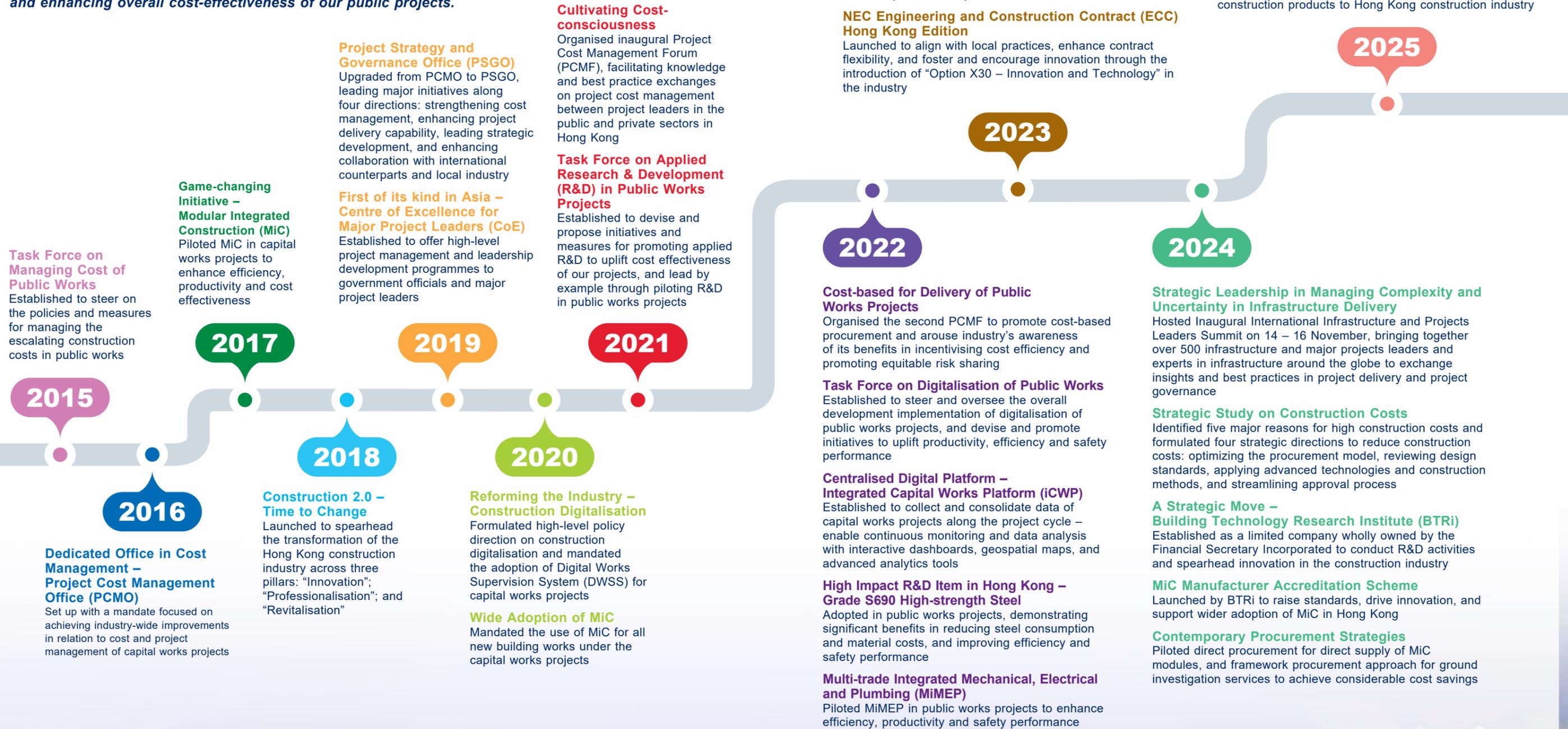
*Construction New Normal:  
Co-defining Cost-effectiveness*

**建築新常態：  
共創成本效益新格局**



# Government-led key initiatives to strengthen project cost governance and enable cost-effective projects

*The Government strives to formulate and implement a series of government-led strategic initiatives and innovative measures to strengthen project cost governance and enable cost-effective project delivery, thereby further uplifting industry's capability and capacity, and enhancing overall cost-effectiveness of our public projects.*



## Programme

Time	Event
08:30	Reception
09:00	<p>Opening Remarks  <b>The Honourable Paul CHAN Mo-po, GBM, GBS, MH, JP</b>  <i>Financial Secretary</i>            The Government of the Hong Kong Special Administrative Region</p> <p>Welcome Remarks  <b>Ms Bernadette LINN Hon-ho, JP</b>  <i>Secretary for Development</i>            Development Bureau, The Government of the Hong Kong Special Administrative Region</p> <p>Memorandum of Understanding Exchange Ceremony</p> <p>Photo Session</p> <p>Keynote Presentation  <b>Ir LAU Chun-Kit, Ricky, JP</b>  <i>Permanent Secretary for Development (Works)</i>            Development Bureau, The Government of the Hong Kong Special Administrative Region</p> <p><b>Co-defining Cost Effectiveness in the New Normal: Singapore's Experience in Large Public Projects</b>  <b>Mr LOW Chian Siong</b>  <i>Executive Director (Centre for Public Project Management), Ministry of Finance, Singapore</i></p> <p><b>Ashghal's Involvement in Government Excellence</b>  <b>Eng. Mohammed Bader ALNAMA</b>  <i>Head of Planning and Cost Control, Public Works Authority "Ashghal" of the State of Qatar</i></p> <p>完善市場形成價格機制，強化頂目成本過程管控 — 工程造價管理交流            許錫雁先生  <b>Mr XU Xiyan</b>  <i>廣東省工程造價協會 秘書長</i>  <i>Secretary-General, GuangDong Engineering Cost Association</i></p> <p><b>Building the Delivery Partner Model – Insights for Project Cost Management in the UK and Beyond</b>  <b>Mr Davendra DABASIA</b>  <i>CEO Consult, Mace Consult Ltd</i></p>
12:00	Lunch
13:00	<p>Innovation for Better Project Performance</p> <p><b>Driving Engineering Excellence through Innovation and Technology</b>  <b>Ir Michael FONG, JP</b>  <i>Director, Civil Engineering and Development Department</i></p>

## Programme

Time	Event
	<p><b>MiMEP – High Productivity Construction and Digitise for Intelligence and Sustainability</b>  <b>Ir Raymond KY POON, JP</b>  <i>Director, Electrical &amp; Mechanical Services Department</i></p> <p><b>From Hype to Cost-effective Delivery: The AI Breakthrough for Infrastructure and Major Projects</b>  <b>Ir Alex KWAN</b>  <i>CEO, Asia, Global Infrastructure Solutions Inc.</i></p> <p><b>Co-defining Cost-effective Construction: Form Legacy to Lean</b>  <b>Mr Kevin O'BRIEN</b>  <i>Chief Executive, Gammon Construction Limited</i></p> <p><b>Building Smart: Cost Control Strategies in Civil Engineering</b>  <b>Ir Francis YAU</b>  <i>Chairman, The Association of Consulting Engineers of Hong Kong</i></p> <p><b>Plenary Session</b>            Moderator: <b>Mr LI Chi Sum</b>  <i>Head of Government &amp; Public Sector, Hong Kong, KPMG Advisory (Hong Kong) Limited</i></p>
15:00	<p>Procurement Strategies for Better Cost Management</p> <p><b>Direct Procurement for Relocation of Shatin Sewage Treatment Works to Cavern Project</b>  <b>Mr MOK Wing Cheong, Ringo, JP</b>  <i>Director, Drainage Services Department</i></p> <p><b>Integrated of Project Controls in a Project Management Office</b>  <b>Mr Robert STOCKWELL</b>  <i>General Manager of Project Management Office, MTR Corporation Limited</i></p> <p><b>Optimising Delivery and Procurement Models to Drive Efficiency</b>  <b>Mr Steve LEWIS</b>  <i>Partner &amp; Head of Infrastructure and Capital Projects Advisory and Global head of Infrastructure Technology, Ernst &amp; Young</i></p> <p><b>Central Procurement: Driving Cost Efficiency in Public Construction</b>  <b>Sr FONG Kim Ho, William</b>  <i>Head of Cost and Commercial Management, Arcadis Hong Kong Limited</i></p> <p><b>Plenary Session</b>            Moderator: <b>Sr Eric FONG</b>  <i>Chairman, Rider Levett Bucknall Limited</i></p> <p>Closing Remarks  <b>Mr David LAM Chi-man, JP</b>  <i>Under Secretary for Development</i>            Development Bureau, The Government of the Hong Kong Special Administrative Region</p>
17:00	End of Forum

## Keynote Speaker



**Development Bureau**  
The Government of the  
Hong Kong Special Administrative Region  
of the People's Republic of China



### Ir LAU Chun-Kit, Ricky, JP

*Permanent Secretary for Development (Works)*

Development Bureau

The Government of the Hong Kong Special Administrative Region

In October 2021, Ir Ricky LAU was appointed as the Permanent Secretary for Development (Works) to oversee public works policy and infrastructure development.

Ir LAU was the Director of Civil Engineering and Development from October 2018 to October 2021, and was responsible for overseeing the strategic planning and the implementation of various reclamation, new development area and major infrastructure projects. He joined the Hong Kong Government in 1992 as an Assistant Engineer. Before joining the Civil Engineering and Development Department in 2015, he worked in the Highways Department and the Development Bureau.

## Forum Speaker



### Mr LOW Chian Siong

*Executive Director (Centre for Public Project Management)*

Ministry of Finance, Singapore

In the Ministry of Finance (MOF), Chian Siong leads a team of professionals dedicated to reviewing large-scale public building and infrastructure projects. Their mission is to maximise value while minimising costs and risks for the whole-of-government. The team also establishes robust systems, processes and controls to support public agencies in planning and implementing their projects effectively.

Before joining MOF, Chian Siong served in the ministries of Health, Education, Defence and Workforce Development. Over the past decade, he worked on planning and delivering public healthcare infrastructure, including hospitals, polyclinics, nursing homes and senior care centres.

#### Co-defining Cost Effectiveness in the New Normal: Singapore's Experience in Mega Infrastructure

This presentation examines Singapore's evolving strategies for managing costs in mega infrastructure projects, set against the backdrop of the "new normal" shaped by post-pandemic recovery, climate imperatives, and urban transformation.

Despite challenges such as limited land, labour constraints, and high urban density, Singapore continues to pursue strategic developments like the Tuas Mega Port and Changi Terminal 5.

The presentation will cover key cost pressures, including labour market challenges, land acquisition costs, regulatory hurdles, and inflation-driven supply chain volatility.

The presentation will also highlight how the Singapore government tackles these issues through upstream cost management techniques like value engineering, early stakeholder engagement and supporting projects through the Gateway Process.

## Forum Speaker



### Eng. Mohammed Bader ALNAMA

*Head of Planning and Cost Control*

Public Works Authority "Ashghal" of the State of Qatar

Mohammed ALNAMA is a Cost Engineer and Head of Planning and Cost Control at Ashghal (Public Works Authority) in Qatar, bringing over seven years of experience in infrastructure and construction project management. A graduate of California State University, Northridge (CSUN), he holds a bachelor's degree in engineering management. Working in Claim management, project estimation, and project change management. His career includes two years of consultancy work, providing him with a varied perspective on both client and consultant roles. Currently, he leads planning and cost control section at Ashghal, focusing on delivering accurate project estimates, managing project variations and claims. Known for his proactive mindset and commitment to excellence, Mohammed strives to implement data-driven and sustainable approaches in project initiation and delivery across Qatar's infrastructure sector.

#### Ashghal's Involvement in Government Excellence

This presentation provides an overview of Ashghal, Qatar's leading public works authority, responsible for the design, construction, and management of the nation's infrastructure projects. As a cornerstone of Qatar's development, Ashghal plays a vital role in achieving the objectives of Qatar National Vision 2030 by driving sustainable economic, social, and environmental growth. The discussion will highlight how Qatar's remarkable economic expansion over the past 15 years has enabled Ashghal to enhance project cost management through data-driven systems and a robust knowledge base. It will also trace Qatar's broader economic progress over the last five decades and its direct influence on the infrastructure sector. Finally, the presentation will outline Ashghal's comprehensive project lifecycle approach from initial planning and estimation to project delivery, closing, and long-term asset management.

## Forum Speaker



### 許錫雁先生 Mr XU Xiyan

*秘書長*

廣東省工程造價協會

*Secretary-General*

GuangDong Engineering Cost Association

許錫雁為現任廣東省工程造價協會副會長兼秘書長，是香港工料測量師和英國皇家特許測量師，長期從事工程項目建設策劃和投資管理等工作，是《建設工程工程量清單計價標準》(GB/T50500—2024)主要編寫人。

#### 完善市場形成價格機制，強化項目成本過程管控—工程造價管理交流

從工程造價管理標準體系方面，交流專案成本市場化形成機制及計價規則，探討粵港兩地工程造價(工料測量)的規則銜接，促進業界共同發展。

## Forum Speaker



### Mr Davendra DABASIA

*CEO Consult*  
Mace Consult Ltd

As CEO for Mace Consult, Davendra is responsible for the strategy and growth of our world-class project and programme delivery consultancy business. He oversees four global hubs, diverse markets, sectors and services across the Middle East & Africa, Asia Pacific, Europe and the Americas.

Davendra joined Mace in 2007 and, over the last 18 years, has led teams responsible for delivering major programmes that have redefined entire cities. Whether overseeing major sporting venues, such as the London 2012 Olympics and Lima 2019 Games, transformational rail schemes including GO Expansion in Canada, Hudson Tunnel in USA and MTR in Hong Kong, resilience initiatives, such as Peru's Reconstruction Programme, or industry-leading pharmaceutical facilities, providing service excellence for his clients and leaving a long-term legacy for communities is what matters most to him.

It's this blend of technical skills, depth of experience and commitment to making a positive impact that positions Davendra as valued JV board member, advisor to governments and authority on the delivery partner model.

#### **Building the Delivery Partner Model – Insights for Project Cost Management in the UK and Beyond**

Davendra will discuss how Mace has developed and matured the Delivery Partner model, integrating a range of services including cost management into a single team approach that delivers on client objectives. Case studies from major complex programmes in the UK and across the globe will demonstrate some of the key lessons learned that have helped to mature the model as projects become more complex and their return on investment ever more important.

## Forum Moderator



### Mr LI Chi Sum

*Head of Government & Public Sector, Hong Kong*  
KPMG Advisory (Hong Kong) Limited

Chi Sum specialises in strategic formulation and commercial development for major infrastructure, construction, and real estate projects in Hong Kong and the Greater Bay Area. He has been working closely with the government and private sector partners to expedite the commercial advancement of the infrastructure landscape within the region.

A key focus of ChiSum's work in the sector is bringing greater volumes of attractive commercial opportunities to market and delivering enhanced social and economic outcomes for public and private projects across the region. He has advised on the execution of more than 20 successfully closed major projects across the transportation, sports, tourism, health, logistics, social and commercial property sectors.

## Forum Speaker



### Ir Michael FONG, JP

*Director*

Civil Engineering and Development Department

Ir Michael FONG is currently the Director of Civil Engineering and Development, leading the department in advancing Hong Kong's new town development and land supply projects, among which is the Northern Metropolis, which serves as a key driver for the social and economic growth of Hong Kong.

With over three decades of experience across various works departments and the Development Bureau, Michael has earned widespread recognition in the construction industry. He is a steadfast advocate for collaborative practices, safety excellence, and the adoption of innovative construction technologies.

#### Driving Engineering Excellence through Innovation and Technology

The Civil Engineering and Development Department (CEDD), led by Director Michael FONG, is spearheading a new chapter of infrastructure innovation in Hong Kong. By collaborating closely with top universities and industry leaders, CEDD is addressing complex construction challenges in densely built environments through advanced technologies and smart engineering solutions. This strategy boosts efficiency, safety, and cost-effectiveness, reinforces Hong Kong's global reputation for engineering excellence.

In this presentation, Michael will highlight advanced construction material and innovative technologies that achieved multiple world-firsts in bridge engineering. These breakthroughs include the use of ultra-high-strength steel S960 in footbridge construction, which dramatically reduces structural weight and foundation size, as well as cutting-edge bridge-building techniques including bridge rotation, full-span erection, and Self-Propelled Modular Transporter. These methods reduce traffic disruption, enhance safety, ensure precise installation and achieve cost and time savings in project delivery. CEDD's commitment to forward-thinking design and creative problem-solving continues to shape smarter, greener infrastructure, positioning Hong Kong as a vital force in the Greater Bay Area development and a global leader in sustainable construction.

## Forum Speaker



### Ir Raymond KY POON, JP

*Director*

Electrical & Mechanical Services Department

Ir Raymond KY POON is the Director of the Electrical and Mechanical Services Department. He is overseeing the engineering services for over 100 government departments and public organisations, as well as the enforcement of legislations in ensuring public safety on using electricity, gas, railway and other electrical and mechanical installations, and promoting energy efficiency and conservation and application of renewable energy in Hong Kong.

Ir POON has been working in the government for 30 years and has taken up professional and managerial roles in the areas of engineering services, project management, business development as well as regulatory enforcement. Ir POON received his Bachelor of Engineering degree in Electrical and Electronics Engineering and Master of Science degree in Environmental Management from the University of Hong Kong. He has also obtained his Executive MBA degree from the Chinese University of Hong Kong in 2019.

#### MiMEP – High Productivity Construction and Digitise for Intelligence and Sustainability

Ir Raymond POON, JP, Director of EMSD, will present how MiMEP is driving a new era of cost-effective, safe, and sustainable construction in Hong Kong. The address outlines EMSD MiMEP's development—from pilot applications in RMAA projects to its large-scale implementation in the Kai Tak District Cooling System (DCS). Through the integration of off-site prefabrication, modular design, and digital technologies such as BIM-AM and openBIM, MiMEP has enhanced project management, reduced on-site work and waste, and elevated quality and safety standards. The Kai Tak DCS case exemplifies how MiMEP optimizes construction efficiency and procurement strategies for complex engineering works. Looking ahead, the speech will highlight policy support, capacity building, industry collaboration and standardisation for mass production as key drivers for broader adoption, reinforcing MiMEP's role in advancing innovation and sustainability across the construction sector. The use of BIM and asset digitisation will also empower adoption of artificial intelligence to enhance efficiency and energy performance of facility management.

## Forum Speaker



### Ir Alex KWAN

CEO, Asia  
Global Infrastructure Solutions Inc.

Ir Alex KWAN is CEO, Asia of Global Infrastructure Solutions Inc. (GISI), which is a global engineering and construction firm with annual revenue of USD13 billion. Prior to joining GISI, Alex was the Executive Director (Engineering & Technology) of the Airport Authority. In addition to delivering annual capital work investment of about US\$1 billion and maintenance expenditure of US\$150 million, he was responsible for applying innovation and technology to advance Hong Kong International Airport's smart airport vision. Before joining the Airport Authority, he was the Chief Executive of AECOM Greater China, responsible for strategic growth and operation of AECOM's business in Hong Kong, Chinese Mainland and Taiwan with a staff of over 7,000 people.

#### From Hype to Cost-effective Delivery: The AI Breakthroughs for Infrastructure and Major Projects

AI is moving beyond proofs of concept to deliver hard, defensible savings across the project lifecycle. Agentic AI, augmented-AI workflows, and trustworthy GenAI are now reducing design iterations, compressing schedules, and tightening cost control from feasibility to handover. This sharing shows how our digitalization capabilities: Digital Twins, RPA, and GenAI/Agentic AI, enabled by trust and adoption at scale for different projects.

## Forum Speaker



### Mr Kevin O'BRIEN

Chief Executive  
Gammon Construction Limited

Kevin has been appointed Chief Executive of Gammon Group since 2021. Prior to that, he was the Chief Executive of Jardine Engineering Corporation from 2018, responsible for their Asia-wide operations. He has been based in Hong Kong since 1995 and has over 35 years of experience in the construction, engineering and property sector.

Kevin is a fellow of the Royal Institution of Chartered Surveyors and a member of the Hong Kong Institute of Surveyors. He is the Chairman of the Business Environment Council in Hong Kong, an Honorary Fellow of the Vocational Training Council and a member of the Industry Advisory Board for the School of Real Estate and Construction at the University of Hong Kong.

At the board level, he has led wide-scale transformation projects in traditional engineering businesses to drive improved performance and is actively involved in engaging with the next generation of leaders in the sector at leading academic institutions around the globe to help steer the industry to a more sustainable and higher performing future.

#### Co-defining Cost-effective Construction: From Legacy to Lean

This presentation challenges the legacy mindset in construction and advocates for a shift toward lean thinking as the key to achieving true cost-effectiveness. Co-defining cost-effectiveness means more than minimizing costs, it is about delivering value without compromising performance, echoing the phrase "If you pay peanuts, you get monkeys." 「一分錢一分貨」. We explore the importance of asking why we build, not just what and how. Drawing from Bent Flyvbjerg's teachings, we critique outdated practices like "spade-ready" projects and emphasize the need to "Think slow, act fast". Lean principles such as 5S, Six Sigma, and Kaizen are introduced as tools to eliminate waste and inefficiency, but they will not succeed unless we adopt a transformational mindset. Through global comparisons like BYD vs. VW, we ask: how can construction become more agile and innovative? The session concludes with a call to action-embrace lean, energize our mindset, and deliver cost-effective, future-ready infrastructure.

## Forum Speaker



The Association of Consulting Engineers of Hong Kong  
香港顧問工程師協會



### Ir Francis YAU

*Chairman*

The Association of Consulting Engineers of Hong Kong

Francis YAU is the Chairman of the Association of Consulting Engineers of Hong Kong (ACEHK) for 2024/2025 and Executive Director of Building Structures, Greater China at Aurecon. With over 40 years of experience in the engineering sector, Francis is highly respected for his leadership in project execution and dedication to professional excellence. He has a proven track record in project management, stakeholder engagement, and mentoring the next generation of engineers. As ACEHK Chairman, Francis is committed to advancing the consulting engineering profession, promoting sustainable practices, and strengthening collaboration among industry stakeholders in Hong Kong.

#### **Building Smart: Cost Control Strategies in Civil Engineering**

Effective cost management is a cornerstone of successful civil engineering projects, especially in complex infrastructure design. This speech explores strategic approaches that civil engineering design engineers employ to control costs without compromising safety, quality, or functionality. Key topics include site-specific design optimization, material selection, modular construction, lifecycle cost analysis, and the use of advanced digital tools such as Building Information Modeling (openBIM) and AI. The presentation highlights how early planning, value engineering, and efficient scheduling can significantly reduce expenditures while enhancing project outcomes. Special attention is given to regulatory compliance and environmental considerations, which, when addressed proactively, help avoid costly delays and redesigns. Through real-world examples and practical insights, this speech aims to equip engineers, project managers, and stakeholders with actionable techniques to bridge the gap between design excellence and budget discipline. Ultimately, it advocates for a holistic, forward-thinking approach to cost control in civil engineering.

## Forum Moderator



### Sr Eric FONG

*Chairman*

Rider Levett Bucknall Limited

Eric FONG serves as Chairman of RLB's North Asia region responsible for Hong Kong, Macau, Mainland China and South Korea offices. He is also a director of RLB's Global Board. Eric is responsible for defining and implementing the company's business strategy and policies, and guiding RLB's long-term direction to create value for clients.

Joining RLB in 1994, Eric has 30 years of experiences in the United Kingdom, Hong Kong and Mainland China, delivering many large-scale and landmark projects in commercial, residential, mixed-used, theme park and tall-building developments.

Eric has played a key role in expanding RLB's business in Hong Kong and Mainland China and acquired extensive knowledge of construction and project development processes. He has led the development and implementation of innovative solutions and best practices to enhance project efficiency and ensure project success. Eric has a proven track record in building and nurturing strong client relationships, resulting in high levels of client satisfaction and repeat business.

## Forum Speaker



### Mr MOK Wing Cheong, Ringo, JP

*Director*  
Drainage Services Department

Mr Ringo MOK, the Director of Drainage Services, is now leading about 2,000 number of staff to provide world-class wastewater and stormwater drainage services enabling the sustainable development of Hong Kong. He has worked in various bureaux/works departments and participated in many mega-scale development projects in Hong Kong, including Central and Wan Chai Reclamation, West Kowloon Cultural District Development, Northern Metropolis Development and Relocation of Sha Tin Sewage Treatment Works to Caverns.

#### Direct Procurement for Relocation of Shatin Sewage Treatment Works to Cavern Project

The Hong Kong SAR Government is taking multi-pronged approaches to strengthen cost control in implementing public works projects. Responding to this initiative, the Drainage Services Department (DSD) adopted the direct procurement approach for the first time in the relocation of Sha Tin Sewage Treatment Works to caverns project, whereby DSD procured major sewage treatment equipment from suppliers directly and handed them to the contractor for installation. This approach deviates from the conventional "Subcontracting with labour and materials inclusive" approach widely practised in the local construction industry and should help lower the overall project cost through cutting a layer of subletting. While there will be risk with the Government taking up the management of the supply chain and related interfaces, measures have been formulated to strengthen the management and encourage collaboration among project stakeholders. This presentation will discuss the experience and insights gained in the introduction of direct procurement and ideas formulated for better controlling the risks.

## Forum Speaker



### Mr Robert STOCKWELL

*General Manager of Project Management Office*  
MTR Corporation Limited

Mr STOCKWELL is an experienced leader in programme and project controls, with a career spanning major infrastructure and railway projects in the UK and Hong Kong. He is currently General Manager of the Project Management Office at MTR, overseeing programme, cost, risk, and digital reporting for Capital Works. Previously, he was Director of Programme Controls at Bazalgette Tunnel Limited, where he led the PMO for the Thames Tideway Tunnel project.

Mr STOCKWELL holds a Bachelor of Science in Property Studies and is a Chartered Project Professional (ChPP) with the Association for Project Management (APM).

#### Integrated of Project Controls in a Project Management Office

Modern infrastructure projects are growing in complexity. They often carry high levels of risk and uncertainty, provide for an increasing number of stakeholders and interfaces, are required to deliver in a financial environment where budgets are tight, and mistakes are expensive. To successfully deliver these growing number of complex projects, owners are required to command a greater level of expertise and be actively involved in decision-making.

In this context, an effective Project Management Office (PMO) becomes essential. The PMO is responsible for maintaining a structured and consistent controls approach that monitors, analyses, forecasts, assures, informs and continuously improves the reporting of performance and forecasting. It acts as the conscience of the project to ensure that decisions are made on a best for the project basis.

This proactive approach helps mitigate cost overruns, reduce delays, and improve transparency and communication. By fostering collaboration and accountability, the PMO enhances project outcomes and ensures alignment with strategic goals. Establishing robust project control systems with a high-performing PMO are critical for delivering projects on time, within budget, and to the required quality.

## Forum Speaker



### Mr Steve LEWIS

*Partner & Head of Infrastructure and Capital Projects Advisory and Global head of Infrastructure Technology*  
Ernst & Young

Steve is a Chartered Surveyor and EY Partner with 20 years' experience planning, setting up, delivering and advising on major programmes and related policy.

Steve leads EY's Infrastructure and Capital Projects Advisory Team in Hong Kong and serves as EY's Global Head of Infrastructure Technology. Drawing on his extensive expertise commercial and procurement strategy in multiple jurisdictions such as the UK, Hong Kong, Chinese Mainland, the Middle East, and across APAC, Steve is currently providing strategic advice the HKSAR Government on multiple direct procurement, framework, and centralised procurement models.

#### Optimising Delivery and Procurement Models to Drive Efficiency

As Hong Kong faces unprecedented challenges relating to project cost, financing, resource constraints and supply chain disruptions, there is an ever increasing need to reconsider how Works and Services are procured. Globally there is a long history of the use of framework procurement, a proven approach that enhances stability, streamlines processes, and drives cost-efficiency, whilst incentivizing innovation and investment from the supply chain. Globally, the adoption of framework procurement has successfully delivered complex, large-scale projects while strengthening long-term relationships with stakeholders. In Hong Kong, various innovative framework models have been implemented, resulting in significant cost savings and improved project outcomes, as demonstrated by positive market feedback and recognised awards. This presentation will explore the future of procurement and upcoming initiatives aimed to strengthen procurement strategies in alignment with the Hong Kong Government's broader policy objectives. The presentation will also touch on how strategic framework procurement unlocks new opportunities for value, sustainability, and excellence in construction.



## Forum Speaker



### Sr FONG Kim Ho, William

*Head of Cost and Commercial Management*  
Arcadis Hong Kong Limited

William FONG is the Head of Cost and Commercial Management at Arcadis, where he has excelled since 1989. With over 35 years of experience, he specializes in delivering complex projects in healthcare, hospitality, sports, commercial, retail, residential, and industrial sectors. William is a renowned expert in construction cost and commercial management, sought after for his strategic insights into Quantity Surveying and Business Advisory services, recognized for his contributions to major public sector initiatives. As a distinguished specialist in his area, William has been pivotal in advancing best practices in construction. He serves as Chairman of the Association of Consultant Quantity Surveyors (ACQS) for 2023-2025 and is set to continue as Vice Chairman from 2025-2027.

#### Central Procurement: Driving Cost Efficiency in Public Construction

The presentation explores the strategic implementation of central procurement in Hong Kong's public sector, emphasizing its potential to enhance efficiency, transparency, and cost-effectiveness. Benchmarks with global practices from other countries highlight successful models and innovations that demonstrate cost savings through direct purchasing. The presentation also discusses challenges like market resistance, and operational risks. Strategic recommendations include deploying digital platforms and forming sector-specific units. A proposed framework for centralized procurement of reinforcement bars is detailed, along with risk mitigation strategies. The presentation concludes with a call for further studies and a roadmap to expand centralized procurement across major construction materials.



# Highlights of Past PCMFs

## 2021



## 2022



## 2023



**P**ROJECT  
**S**TRATEGY &  
**G**OVERNANCE  
**O**FFICE

項目策略及管控處

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