

Newsletter No.4

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PROJECT
STRATEGY &
GOVERNANCE
OFFICE

項目策略及管控處

Collaborative Excellence for
World-Class Infrastructure

跨域協同 共築卓越基建



Project Strategy and Governance Office

項目策略及管控處

The Government has been investing in public works projects to enhance people's living environment and to sustain Hong Kong's long-term competitiveness. Meanwhile, we are facing the challenges of high construction cost and ageing construction workforce. Moreover, there have been rising aspirations from the general public for better performance of public works projects.

In June 2016, the Project Cost Management Office (PCMO) was established to implement cost management initiatives for the delivery of public works projects in a timely and cost-effective manner. In April 2019, PCMO was upgraded and renamed as the Project Strategy and Governance Office (PSGO) for implementing strategies and reinforcing capabilities in cost surveillance and project governance. PSGO adopts a holistic approach to strengthen cost management and improve the performance of public works projects through the following initiatives:

政府一直投資於工務工程項目，以改善市民的生活環境和維持本港長遠的競爭力。與此同時，我們正面對建造成本相對高及勞動力高齡化的挑戰。市民大眾對工務工程項目的表現亦抱有更高期望。

2016年6月，我們成立項目成本管理辦事處，推行成本管理措施，使工務工程項目如期完成，又符合成本效益。到了2019年4月，我們進一步把項目成本管理辦事處升格為項目策略及管控處（PSGO），推行策略性措施，加強成本監察和項目管控的能力，並採取全面的方法，從以下各方面提升成本管理和工務工程項目的表現：

Strategy 推展策略措施

Implement "Construction 2.0" with initiatives such as High Productivity Construction, digitalisation and applied R&D to uplift productivity

推行「建造業2.0」，包括推動高效建築、數碼化及應用研發等措施提升生產力

Governance 加強項目管控

Strengthen cost management and control from project inception to completion

由項目立項至竣工各個階段加強成本監察和管控

Capability 提升專業能力

Equip major project leaders and mid-tier managers with innovative mindsets and world-class leadership skills

培訓工程領導人員及中層主管，培養創新思維及世界級領導技能

Collaboration 強化夥伴協作

Enhance collaboration with local industry and international stakeholders

加強與本地業界及國際持份者合作



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



International Infrastructure and Project Leaders Summit Grand Opening Ceremony cum Welcome Dinner 國際基建項目領導峰會開幕典禮暨歡迎晚宴



Topic in Focus
專題特寫

International Infrastructure and Projects Leaders Summit (IIPLS)

DEVB hosted the IIPLS in November 2024, bringing together more than 500 major infrastructure project leaders and experts in infrastructure from over 20 countries and economies around the globe, including senior government officials from the Mainland and overseas countries, and representatives of renowned international organisations such as the World Economic Forum and the International Institute for Management Development, to delve into the strategies and policies of infrastructure delivery plans, and address the challenges and opportunities in implementing mega infrastructure projects under the theme of Strategic Leadership in Managing Complexity and Uncertainty in Infrastructure Delivery.

國際基建項目 領導峰會

發展局於2024年11月舉辦國際基建項目領導峰會，匯聚超過500位來自全球20多個國家和經濟體的大型基建項目領袖和專家，包括內地和海外政府高層官員，以及來自世界經濟論壇和國際管理發展學院等知名國際組織的代表，以「駕馭推展基建項目的複雜與不確定性」為主題，共同探討推展基建計劃的策略和政策，並討論落實大型基建項目所面對的挑戰和機遇。



Mr Paul Chan
Financial Secretary
財政司司長，陳茂波



Ms Bernadette Linn
Secretary for Development
發展局局長，甯漢豪



Mr Li Liangsheng
Vice Minister of the Ministry of
Water Resources of the People's
Republic of China
中華人民共和國水利部副部長，
李良生



Mr Ricky Lau
Permanent Secretary for
Development (Works)
發展局常任秘書長（工務），劉俊傑

Mr Paul Chan, Financial Secretary, stated at the Grand Opening Ceremony cum Welcome Dinner of the summit that as an international financial and innovation centre, Hong Kong possesses competitive advantages in many aspects, such as infrastructure financing, construction technology, project operation and green technology development, which can contribute to global infrastructure development and innovations in related industries, while creating business opportunities for our construction industry.

Addressing the Summit, the Secretary for Development, Ms Bernadette Linn, said that under the unique advantages of “One Country, Two Systems”, Hong Kong would continue to capitalise on the privilege of enjoying the strong support of the motherland and being closely connected to the world, and consolidate its position as an international infrastructure centre, uniting the world’s best talent, knowledge and investment to address upcoming challenges and promote quality infrastructure development.

Speaking at the Summit, the Vice Minister of the Ministry of Water Resources of the People’s Republic of China, Mr Li Liangsheng, said that the Summit will inject impetus generated in the Guangdong-Hong Kong-Macao Greater Bay Area into the national development of new quality productive forces. It will further promote international infrastructural co-operation and bring far-reaching significance.

In his keynote presentation, the Permanent Secretary for Development (Works), Mr Ricky Lau, stressed the Government’s commitment to be an “enabler” fostering innovation and industrialisation to drive industry enhancement.

財政司司長陳茂波在峰會開幕典禮暨歡迎晚宴致辭時表示，香港作為國際金融中心和國際創科中心，在基建融資、建造技術、項目營運、綠色科技發展等方面均具競爭優勢，能為全球基建發展和相關行業的創新作出貢獻，同時為業界創造商機。

發展局局長甯漢豪在峰會致辭時表示，在「一國兩制」的獨特優勢下，香港會繼續用好背靠祖國、聯通世界的特點，鞏固其國際基建中心的地位，匯聚全球人才、知識和投資，共同應對未來挑戰，推動優質基建發展。

中華人民共和國水利部副部長李良生表示，峰會將為國家發展新質生產力注入「灣區動能」，還將對進一步推動國際基建合作產生深遠的意義。

發展局常任秘書長（工務）劉俊傑作主題演講時強調，政府致力擔當創新和產業化的推動者，推動產業提升。



International Infrastructure and Projects Leaders Summit 國際基建項目領導峰會

Moderator:



Prof Heiwei Tang
Victor and William Fung Professor in Economics,
HKU Business School
Associate Dean (External Relations),
HKU Business School



Mr Dominic Richards
Principal Investment Officer,
Asian Infrastructure Investment Bank



Mr Patrick Tsang
Chief Executive Officer, Deloitte China,
Deloitte Global Executive,
Deloitte AP Executive



Mr Eric Ma Siu-cheung, GBS, JP
President,
The Hong Kong Institution of Engineers



Dr Janet Young CBE
Director General and Secretary,
Institution of Civil Engineers,
United Kingdom



Dr Paul Hu
Executive Director Greater China,
IMD China

The first plenary session “The Next Growth Curve” highlighted the critical role of infrastructure in driving the city development and the next wave of global economic growth.

首場座談會以「再拓增長：基建賦能城市發展」為主題，重點介紹基建在推動城市發展和下一波全球經濟增長的關鍵作用。

The presentation and plenary sessions of the Summit gathered prominent infrastructure leaders and experts from various sectors worldwide, including government, academia, construction and finance, to share the latest initiatives and challenges facing infrastructure development.

峰會的嘉賓演講和座談會，匯聚基建翹楚和來自世界各地的政府、學術、建造和金融等領域的專家，分享基建發展的最新倡議和挑戰。



The last session “Building Tomorrow” focused on how innovation and digital technologies are reshaping infrastructure development, promoting greater efficiency and sustainability.

最後一場座談會以「構建未來：擁抱創新與數碼化」為主題，聚焦創新和數碼科技如何重塑基建發展，促進更高效能和可持續發展。

The three-day summit included a welcome ceremony, the main event and site visits to major infrastructure projects in Hong Kong.

為期三天的峰會節目及活動包括歡迎典禮、主要峰會，以及就本港大型基建項目作實地考察。



The second session “Powerful Partnerships” explored effective financing and procurement strategies essential for advancing infrastructure projects within a culture of collaboration.

第二場座談會以「聯盟共贏：鑄就項目成功之路」為主題，探討以協作文化推展基建項目及所需的有效融資和採購策略。

Construction Outlook

建造業展望

The Civil Engineering Works Tender Price Index (CEWTPI) and the Building Works Tender Price Index (BWTPI) were generally stable in the past year. The Census and Statistics Department reported a slight increase in labour costs and a general decrease in the costs of major construction materials in this period.

In the financial year 2024-25, the actual capital works expenditure exceeded HK\$100 billion. With projects related to the Northern Metropolis being rolled out progressively, as well as other infrastructure projects related to the economy and people's livelihood, the capital works expenditure will start reaching its peak. The Government's Budget for this financial year pointed out that the capital works expenditure is expected to increase from the estimated \$90 billion per annum on average last year to about \$120 billion per annum on average in future. In addition, expenditure on public housing development projects has also entered a peak period. It is expected that the volume of public construction projects will remain at a high level in the coming few years. The construction output of the private sector will depend on the pace of recovery in the property market. Overall, it is expected that the total construction volume will remain steady in the next one to two years.

土木工程投標價格指數（CEWTPI）和建築工程投標價格指數（BWTPI）在過去一年走勢大致平穩。根據政府統計處報告，去年建築工程的工人成本略有上升，主要建築材料成本則有所下降。

在2024-25財政年度，基本工程實際開支超過1,000億元。隨著北部都會區相關工程陸續展開，加上其他與經濟民生相關的基建工程，基本工程開支將進入高峰期。政府於本財政年度《財政預算案》指出，基本工程開支由去年預計平均每年約900億元，增加至平均每年約1,200億元。另外，公營房屋發展計劃的開支亦進入高峰期，預計公營項目的工程量將於未來數年維持高水平。私人市場的工程量將視乎房地產市場的復甦步伐。總體而言，預計未來一至兩年建造業整體工程量會大致平穩。

Market Movement

市場動向



Construction Cost Ranking 建造成本排名

No.9 (Global 環球) **No.1** (Asia 亞洲)



Building Works Tender Price Index
(BWTPI) (Q4 2024)

建築工程投標價格指數 (2024年第四季)

↑ 1.5% YoY 按年



Civil Engineering Works Tender Price Index
(CEWTPI) (Q4 2024)

土木工程投標價格指數 (2024年第四季)

↓ 7.8% YoY 按年



Highways Department Construction Cost Index
(Dec 2024)

路政署建造成本指數 (2024年12月)

Labour Index 工資指數

Material Index 材料指數

↑ 3.3% YoY 按年

↓ 2.8% YoY 按年



Civil Engineering Works Index (Dec 2024)

土木工程指數 (2024年12月)

↑ 1.5% YoY 按年



Approved capital works projects by
Finance Committee of LegCo in 2025 (Up to March)
2025年立法會財委會通過基本工程項目 (直至3月)

Number / 數目 : **10**

Value / 金額 : **\$25.7B / 257億元**



Capital works contracts awarded in 2024 (Up to Dec)
2024年已批出基本工程合約 (直至12月)

Number / 數目 : **20**

Value / 金額 : **\$17.0B / 170億元**



Collaboration with Mainland and International Counterparts

| 與內地和海外協作

In March 2025, Joseph LO, Head of PSGO, attended the Second Guangdong-Hong Kong-Macao Greater Bay Area Construction Science and Technology Forum in Guangzhou, and delivered a speech at the Forum. The forum, themed “Bay Area Integration, Smart Construction for the Future,” brought together around 500 participants, including government representatives from Guangdong, Hong Kong, and Macao, as well as engineering experts, scholars, and industry leaders. The event further advanced in-depth integration and collaborative development in urban construction across the Greater Bay Area.

PSGO 處長羅國權於2025年3月在廣州參與第二屆粵港澳大灣區建築科學技術交流大會並在會上致辭。是次大會以「灣區融合，智建未來」為主題，由粵港澳三地政府代表、工程專家、學者及企業代表等約500人積極參與，進一步推動粵港澳大灣區在城市建設方面的深度融合和協同發展。

During a visit to Singapore in March 2025, Frankie Fung, Principal Assistant Secretary of PSGO, had a meeting with the Centre for Public Project Management of the Ministry of Finance of Singapore. The two sides engaged in in-depth exchanges on cost control, project approval processes, and contemporary project procurement models. Mr Fung also met with the Building and Construction Authority of Singapore, where they shared experiences in driving digitalisation, the application of construction robotics, and the adoption of innovative construction methods. Additionally, he visited the Jurong Port Integrated Construction Park to gain on-site insight into its practices and achievements in enhancing productivity within the construction industry.

在2025年3月訪問新加坡期間，PSGO 首席助理秘書長馮耀文與新加坡財政部轄下的公共工程管理中心舉行會談，雙方就成本管控、項目審批流程以及創新的項目採購模式進行了深入交流。馮耀文還拜訪了新加坡建設局，就推動數碼化、應用建築機器人及採用創新建造方法等方面的經驗進行了分享，並參觀了裕廊港綜合建築區，實地瞭解其在提升建築業生產效率方面的實踐與成果。



2024 Policy Address & 2025-26 Budget

2024年度施政報告及 2025-26年度財政預算案



Complete the strategic study with a view to identifying the major reasons for high construction costs, and roll out a series of strategic measures to reduce construction costs.

Formulate policies for the procurement of construction materials and products, such as through direct procurement by relevant works departments and centralised procurement by a single department.

完成策略性研究，找出高建造成本的主要原因，並推行一系列策略性措施，降低建造成本。

制訂由政府有關工務部門直接採購及由單一部門中央採購建築物料和產品的政策。



Collaborate with Guangdong Province to leverage the complementary advantages of Modular Integrated Construction (MiC) and develop MiC as an industry in the GBA. Dedicate efforts to R&D, quality accreditation and international marketing of MiC.

與廣東省合作，積極推動大灣區「組裝合成」建築的優勢互補和產業發展，聚焦「組裝合成」建築的研發、品質認證和國際市場推廣。



Set aside \$15 million for the work of the Centre of Excellence for Major Project Leaders over the next two years.

預留1,500萬元在未來兩年支持「主要項目精英學院」的工作。



Drive the digitalisation of public works in full swing, and apply AI technology for big data analysis to reduce the risk of project delays and cost overruns.

Drive the wider application of highly effective construction robots in projects with functions including automated processes, remote control, AI and more.

全力推動工務工程數碼化，應用人工智能進行大數據分析，以減低工程延誤及超支的風險。

在工程項目中更廣泛應用具自動工序、遙距控制、人工智能等功能的高效建造機械人。

Strategic Study on Construction Costs

建造成本的策略性研究

PSGO completed a strategic study on construction costs in late 2024. After identifying the main reasons for the high construction costs in Hong Kong, we have formulated four major directions for measures to lower the construction costs of public works projects, including optimising the project procurement model, reviewing the design standards and requirements, applying advanced technologies and construction methods and streamlining the approval process.

PSGO will implement the measures by launching them once they are ready and will launch pilot schemes for individual construction cost reduction measures.

PSGO 已於2024年年底完成建造成本的策略性研究，找出香港建造成本高的主要原因，並確定減低工務工程項目成本的四大具體方向，包括優化項目採購模式、檢視設計標準及要求、應用先進科技及建造技術，以及精簡審批流程。

PSGO 會以「成熟一項推一項」的模式落實相關措施，並會為個別減低建造成本措施推出先導計劃。



Five Reasons for High Construction Costs 建造成本高昂的五大成因



Labour cost
工人成本



Design standards
and requirements
設計標準及要求



Contract risk premium
on construction materials
and equipment
建築材料及設備的
合約風險溢價



Approval process
審批流程



Project complexity
工程複雜性

Four Directions to Lower Construction Costs 減低建造成本的四大方向



Optimising the project
procurement model to
reduce risk premium
優化項目採購模式
以減低風險溢價



Applying advanced
technologies and
construction methods to
uplift productivity
應用先進科技及
建造技術以提高生產力



Reviewing the
design standards and
requirements to increase
cost-effectiveness
檢視設計標準及要求
以增加成本效益



Streamlining the
approval process to
boost work efficiency
精簡審批流程
以加快工作效率

Contemporary Procurement Approach

現代採購模式

The framework contract procurement model has been widely adopted in many countries. Under this model, the government can enter into a framework contract with various service providers (such as contractors, consultants and suppliers) to facilitate the issuing of job requests for procuring relevant works projects, services or goods within the framework period. Before issuing job requests, the government can request request technical proposals and quotations from each service provider, enabling the selection of the most suitable service provider.

With steady construction volume within the framework contract, service providers can make work plans in a more effective manner and be more willing to invest in innovative technologies to improve productivity. Such a procurement method can also streamline procurement processes and reduce procurement costs and time required, thereby enhancing work efficiency and reducing construction costs.

PSGO, in collaboration with the Civil Engineering and Development Department (CEDD), has taken the lead in piloting the framework contract procurement model for ground investigation (GI) works. The pilot demonstrates over 20% cost savings, high quality of works, and enhanced collaboration with the contractor, providing a strong basis for broader adoption of framework procurement in Hong Kong.

框架合約採購模式在國際間廣泛採用。在這種模式下，政府可與多個服務供應商（例如承建商、顧問公司及供應商）訂立框架合約，以便在框架期限內向他們批出指令採購相關的工程項目、服務或貨物。在批出工程指令前，政府會要求各服務供應商就該工作指令提供技術建議及報價，從而選擇最合適的服務供應商。

框架合約運用穩定的工程量，令服務供應商能更有效編定工作計劃，更願意投入資源開發創新科技提升生產力，這種採購形式亦可精簡採購流程、節省採購成本及所需時間，以提升工作效率和減低建造成本。

PSGO 與土木工程拓展署攜手合作，率先於土地勘測工程中試行框架合約採購模式。結果顯示，試行項目在確保工程質素維持高水平的同時，成本較預算節省超過20%，並顯著加強了與承建商之間的協作。這些成果為在香港更廣泛推行框架合約採購模式奠定了堅實的基礎。



Cost saving in pilot project
在試行項目中節省成本

↓ 20%

Digital Project Delivery System

數碼項目推展系統

The Digital Project Delivery System (DPDS) aims to enhance the delivery and efficiency of consultancy services. Works departments, relevant approval departments and consultants can submit and review submissions through DPDS and keep track of the approval status in real time. The DPDS enhances financial management through real-time monitoring and acts as a centralised database for easy document access. This streamlines the planning and design phases of projects, thereby augmenting the overall efficiency and efficacy of consultancy services.

DEVB issued a technical circular in January this year, requiring all consultancies under the Capital Works Programme with a pre-tender estimate exceeding \$15 million to adopt DPDS.

數碼項目推展系統 (DPDS) 的目的是優化工程顧問合約的管理。工務部門、相關審核部門及工程顧問公司可以透過 DPDS，提交及審批項目文件，並實時監察有關文件的最新狀況。該系統亦可管理及監察顧問合約的財務狀況，並成為項目的文件資料庫，以提升項目在規劃及設計階段的管理效率。

發展局已於今年1月發出新的技術通告，規定價值\$1,500萬以上的工程顧問合約全面實施 DPDS。

Major Functions of DPDS 數碼項目推展系統的主要功能



Project Management 項目管理

Digitalised Workflows for Deliverables Submission & Approval
數碼化文件提交及審批工作流程



Financial Management 財務管理

Project Payment and Expenditure Management
項目付款及開支管理



Document Management 文件管理

Centralised Database of Project Documents
項目文件中央資料庫

DEVB was awarded a special mention in the Digital Government Award at the “GovInsider Innovation Festival 2025” in Singapore in March. This annual accolade honours outstanding efforts and contributions by organisations in advancing innovation and digital transformation within the public sector of Asia Pacific. This marks the first time the Hong Kong SAR Government has received this honour, standing out among over 170 competing solutions from various countries for its exceptional accomplishments in construction digitalisation.

發展局今年3月於新加坡舉行的「GovInsider 2025創新節」獲得「數碼政府獎」特別嘉許。這個年度獎項表彰在數碼轉型及創新方面有傑出成就的亞太區公共服務部門。今次是香港特區政府首次獲得該項殊榮，憑藉建造業數碼化的卓越成果，從來自不同國家超過170個參賽方案中脫穎而出。



Applied R&D Initiatives Remote-controlled Tower Crane System

應用研發項目 — 遙控天秤系統



PSGO, through the Building Technology and Research Institute, collaborated with the Architectural Services Department to introduce a remote-controlled tower crane system in its first use in public works projects (District Court Building at Caroline Hill Road). The system uses Internet of Things (IoT) technology to remotely control the tower crane from ground level, saving the operators' time spent getting on and off the tower crane, improving work efficiency and productivity. It also improves the working environment and enhances site safety, helping to attract more young talent to join the tower crane operator workforce.

PSGO 透過香港建築科技研究院與建築署合作，首次在工務工程項目（加路連山道區域法院）引入「遙控天秤系統」。系統利用物聯網技術（IoT）在地面遙距控制天秤，為天秤操作員節省上落天秤時間，提高工作效率和生產力，同時亦改善工作環境和提升工地安全水平，有助吸引更多年輕生力軍加入成為天秤操作員。



Centre of Excellence for Major Project Leaders
2024/25 MAJOR PROJECTS LEADERSHIP PROGRAMME
Launching Ceremony



Major Projects Leadership Programme (MPLP)

主要項目領導計劃

「主要項目領導計劃」第七期培訓課程於2024年12月開展。本期23名學員匯聚了來自政府部門、公營機構、國際工程顧問和承建商的主要項目領導人員，包括三名內地政府人員。他們會接受為期12個月的培訓，包括在牛津進行的國際課程和香港的本地課程、專業評估，以及大灣區的考察交流活動。學員在2025年1月已前往牛津完成修讀國際課程單元，並會在香港項目管理工作中實踐應用，作為培訓課程的一部份。

Cohort 7 of MPLP was launched in December 2024. The 23 participants consist of major project leaders from the Government, public organisations, major engineering consultants and contractors, including three government officials from Mainland authorities. The 12-month programme includes international classes at Oxford and local classes, professional assessments, as well as exchange visits to the GBA. The participants completed the Oxford class in January 2025 and will apply the knowledge in their project management duties in Hong Kong as part of the training programme.



PROJECT
STRATEGY &
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