

Newsletter No.6

6. 2026

**PROJECT
STRATEGY &
GOVERNANCE
OFFICE**

項目策略及管控處

**Anchoring Infrastructure
Multi-Pronged Push for Development**

基建領航 多策並舉促發展





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 relatively high construction costs and an 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 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:

政府持續投資工務工程項目，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，項目成本管理辦事處正式成立，推行成本管理措施，使工務工程項目如期完成，並符合成本效益。2019年4月，項目成本管理辦事處升格為項目策略及管控處，推行策略性措施，加強成本監察和項目管控的能力，並全方位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

培訓主要項目領導人員及中層管理人員，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

Construction Outlook

建造業展望

As announced in the Budget in February this year, the Government's estimated capital works expenditure for 2026-27 is about \$128 billion. From 2027-28 to 2030-31, the annual capital works expenditure on average is expected to remain at a similarly high level. Furthermore, with the recovery of the economy including the real estate market, a gradual resurgence of the volume of private sector projects is expected. Together with the anticipated increase in other public sector projects (such as railway and public housing projects), the total construction expenditure of the industry is estimated to reach \$305 billion to \$360 billion in 2030-31.

The medium- to long-term outlook for the construction industry remains robust, and the overall construction expenditure of the industry is expected to grow steadily.

今年2月發表的《財政預算案》公布，政府在2026-27年度基本工程開支預算約1,280億元，在2027-28至2030-31年度，基本工程開支預計每年平均會維持在相若的高水平。此外，隨着經濟包括房地產市場逐漸回暖，私人工程量相信會逐步回升，加上預計其他公營項目（包括鐵路及公營房屋等工程）的工程量亦會增加，行業總工程量預計於2030-31年度可達到3,050億至3,600億港元。

整體而言，建造業中長期前景保持穩健，行業整體總工程量將穩步增長。



Construction Cost Ranking 建造成本排名 (2025)

No.10 (Global 環球)

No.1 (Asia 亞洲)



Building Works Tender Price Index (BWTPI) (Q4 2025)

建築工程投標價格指數 (2025年第四季)

↓ **1.1%** YoY 按年



Civil Engineering Works Tender Price Index (CEWTPI) (Q4 2025)

土木工程投標價格指數 (2025年第四季)

↓ **0.7%** YoY 按年



Highways Department Construction Cost Index (Dec 2025)

路政署建造成本指數 (2025年12月)

Labour Index 工資指數

Material Index 材料指數

↑ **0.4%** YoY 按年

↑ **2.4%** YoY 按年



Civil Engineering Works Index (Dec 2025)

土木工程指數 (2025年12月)

↑ **1.6%** YoY 按年



Approved capital works projects by Finance Committee of LegCo in 2025 (full year)

2025年立法會財委會通過基本工程項目 (全年)

Number 數目

Value 金額

33

\$80.9B / 809億元



Capital works contracts awarded in 2025 (full year)

2025年已批出基本工程合約 (全年)

Number 數目

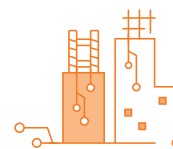
Value 金額

85

\$65.9B / 659億元

2026-27 Budget

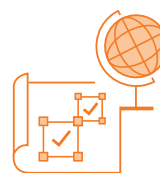
2026-27年度 財政預算案



Promoting Innovation and Technology Applications 推動創新科技應用

The Construction Innovation and Technology Fund serves to promote the industry-wide application of I&T, thereby enhancing productivity and site safety as well as reducing construction costs. The Government will **inject \$1 billion into the fund to continue supporting industry development**.

「建造業創新及科技基金」推動業界廣泛應用創新科技，提升生產力及工地安全，減低建造成本。政府會**注資10億元**，繼續支持業界發展。



Aligning Construction Standards 建築標準對接

The Government will make reference to Guobiao (GB) and overseas standards to further enhance local construction standards and specifications. Besides, the Government will leverage Hong Kong's unique strengths as a global city and its experience to **co-establish the GBA Construction Standards** and help GB gain access to the global market.

政府會參考國標及海外標準，進一步提升本港建築規範，同時利用香港國際化的優勢和經驗，**共同構建大灣區建築標準**，並協助國標進入國際市場。



Building Technology Research Institute 香港建築科技研究院

To promote applied R&D and strengthen control over construction costs, the Government has **earmarked \$100 million for commissioning the Building Technology Research Institute** to conduct various studies. These include reviewing construction standards and exploring AI applications.

為推動應用研發及加強控制工程成本，政府已**預留一億元**，**支持香港建築科技研究院**開展多項研究，包括建築標準檢視及人工智能應用等。



Construction Cost Reduction 減低建造成本

Through **enhancing the project procurement model and streamlining the approval process**, the Development Bureau is implementing various measures to reduce construction costs and enhance effectiveness.

發展局正**優化採購模式及精簡審批流程**，減低建造成本和提升效益。



Public Finance 公共財政

The Government's estimated capital works expenditure for 2026-27 is about **\$128 billion**. From 2027-28 to 2030-31, the annual capital works expenditure on average is expected to remain at a similarly high level.

政府在2026-27年度基本工程開支預算約**1,280億元**，在2027-28至2030-31年度，基本工程開支預計每年平均會維持在相若的高水平。



Robot Applications 機械人應用

The Government has required public works projects to **adopt construction robots** in suitable processes. To this end, the Construction Industry Council will also provide relevant training **to promote the effective use of robots in the industry**.

政府已要求工務工程在合適工序**採用建造機械人**。建造業議會亦會提供相關培訓，**推動業界善用機械人**。



Collaboration with Mainland and International Counterparts

與內地和海外協作



The Permanent Secretary for Development (Works), Mr Ricky Lau, and the Second Permanent Secretary of the Ministry of Finance of Singapore, Ms Ngiam Siew Ying, signed the third Memorandum of Understanding (MoU) between Hong Kong and Singapore in November 2025. The exchange ceremony took place in Hong Kong, during the Project Cost Management Forum organised by the Development Bureau, witnessed by the Deputy Financial Secretary, Mr Michael Wong, and the Secretary for Development, Ms Bernadette Linn.

The MoU aims to enhance exchanges of professional knowledge and experience in managing and delivering infrastructure projects, and facilitate collaboration between Hong Kong and Singapore, thereby boosting productivity and performance in their construction industries.

發展局常任秘書長（工務）劉俊傑和新加坡財政部第二常任秘書嚴秀穎於2025年11月在香港簽署雙方的第三份合作諒解備忘錄，並在發展局舉辦的項目成本管理論壇期間，在財政司副司長黃偉綸及發展局局長甯漢豪的見證下，進行交換儀式。

備忘錄旨在促進兩地在管理和推展基建項目方面交流專業知識和經驗，加強雙方合作，提升兩地建造業的生產力及表現。

The Development Bureau and the Department of Housing and Urban-Rural Development of Guangdong Province signed the Cooperation Agreement on Guangdong-Hong Kong Construction Standardisation in June 2026 to establish a collaborative mechanism for construction standardisation between Guangdong and Hong Kong, co-ordinating and leading the formulation of the Guangdong-Hong Kong-Macao Greater Bay Area construction standards.

發展局與廣東省住房和城鄉建設廳於2026年6月簽署《粵港工程建設標準化協同合作協議書》，共同推動兩地工程建設標準化協同工作機制，統籌和引領制定粵港澳大灣區建築標準。



Head of Cost Control Section, Mr Raymond Tang, visited Singapore in March 2026 and met with the Centre for Public Project Management under the Ministry of Finance of Singapore and the Building and Construction Authority of Singapore to exchange views on topics including adopting artificial intelligence for cost control, digital twin technology, and framework procurement model.

成本管控組主管鄧志文於2026年3月出訪新加坡，與新加坡財政部轄下的公共工程管理中心和新加坡建設局會面，就應用人工智能進行成本管控、推展數碼分身技術和推動框架合約採購模式等議題交流。



Head of PSGO, Mr Joseph Lo, led a delegation to Guangzhou in March 2026 and held a meeting with the Department of Housing and Urban-Rural Development of Guangdong Province about the formulation of construction standards for the Greater Bay Area.

項目策略及管控處處長羅國權於2026年3月率團前往廣州，與廣東省住房和城鄉建設廳舉行會議，就推動制定大灣區建築標準進行交流。



The Chief Assistant Secretary (Works), Mr Felix Poon, met with the Director of the UK National Digital Twin Programme, Alexandra Luck, in London, United Kingdom in November 2025 to exchange views on strategies for advancing digital twin technology.

總助理秘書長（工務）潘曉東於2025年11月在英國倫敦與「英國國家數碼分身計劃」總監 Alexandra Luck 會面，交流有關推展數碼分身技術的策略。

The Permanent Secretary for Development (Works), Mr Ricky Lau, and Head of PSGO, Mr Joseph Lo, met with the Director General of the Department of Standards and Quotas of the Ministry of Housing and Urban-Rural Development, Mr Yao Tianwei, in March 2026. Mr Lau introduced how Hong Kong is aligning its policy initiative of driving innovation in the construction industry with the National 15th Five-Year Plan, and shared Hong Kong's work on project cost estimation.

發展局常任秘書長（工務）劉俊傑及項目策略及管控處處長羅國權於2026年3月與住房和城乡建设部標準定额司司長姚天瑋會面，期間介紹了香港在推動建造業創新方面如何對接國家「十五五」規劃的發展，並分享了香港在工程造價編制方面的相關工作。



The Chief Assistant Secretary (Works), Mr Felix Poon, spoke at the FIDIC Global Leadership Forum 2026 in the panel discussion titled "From Strategy to Systems: How Digital Transformation and Agentic AI Enhance Performance and Value Creation", introducing Hong Kong's strategies for driving AI development in the construction industry.

總助理秘書長（工務）潘曉東在國際諮詢工程師聯合會(FIDIC)全球領袖論壇2026的專家座談環節——「從策略到系統：數碼轉型及代理式人工智能如何提升表現及創造價值」中作演講，介紹香港在全力推動建造業人工智能發展的策略。

Expediting Northern Metropolis Development

為北部都會區發展提速

The Chief Executive announced in the 2025 Policy Address the establishment of the Committee on Development of the Northern Metropolis, chaired personally by the Chief Executive, to expedite the development of the area and bring in industries and major projects. The Working Group on Planning and Development under this committee is responsible for co-ordinating and consolidating such aspects as planning, engineering, land, transportation and environmental protection.

To further expedite the approval process for Northern Metropolis public works projects, the Development Bureau established the Northern Metropolis Public Works Projects Management Committee (NMPMC). It provides a platform among bureaux, departments and authorities to review the unresolved/conflicted comments under the One-Government Approach.

Head of PSGO, Mr Joseph Lo, was appointed to chair the Northern Metropolis Public Works Projects Taskforce under NMPMC. The Taskforce will assist in setting target action timelines, monitor the status of Key Approvals, enable early intervention to secure timely approval, and escalate issues to NMPMC for resolution if necessary.

行政長官在2025年《施政報告》宣布，為了加快發展北都、引入產業和重大項目，成立由行政長官親自擔任主席的「北都發展委員會」，當中的「規劃及發展工作組」就統籌整合規劃、工程、土地、交通、環保等作全面部署。

為進一步加快北都工務工程項目的審批流程，發展局成立了「北部都會區工務工程項目管理委員會」（北都工務委員會），提供一個跨政策局、部門及機構的協作平台，以「政府一體」的方式審視尚未解決或存在分歧的意見。

項目策略及管控處處長羅國權獲委任主持「北都工務委員會」下設的「北部都會區工務工程項目工作組」，該工作組負責協助制定目標行動時間表、監察「關鍵審批」的進度，以便及早介入確保及時進行審批，並在有需要時將事宜提請「北都工務委員會」作決策。



Committee on Development of the Northern Metropolis 北都發展委員會

Chaired by the Chief Executive

行政長官擔任主席

Working Group on Planning and Development

Led by the Deputy Financial Secretary

規劃及發展工作組

財政司副司長擔任組長

Northern Metropolis Public Works Projects Management Committee

Chaired by the Permanent Secretary for Development (Works)

北部都會區工務工程項目管理委員會

發展局常任秘書長（工務）擔任主席

Northern Metropolis Public Works Projects Taskforce

Chaired by Head of PSGO

北部都會區工務工程項目工作組

項目策略及管控處處長擔任主席



Technical Circular for Modular Integrated Construction

「組裝合成」建築法技術通告

The Development Bureau issued Technical Circular (Works) No. 2/2026 in February 2026, introducing significant updates to the policy framework for Modular Integrated Construction (MiC).

Manufacturer Accreditation Scheme

To ensure the highest quality and safety standards, the Government has adopted the MiC Manufacturer Accreditation Scheme (MiC-MAS), implemented by the Building Technology Research Institute (BTRi). For all public works tenders invited on or after 1 April 2026, MiC modules must be sourced from accredited manufacturers under MiC-MAS.

Clarification on MiC Definitions

Non-structural module applications, such as slot-in or box-in-box approaches (i.e. modules which are supported by the surrounding building structure rather than acting as load-bearing elements), are not regarded as MiC. These non-structural applications will not be counted towards the mandatory MiC adoption rate required for relevant building types.

發展局在2026年2月頒布了工務技術通告第2/2026號，針對「組裝合成」建築法（MiC）的政策框架進行了重大更新。

製造商認可計劃

為確保建築品質和安全，政府已採納由香港建築科技研究院（BTRi）實施的「組裝合成」製造商認可計劃（MiC-MAS）。凡於2026年4月1日或之後招標的所有工務工程，其 MiC 組件必須源自 MiC-MAS 名冊下的認可製造商。

釐清 MiC 定義

非結構組件應用，例如嵌入式或「箱中箱」等應用方式（即組件由周邊建築結構支撐，而非作為承重構件），均不被視為 MiC。這些非結構性應用將不會計入相關建築類型必須達到的 MiC 強制採用率內。



Technical Circular
(Works) No. 2/2026
工務技術通告第2/2026號

Collaboration with the State Government of Victoria, Australia

In February 2026, PSGO and MiC manufacturers met with the State Government of Victoria, Australia. The discussion focused on how Hong Kong's technical expertise and professional services, mature MiC ecosystem and the Greater Bay Area supply chain could support Victoria's housing strategy. As a way forward, a Hong Kong delegation to Victoria is planned for July 2026 to deepen engagement and facilitate the global adoption of MiC technology.

與澳洲維多利亞州政府交流

PSGO 聯同 MiC 製造商於2026年2月與澳洲維多利亞州政府舉行會議。雙方圍繞 MiC 領域的戰略合作交換了意見，重點探討香港憑藉其專業技術與服務、成熟的 MiC 生態系統以及大灣區供應鏈，如何協助維多利亞州推行房屋發展策略。香港正計劃於2026年7月派出代表團前往維多利亞州，以進一步深化交流，推動 MiC 技術走向國際。



Promoting MiMEP

推廣機電裝備合成法

The **Multi-trade integrated Mechanical, Electrical and Plumbing (MiMEP)** approach strengthens collaboration among engineering project stakeholders by integrating design, manufacturing, and assembly processes, thereby enhancing construction efficiency and achieving the goals of high-quality and sustainable development.

With the Development Bureau and the Department of Housing and Urban-Rural Development of Guangdong Province as advisors, the MiMEP Infinity Awards, jointly organised by the Architectural Services Department and the Electrical and Mechanical Services Department, was launched on 24 March 2026.

Under the theme **“Shaping Infinity Tomorrow: MiMEP Innovation and High Productivity Construction”**, the competition aims to promote the application of innovative technologies in E&M engineering to enhance construction efficiency, as well as to recognise the contributions of industry stakeholders in advancing high productivity construction. The launching ceremony was attended by over 300 industry stakeholders and government representatives both online and in person.

機電裝備合成法 (MiMEP) 透過整合設計、製造和裝配流程，加強工程項目持份者之間的協作，從而提升建造效率，實現高質量及可持續發展的目標。

由發展局與廣東省住房和城鄉建設廳擔任指導單位，機電工程署與建築署合辦的首屆 MiMEP 無限可能大賽，於2026年3月24日啟動。以**「機電創新·高效建築·無限可能」**為主題，比賽旨在推動機電工程領域應用創新技術，提升建造效率，並表揚業界推動高效建築的貢獻。啟動禮吸引逾300位業界持份者和政府代表以線上線下模式出席及支持。



MiMEP Infinity Awards Launching Ceremony
MiMEP無限可能大賽啟動禮

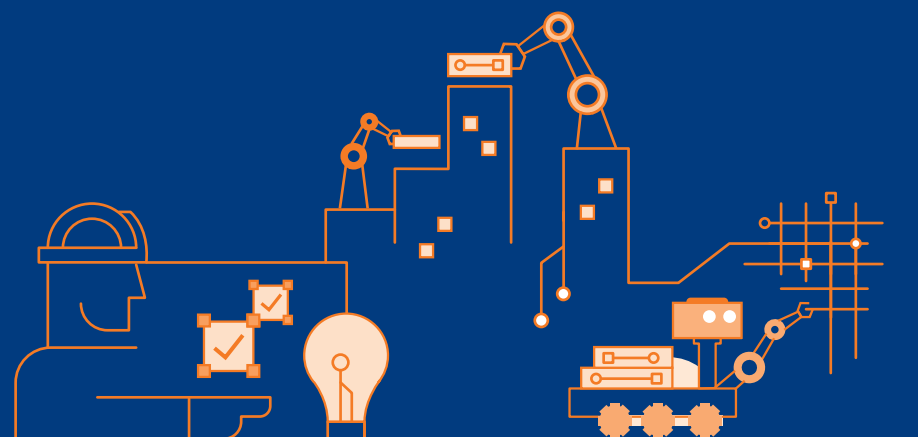


MiMEP Masterclass

Principal Assistant Secretary (Project Capability and Strategy), Mr Frankie Fung, was invited to be a speaker at the “Modular Integrated Mechanical, Electrical and Plumbing (MiMEP)” Masterclass organised by the Construction Industry Council. The course aims to enhance the practical competencies of industry practitioners in managing MiMEP projects and to broaden their experience in problem-solving and technology-enabled project management. Since its launch in June 2025, the Masterclass has been held for three cohorts, training over 90 industry professionals to date.

MiMEP 大師級課程

首席助理秘書長（項目推展及策略）馮耀文應邀擔任建造業議會舉辦的「機電裝備合成法」(MiMEP) 大師級課程講者。該課程旨在提升業界從業員在管理 MiMEP 項目方面的實務能力，並擴闊他們在解難及善用科技進行項目管理方面的經驗。自2025年6月開辦至今，課程已舉辦三屆，累計培訓超過90名業界專才。



Wider Adoption of Construction Robots

廣泛應用建造機械人

A wide range of construction robots are currently being piloted across the industry, including those for inspection and testing, construction tasks, remote-controlled plant operation, and material transportation. These pilots aim to enhance on-site work efficiency, cost-effectiveness, site safety, and works quality.

Encouraged by the promising results, the Development Bureau issued Technical Circular (Works) No. 9/2025 in December 2025 to mandate the adoption of highly effective construction robots in all public works projects.

The key policy innovation lies in the **“living inventory” approach**. Under this flexible mechanism, additional robots can be dynamically added to the inventory for mandatory use once pilot results prove successful. This allows the policy to keep pace with technological advancements and market developments.

The first batch of robots on the mandatory inventory includes remote-controlled tower cranes, welding robots, drilling robots, and drones for works progress monitoring.

We will continue to identify and evaluate other highly effective construction robots and progressively incorporate them into the inventory. This forward-looking policy innovation promotes wider adoption of construction robots and further enhances construction productivity.



Technical Circular
(Works) No. 9/2025
工務技術通告
第9/2025號



Inventory of
Highly Effective
Construction Robots
高效建造機械人清單



業界目前正積極試用多種建造機械人，涵蓋檢測、施工、遙控機械操作及物料運輸等不同範疇，目的是提升工地效率、成本效益、安全水平及工程質量。

由於試行成果理想，發展局在2025年12月頒布工務技術通告第9/2025號，規定所有工務工程必須採用高效建造機械人。

這個政策的創新之處，在於引入**「動態清單」模式**。在這套靈活機制下，只要機械人試行成功，便可隨時加入清單，指定應用。這樣做能讓政策與時並進，緊貼科技發展和市場變化。

首批納入指定應用清單的機械人包括遙控天秤、焊接機械人、鑽孔機械人，以及用於監測工程進度的無人機。

我們會繼續物色和評估其他高效建造機械人，逐步將它們納入清單。這項具前瞻性的政策創新，有助推動業界更廣泛使用建造機械人，進一步提升建造業的生產力。

Artificial Intelligence in Construction

建造業人工智能應用

PSGO has been proactively promoting the integration of AI into the construction industry.

項目策略及管控處一直積極推動建造業應用人工智能。

Overall Public Works Management

整體工務工程管理層面

Utilising AI to integrate and analyse project data on the iCWP, enabling a macro and comprehensive review of project performance.

運用AI整合和分析iCWP上的工程項目數據，宏觀全面地檢視項目表現。



Project Level

工程項目層面

Pioneering the trial of innovative AI technologies, based on their effectiveness, **mandating the application of specified high-efficiency AI at different stages** for suitable projects.

先行先試創新AI技術，按成效規定合適項目**在不同階段應用高效AI技術**。

Industry Level

建造業層面

Establishing the “AI Assistant Platform for Construction Industry Knowledge” which deeply integrates large language models with professional knowledge bases, aggregating over 3,000 construction-related project contents.

建立「建造業知識人工智能助手平台」，深度融合大型語言模型與專業知識庫，整合超過3,000份建造業項目內容。



The Development Bureau issued a new Technical Circular (Works) No. 3/2026 in March 2026, requiring suitable public works projects to adopt designated high-efficiency AI applications at various stages. With reference to the policy on construction robots, the “living inventory” approach is adopted to enable the flexible addition of AI applications to the inventory.

Design Optimisation: To adopt automated or AI technologies to perform multi-optimisation design for specified detailed designs (e.g., foundations, retaining structures) to achieve the most cost-effective design solutions.

Tender Document Checking: To use AI to compare draft tender documents against the latest requirements in the database.

Digital Site Supervision System AI Assistant: To instantly provide key information from the Digital Site Supervision System, generating charts and summaries to help the project team handle daily site workflow management effectively and efficiently.

發展局在2026年3月頒布工務技術通告第3/2026號，要求合適的工務工程項目在不同階段應用指定高效人工智能，並參照建造機械人的政策，採用「動態清單」模式，可以靈活將創新的人工智能應用加入清單。

優化設計：須就指定詳細設計（如地基、擋土結構）採用自動化或人工智能技術進行多重優化設計，以實現最具成本效益的設計方案。

核對招標文件：須採用人工智能比對草擬的招標文件與資料庫有關招標文件的最新要求。

數碼工程監督系統人工智能助理：即時提供數碼工程監督系統中的重點資訊，生成圖表和總覽，以協助工程團隊更有效處理日常工地的工作流程管理。



Technical Circular (Works) No. 3/2026
工務技術通告第3/2026號



Inventory of Adopting AI Technology in Capital Works Projects
基本工程項目人工智能技術應用清單

Promoting AI and Construction Robotics

推廣人工智能和建造機械人

Global AI and Smart Construction Conference and Exhibition

The “2026 CIC Global AI and Smart Construction Conference and Exhibition”, jointly organised by the Development Bureau and the Construction Industry Council (CIC), was held on 24-25 June 2026.

The two-day conference and exhibition was themed around “Artificial Intelligence” on the first day and “Robotics and Low-altitude Economy” on the second day, focusing on the application and development of these technologies. The event brought together over 40 distinguished speakers from Hong Kong, the Chinese Mainland, and around the world, and attracted more than 12,000 participants, both on-site and online. They exchanged insights and discussed trends in construction digitalisation, injecting new impetus into driving innovation and transformation within the industry.

CIC launched the inaugural “CIC AI Award 2026” this year to recognise outstanding achievements in AI adoption within the industry and encourage more enterprises to adopt innovative technologies. Head of PSGO, Mr Joseph Lo, served as one of the judges and presented the awards at the conference.



國際人工智能及智慧建造論壇暨展覽

發展局與建造業議會合辦的「2026建造業議會國際人工智能及智慧建造論壇暨展覽」於今年6月24至25日舉行。

論壇及展覽為期兩日，分別以「人工智能」和「機械人及低空經濟」為主題，集中探討相關技術的應用及發展。是次盛事匯聚逾40位本地、內地及國際業界翹楚演講，並吸引逾12,000人次在現場或透過網上直播參與，共同交流及探討建造業數碼化發展趨勢，為推動行業創新轉型注入新動力。

建造業議會今年首次設立「2026建造業議會人工智能大獎」，藉此表揚業界於人工智能應用方面的優秀成果，鼓勵更多企業採用創新科技。項目及策略管控處處長羅國權作為評審之一，在論壇上頒發獎項。

Project Visit by LegCo Subcommittee on Matters Relating to the Development of Artificial Intelligence and Robotics

On 25 June 2026, the Development Bureau and the Innovation, Technology and Industry Bureau led the Legislative Council Subcommittee on Matters Relating to the Development of Artificial Intelligence and Robotics on a visit to the Drainage Services Department's Yuen Long Barrage and Nullah Improvement Schemes Project, to gain a deeper understanding of the application of artificial intelligence and robotic technology in the construction industry.



Members visited the Smart Site Safety System Control Centre to learn how artificial intelligence is used to proactively detect potential hazards during construction and issue real-time alerts, effectively preventing accidents and safeguarding worker safety. Members also observed demonstrations of the remote-controlled tower crane system and welding robots to understand how these technologies help reduce the risks of working at height, enhance welding efficiency, and improve the working environment.

立法會人工智能及機械人技術發展事宜小組委員會項目考察

發展局及創新科技及工業局在6月25日帶領立法會人工智能及機械人技術發展事宜小組委員會考察渠務署元朗防洪壩及明渠改善計劃的工程，以加深了解建造業應用人工智能及機械人技術的情況。議員參觀了安全智慧工地指揮中心，了解利用人工智能主動偵測施工期間的潛在危險並即時發出警報，有效防範意外，保障工人安全。議員亦觀看了遙控天秤駕駛系統和焊接機械人的示範，了解當中的科技如何減低高空作業風險，以及提升焊接效率並改善工作環境。

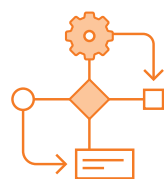
Construction Digitalisation

建造業數碼化

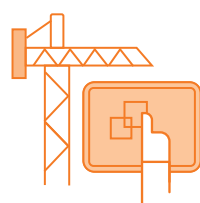
The Development Bureau issued an updated Technical Circular (Works) No. 8/2025 on Digital Works Supervision System (DWSS) in December 2025 integrating the full digital submission workflows as a Smart Document Management component and expanding smart construction applications to fully leverage the potential of AI during the construction stage.

發展局在2025年12月頒布了工務技術通告第8/2025號，更新《數碼工程監督系統》的要求，將數碼工作流程全面整合為智能文件管理功能，同時進一步拓展智慧建造的應用，讓應用人工智能的潛力在施工階段能夠充分發揮。

Digital Works Supervision System (DWSS) 數碼工程監督系統



Workflow Management
流程管理



Smart Construction Management
智慧建造管理



Smart Document Management
智能文件管理



Technical Circular
(Works) No. 8/2025
工務技術通告
第8/2025號

Development Bureau's (DEVB) self-developed "Integrated Capital Works Platform" (iCWP) has won the highest accolade, the "Best Use of Technology: Smart Data Collection in Construction" award, at the TechFest Awards held in London, United Kingdom, in November last year. The judges highly commended iCWP as an outstanding model of technology-driven transformation, recognising its excellence in driving the digitalisation of public works.

On 4 March 2026, the DEVB received a Special Mention for the Digital Agency of the Year Award at the GovInsider Festival of Innovation Awards 2026 in Singapore, for its outstanding performance in AI application.

These accolades mark the international recognition of Hong Kong's leadership in innovation and construction digitalisation.

發展局自主研發的「綜合數碼平台」(iCWP) 在去年11月英國倫敦的 TechFest Awards 中，榮膺「最佳科技應用」最高榮譽大獎。評審高度讚揚 iCWP 是科技轉型的優秀典範，推動工務工程數碼化表現卓越。

發展局在今年3月4日於新加坡舉行的 GovInsider 2026 創新節中，憑藉人工智能應用的傑出表現勇奪「全年最佳數碼機構獎」特別嘉許大獎。

接連獲得殊榮，代表香港在建造業數碼化和創新方面備受國際肯定。



A Milestone in Public Works Procurement

工務工程採購新里程

Leading by example, PSGO implemented the first-ever innovative framework procurement approach in public works consultancy services in Hong Kong by signing a three-year “Framework Consultancy Agreement for Studies on Driving Excellence in Public Works” with five consultants on 25 March 2026.

The Permanent Secretary for Development (Works), Mr Ricky Lau, stated at the signing ceremony that compared with traditional procurement models, the framework contract can significantly streamline administrative procedures and shorten procurement time. The Government can also collaborate with multiple companies simultaneously to establish long-term partnerships.

Through this consultancy agreement, the Government can leverage the extensive international and the Mainland experience of the consultancy firms to provide professional strategic advice across a number of key policy areas, including driving digitalisation in public works, enhancing the capabilities of project leaders, strengthening project cost management, facilitating the development of high-productivity construction, and optimising project delivery models, thereby driving continuous innovation and progress in the construction industry.



項目策略及管控處在香港工務工程顧問服務領域中首次採用框架合約模式，於今年3月25日與五間顧問公司簽署為期三年的「推動卓越工務工程研究框架顧問合約」。

發展局常任秘書長（工務）劉俊傑在簽約儀式上表示，與傳統招標的模式相比，框架合約可大幅精簡行政程序，縮短採購時間，政府亦能夠同時與多間公司合作，建立長期夥伴關係。

透過此顧問合約，政府能借助顧問公司於國際及內地的豐富經驗，在多個重要政策範疇獲得專業策略建議，包括推動工務工程數碼化、提升項目領導人員能力、強化項目成本管理、促進高效建築發展、優化項目推展模式等，推動建造業持續創新與進步。

Central Procurement for Steel Reinforcement

The Development Bureau successfully convened a Briefing Session on 22 April 2026 to present the Expression of Interest exercise for the Central Procurement Scheme for Steel Reinforcement. The session was met with positive engagement from industry stakeholders, who offered their thoughtful views and suggestions.



鋼筋中央採購計劃

發展局於2026年4月22日順利舉行簡報會，介紹鋼筋中央採購計劃的意向表達安排。是次簡報會獲業界持份者積極參與，與會人士踴躍提出寶貴意見及建議，反應正面。

Centre of Excellence for Major Project Leaders

主要項目精英學院



Project Cost Management Forum

The Development Bureau hosted the Project Cost Management Forum 2025 on 7 November last year. With the theme “Construction New Normal: Co-defining Cost-effectiveness”, the forum explored how to enhance the cost management and cost-effectiveness of construction projects through optimised procurement strategies and the application of innovative technologies.

The forum brought together expert speakers from different places to share practical experiences in reform and innovation. Over 400 representatives from government departments, engineering consultancies, contractors and professional bodies from Hong Kong, the Chinese Mainland, Singapore, Qatar, the United Kingdom and other regions participated in the forum both online and offline.

項目成本管理論壇

發展局於去年11月7日舉辦項目成本管理論壇2025，以「建築新常態：共創成本效益新格局」為主題，探討如何通過優化採購策略與應用創新技術，加強建造項目的成本管理，提升成本效益。

論壇匯聚來自不同地區的專家講者，分享改革與創新的實踐經驗。超過400名來自香港、中國內地、新加坡、卡塔爾和英國等地的政府部門、工程顧問公司、承建商和專業機構代表，以線上線下方式參與。



Group photo of the guests at Project Cost Management Forum 2025

項目成本管理論壇2025嘉賓合照



The Government is pressing ahead with infrastructure investment to drive economic growth, create jobs and attract talent, while enhancing long-term competitiveness.

政府正積極推動基礎建設投資，以促進經濟增長、創造就業、吸引人才，並提升長遠競爭力。

The Deputy Financial Secretary, Mr Michael Wong
財政司副司長黃偉綸



The Development Bureau has been actively fostering a culture of cost-consciousness within the construction industry and has implemented whole-process project cost governance at various stages of public works projects to ensure the careful use of public funds.

發展局積極在建造業推動成本管理文化，在工務工程項目各階段實施全流程成本管控，確保公帑得以善用。

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



Head of PSGO, Mr Joseph Lo, and the Head of the Department of Building and Real Estate at PolyU, Professor Michael Yam signed the MoU.

項目策略及管控處處長羅國權和理大建築及房地產學系系主任任志浩教授簽署合作備忘錄。

Development Bureau and Hong Kong Polytechnic University Sign Memorandum of Understanding

In the Project Cost Management Forum, the Centre of Excellence for Major Project Leaders (CoE) of the Development Bureau and the Centre for Infrastructure Delivery (CeIDE) of the Department of Building and Real Estate at The Hong Kong Polytechnic University (PolyU) signed a Memorandum of Understanding (MoU) on 26 March 2026 to strengthen research and exchange between the government and academia in infrastructure project delivery, enhance the capabilities of construction professionals, and help maintain Hong Kong's international leadership in project delivery.

發展局與香港理工大學簽署合作備忘錄

在項目成本管理論壇上，發展局主要項目精英學院與香港理工大學建築及房地產學系基礎建設推展中心在今年3月26日簽署合作備忘錄，以加強政府與學術界在基建項目推展方面的研究交流，提升建造專才能力，並鞏固香港在項目推展上的國際領先地位。

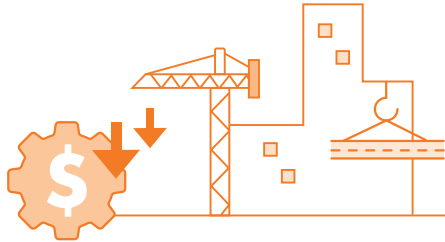


Major Projects Leadership Programme

The convocation ceremony for Cohort 7 of the Major Projects Leadership Programme was held on 6 February 2026. The 23 graduates came from the Government, public organisations, international engineering consultants, and, for the very first time, officials from the Chinese Mainland. In her address, the Secretary for Development, Ms Bernadette Linn, stated that the HKSAR Government will continue to nurture international leadership talent for major engineering projects, expand a diversified professional talent pool, and develop the Centre of Excellence for Major Projects Leaders into an international expert knowledge hub on project delivery.

主要項目領導計劃

主要項目領導計劃第七期結業禮於今年2月6日舉行。23名結業學員來自政府、公營機構、國際工程顧問，也有首次參與的內地政府人員。發展局局長甯漢豪在致辭時表示，香港特區政府將持續培育主要工程項目的國際領導人才，擴展多元化的專業人才庫，同時將主要項目精英學院發展為工程項目推展的國際專業中心。



CoE Awards

CoE Awards launched under the Centre of Excellence for Major Project Leaders aims to commend government departments and project teams for embracing cost-consciousness mindset, demonstrating enhanced project cost management performance, and showing outstanding collaboration in driving cost-effective and innovative solutions to real-world complex challenges.

Overwhelming applications were received and under review. The Awards will be presented at the gala dinner of the 2nd International Infrastructure and Projects Leaders Summit on 20 November 2026.

卓越成本管理獎

主要項目精英學院推出「卓越成本管理獎」，旨在表揚政府部門及項目團隊秉持成本意識，展現卓越的項目成本管理績效，並在推動具成本效益及創新方案應對實際複雜挑戰方面，發揮傑出的協作精神。

本屆獎項反應熱烈，申請數量眾多，目前正進行審核。頒獎典禮將於2026年11月20日的第二屆國際基建項目領導峰會晚宴上舉行。

Award Categories
獎項類別

Project Excellence in
Cost Management
項目成本管理卓越獎

- Under construction
 施工中項目
- Completed projects
 已竣工項目

Dedicated Organisation in
Enhancing Cost Performance
成本績效提升傑出機構獎

- Civil engineering projects
 土木工程項目
- Building projects
 建築工程項目

Up-coming Event
未來活動



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

