

**Index page**

**Controlling Officer : Director of Administration**

**Session No. : 10**

**File name : CSO-e1.doc**

<b>Reply Serial No.</b>	<b>Question Serial No.</b>	<b>Reply Serial No.</b>	<b>Question Serial No.</b>	<b>Reply Serial No.</b>	<b>Question Serial No.</b>
<a href="#">CSO001</a>	0001	<a href="#">CSO011</a>	1310	<a href="#">CSO021</a>	2826
<a href="#">CSO002</a>	0002	<a href="#">CSO012</a>	1311	<a href="#">CSO022</a>	2827
<a href="#">CSO003</a>	0003	<a href="#">CSO013</a>	1312	<a href="#">CSO023</a>	2828
<a href="#">CSO004</a>	0004	<a href="#">CSO014</a>	1313	<a href="#">CSO024</a>	2831
<a href="#">CSO005</a>	0005	<a href="#">CSO015</a>	1314	<a href="#">CSO025</a>	2832
<a href="#">CSO006</a>	0458	<a href="#">CSO016</a>	1315	<a href="#">CSO026</a>	2833
<a href="#">CSO007</a>	0459	<a href="#">CSO017</a>	1865	<a href="#">CSO027</a>	2984
<a href="#">CSO008</a>	0809	<a href="#">CSO018</a>	1884	<a href="#">CSO028</a>	3026
<a href="#">CSO009</a>	0810	<a href="#">CSO019</a>	1966		
<a href="#">CSO010</a>	1258	<a href="#">CSO020</a>	2814		

**Replies to initial written questions raised by Finance Committee Members in  
examining the Estimates of Expenditure 2010-11**

**^Director of Bureau : Director of Administration  
Session No. : 10**

<b>Reply Serial No.</b>	<b>Question Serial No.</b>	<b>Name of Member</b>	<b>Head</b>	<b>Programme</b>
<a href="#">CSO001</a>	0001	FUNG Kin-kee, Frederick	142	CSO – Administration Wing
<a href="#">CSO002</a>	0002	FUNG Kin-kee, Frederick	142	Efficiency Unit
<a href="#">CSO003</a>	0003	FUNG Kin-kee, Frederick	142	Efficiency Unit
<a href="#">CSO004</a>	0004	FUNG Kin-kee, Frederick	142	Efficiency Unit
<a href="#">CSO005</a>	0005	FUNG Kin-kee, Frederick	142	CSO – Administration Wing
<a href="#">CSO006</a>	0458	HO Sau-lan, Cyd	142	CSO – Administration Wing
<a href="#">CSO007</a>	0459	HO Sau-lan, Cyd	142	CSO – Administration Wing
<a href="#">CSO008</a>	0809	CHAN Mo-po, Paul	142	Efficiency Unit
<a href="#">CSO009</a>	0810	CHAN Mo-po, Paul	142	CSO – Administration Wing
<a href="#">CSO010</a>	1258	CHAN Hak-kan	142	Efficiency Unit
<a href="#">CSO011</a>	1310	WONG Ting-kwong	142	Efficiency Unit
<a href="#">CSO012</a>	1311	WONG Ting-kwong	142	Efficiency Unit
<a href="#">CSO013</a>	1312	WONG Ting-kwong	142	Efficiency Unit
<a href="#">CSO014</a>	1313	WONG Ting-kwong	142	Efficiency Unit
<a href="#">CSO015</a>	1314	WONG Ting-kwong	142	CSO – Administration Wing
<a href="#">CSO016</a>	1315	WONG Ting-kwong	142	CSO – Administration Wing
<a href="#">CSO017</a>	1865	HO Chun-yan, Albert	142	Government Records Service
<a href="#">CSO018</a>	1884	LEE Wai-king, Starry	142	CSO – Administration Wing
<a href="#">CSO019</a>	1966	HO Sau-lan, Cyd	142	CSO – Administration Wing
<a href="#">CSO020</a>	2814	NG Margaret	142	CSO – Administration Wing
<a href="#">CSO021</a>	2826	LAU Wai-hing, Emily	142	Efficiency Unit
<a href="#">CSO022</a>	2827	LAU Wai-hing, Emily	142	Efficiency Unit
<a href="#">CSO023</a>	2828	LAU Wai-hing, Emily	142	Efficiency Unit
<a href="#">CSO024</a>	2831	LAU Wai-hing, Emily	142	CSO – Administration Wing
<a href="#">CSO025</a>	2832	LAU Wai-hing, Emily	142	CSO – Administration Wing
<a href="#">CSO026</a>	2833	LAU Wai-hing, Emily	142	CSO – Administration Wing
<a href="#">CSO027</a>	2984	SHEK Lai-him, Abraham	142	Efficiency Unit
<a href="#">CSO028</a>	3026	NG Margaret	142	CSO – Administration Wing

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO001

Question Serial No.

0001

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (3) CSO-Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

Would the Administration inform this Committee of the expenditure, relevant activities and manpower involved for the Office of Former Chief Executives over the last three years (i.e. 2007-08 to 2009-10) and the next financial year?

Asked by: Hon. FUNG Kin-kee, Frederick

Reply:

The Office of Former Chief Executives (the Office) provides a venue to any Former Chief Executive (CE) to perform promotional, protocol-related, or any other activities in relation to his former official role. In the past three years, the Office has been used by the Former CE to receive local people, overseas dignitaries and leaders of the Mainland for meetings and exchanging views.

The Office is supported by four staff. The operational expenses of the Office for 2007-08 and 2008-09, as well as the estimated expenditure for 2009-10 and 2010-11 are as follows -

<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
(\$ million)	(\$ million)	(\$ million)	(\$ million)
4.03	2.274	2.292	2.350

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO002

Question Serial No.

0002

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (1) Efficiency Unit

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

Regarding “supporting bureaux and departments in reviewing organisational structures .....” as mentioned in the Brief Description, please inform this Committee of the specific work undertaken in supporting bureaux and departments in reviewing organisational structures and implementing changes in the past year (i.e. 2009-10), the consultancy studies, if any, commissioned for this purpose and the expenditure involved. Please provide details of the future plans for reviewing organisational structures and implementing changes in bureaux and departments.

Asked by: Hon. FUNG Kin-kee, Frederick

Reply:

During 2009-10, the Efficiency Unit was not asked to provide services to support any bureau or department to review its organizational structure. No expenditure was incurred. No requests for such services in the coming financial year have been received so far.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO003

Question Serial No.

0003

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (1) Efficiency Unit

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

It is mentioned under Matters Requiring Special Attention that the Unit would “pursue long-term financial and other institutional arrangements for the 1823 service”. Please provide specific details of the arrangements. Will the Administration transfer the management of the service to other departments?

Asked by: Hon. FUNG Kin-kee, Frederick

Reply:

The 1823 Call Centre has been operating for more than eight years. It is timely to consider the experience gained and determine how the service should continue to develop and what financial and institutional arrangements are best suited to its future operation. Options will be drawn up and assessed during the year. No views have yet been taken on any details.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO004

Question Serial No.

0004

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (1) Efficiency Unit

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

It is mentioned under Brief Description that ‘the Efficiency Unit has designed and implemented the 1823 Call Centre (1823).....’ Please provide details of the costs and staff involved for the 1823 service in the past three years (i.e. 2007-08 – 2009-10), as well as the number and gist of complaints lodged against the service over the past three years (i.e. 2007 – 2009). What measures have the Administration taken to rectify the situation?

Asked by: Hon. FUNG Kin-kee, Frederick

Reply:

The expenditure and staffing level for the 1823 Call Centre (1823) in the past three years, and the estimated expenditure and staffing level in 2010-11 are set out in **Appendix I**.

The number and nature of complaints about the 1823 service in the past three years are set out in **Appendix II**. In 2009, the 1823 received about 2 943 000 calls and 104 000 emails from the public. The number of complaints about the 1823 service accounted for 0.018% of the total workload. The 1823 attaches great importance to improving its services and providing a quality service to the public. It has in place an intensive quality assurance programme including on-going staff training, monitoring of call and email handling and review of knowledge base to ensure the delivery of a quality service. The 1823 also conducts external customer satisfaction surveys through its interactive voice response system to collect public feedback on its service. In 2009, it obtained an average score of 4.2 (5 being the highest). On complaint handling, the 1823 has established a comprehensive network of contacts with departments to facilitate communication and quick response and to set up dedicated complaint teams to monitor departments’ follow-up actions. If a complaint case reveals unclear demarcation of responsibilities among departments, the complaint teams will alert and discuss the case with the concerned departments for early resolution. In 2010, the 1823 will continue to improve knowledge management and complaint handling with a view to providing the public with quality service.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**Expenditure and Staffing Level of 1823 Call Centre**

	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10 (Estimate)</b>	<b>2010-11 (Estimate)</b>
Expenditure (\$M)	60	66	74	73
Number of staff (year end position)	250	283	295	295

## Complaints about Service of 1823 Call Centre

<b>Nature of Complaint</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Service accessibility	69	146	180
Quality of information provided	45	48	60
Staff manner	50	49	46
Others (system-related, follow-up to complaints)	79	158	276
<b>Total number of complaint</b>	<b>243</b>	<b>401</b>	<b>562</b>
Total number of calls and emails received	3 165 172	3 135 976	3 047 041
<b>Percentage of complaints out of total calls and emails received</b>	<b>0.008%</b>	<b>0.013%</b>	<b>0.018%</b>
Average handling time per call (Note 1)	259 seconds	309 seconds	357 seconds
First time resolution rate (Note 2)	90%	92%	97%

Note 1: The increase in handling time per call has affected the overall capacity of the 1823 service.

Note 2: First time resolution rate shows the percentage of enquiries that can be answered at first time of call.

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO005

Question Serial No.

0005

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (3) CSO-Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

Regarding the "...increase of seven posts to meet operational needs..." mentioned in the Analysis of Financial and Staffing Provision, will the Administration inform this Committee of the distribution and scope of duties of the seven posts and the actual expenditure involved?

Asked by: Hon. FUNG Kin-kee, Frederick

Reply:

There will be a net increase of seven posts in Administration Wing. The ranks and their purposes are as follows –

- (i) six posts will be created for setting up a new economic research unit in the Economic Analysis and Business Facilitation Unit -

<b>Rank</b>	<b>Number</b>
Senior Economist	1
Economist	3
Statistical Officer I	1
Assistant Clerical Officer	1

- (ii) two posts will be created to strengthen administrative support to the Administration Wing in implementing various Government policies and programmes -

<b>Rank</b>	<b>Number</b>
Chief Executive Officer	1
Systems Manager	1

The creation of the above eight posts will be offset by the deletion of one Clerical Assistant post in the Economic Analysis and Business Facilitation Unit. The provision involved is \$5.1 million in total.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO006

Question Serial No.

0458

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (3) CSO-Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

Please provide details of the Public Policy Research Funding (PPRF) Scheme implemented by the Government since 2005 in the table below:

<b>Institution</b>	<b>Project title, content and objective</b>	<b>Fund awarded</b>	<b>Start date</b>	<b>Progress of studies (under planning/ in progress/ completed)</b>	<b>Follow-ups taken by the Administration on the findings and recommendations of the study reports and their progress. If no follow-ups have been taken, please state the reasons</b>	<b>Whether (the summary/ full report) has been made public through policy bureaux</b>
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Asked by: Hon. HO Sau-lan, Cyd

Reply:

The Public Policy Research Funding (PPRF) Scheme was launched by the Government in 2005 to promote public policy research in higher education institutions. The scheme is administered by the Research Grants Council (RGC) under the University Grants Committee. To support longer term public policy research projects, the Government has deployed half of the \$20 million annual provision (i.e. \$10 million) of PPRF to launch a Strategic Public Policy Research Funding (SPPRF) Scheme since the 2008-09 financial year. As at 4 March 2010, there were 40 completed projects and 51 projects (45 under PPRF and 6 under SPPRF) in progress or under planning. The total funding involved is \$62.27 million.

Details of projects completed, in-progress and under planning as funded by the above-mentioned schemes are as follows-

<b>Completed Projects</b>					
	<b>Institution</b>	<b>Project title</b>	<b>Fund awarded (HK\$)</b>	<b>Project Commencement Date</b>	<b>Date of Submission of Completion Report</b>
Public Policy Research Funding Scheme					
1	HKU	Horizontal equity in health care utilization in Hong Kong	387,000	11-Jan-06	10-Oct-07
2	HKU	Innovative planning tools for urban renewal in Hong Kong	206,000	3-Apr-06	2-Oct-07
3	CUHK	For a Sustainable Development of the Hong Kong Movie Industry: An Evaluation of the Film Council and the China Market as Policy Options	351,439	30-Sep-06	27-Mar-08
4	LU	Fair Competition under Laissez-Faireism: Policy Options for Hong Kong	348,700	30-Sep-06	31-Mar-08
5	CUHK	The Effect of Medium-of-Instruction Policy on Educational Advancement in HKSAR Society	643,200	01-Sep-06	20-Aug-08
6	HKU	Forfeiture of crime tainted property in Hong Kong	417,000	01-Mar-06	21-May-08
7	HKBU	Development of Music Education in the 21st century: Cultural and Policy Issues	348,700	30-Sep-06	25-Jun-08
8	CityU	Assessment on Suitability of Existing Air Quality Objectives and Air Pollution Index Used in Hong Kong	386,000	01-Apr-06	30-May-08

9	CUHK	Impacts of the Community Work Experience and Training Programme on Welfare Recipients	525,000	01-Apr-06	24-Sep-08
10	HKU	Cost and clinical effectiveness of the Hong Kong scoliosis screening programme	710,000	01-Apr-06	30-Sep-08
11	CUHK	Siting Locally Unwanted Land Uses: In Your Backyard or in Mine?	472,000	11-Apr-06	20-Sep-08
12	HKBU	The Relationship Between Musical Aptitude, Musical Achievement, and Academic Aptitudes: Implications for Student Diversity and Educational Needs	632,400	31-Oct-06	25-Jul-08
13	HKU	Hong Kong as logistics hub in global value chains: analysis and policies	426,300	01-Sep-06	15-Nov-08
14	HKU	Urban planning and innovations for sustainable city development: an analytical and empirical analysis of master layout plans for comprehensive development areas	347,000	01-Sep-06	27-Nov-08
15	CUHK	An Economic Analysis of Gender Earnings Gaps in Hong Kong, 1981-2006	356,000	30-Sep-06	22-Dec-08
16	CUHK	Resources, Distribution, School Autonomy and Student Achievement: Modeling Direct Subsidy Scheme Effects	190,000	30-Sep-06	07-Dec-08
17	CUHK	Traditional Chinese Medicine in Hong Kong: Utilization Pattern and Its Role in the Future Health Care System	441,100	30-Sep-06	08-Dec-08
18	HKU	Is there a need to promote family medicine concept in Hong Kong? – Meeting the need for recognition and treatment of depression as a model	383,416	01-Apr-07	29-Dec-08
19	HKU	Long-term care cost drivers and expenditure projection to 2033	272,000	01-Apr-07	17-Sep-08
20	CityU	The Possibilities of Gender Mainstreaming Social Policy on Family Violence in Hong Kong	327,624	01-Oct-06	19-Dec-08
21	HKUST	Social inequality and mobility in Hong Kong: A benchmark study	981,000	10-Apr-06	05-Jan-09
22	CUHK	Cost-Effectiveness Analysis of an Acute Pain Service	804,000	11-Apr-06	09-May-09

23	CUHK	Who Gets Ahead (or Stays Behind): Life Chances and Social Mobility in Hong Kong	916,000	11-Apr-06	24-Apr-09
24	HKU	Integration of new immigrants in Hong Kong: a longitudinal investigation	696,825	01-Apr-06	30-Jun-09
25	CityU	Development and Validation of Design Tools for Estimating the Indoor Daylight Illuminance under the 15 CIE Standard Skies	360,160	01-Oct-06	20-Mar-09
26	HKU	Assuring Hong Kong's water supply: learning the lessons of the 1963 drought	480,000	30-Sep-06	30-Mar-09
27	HKIEd	Educational Provision for Ethnic Minority Students in Hong Kong: Meeting the Challenges of the Proposed Racial Discrimination Bill	559,000	30-Sep-06	28-Dec-09
28	HKIEd	Improving Life Chances and Social Mobility Through Language Proficiency Provision in Early Childhood Education in Hong Kong: Meeting the Challenges of the Language Education Policy	587,000	30-Sep-06	31-Dec-09
29	HKUST	Do-Not-Call Registry and Marketing Solicitations in Hong Kong	444,520	1-Mar-07	30-Sep-09
30	PolyU	Rehabilitation Needs of People with Schizophrenia and their Caregivers in Hong Kong: Implications for Public Policy	417,000	01-Apr-07	25-Sep-09
31	HKUST	Making cultural clusters: New strategies for culture-led urban redevelopment	612,600	1-Feb-07	30-Apr-09
32	HKU	A study of the domestic violence costs and service utilization in Hong Kong	444,289	01-Apr-07	25-Jun-09
33	CityU	In Search of Family-friendly Policies in Low-income Neighborhoods: A Life Course Perspective	327,860	1-Oct-07	04-Jun-09
34	CUHK	Developing a Policy Framework for Integration of Traditional Chinese and Allopathic Medicine in Hong Kong Using Delphi Technique	460,000	01-Oct-07	29-Dec-09
35	HKU	Locating Hong Kong in global networks of professional migrants	771,844	01-Oct-07	30-Sep-09

36	HKIEd	A Formative Review of Applied Learning Policy and Its Implementation in the Hong Kong Trials	336,000	1-Oct-07	31-May-09
37	HKU	A study on effectiveness of integrated home care service in community care for elderly people in Hong Kong	620,560	1-Mar-08	22-May-09
38	HKU	Consultation mechanism and processes in major public works and in urban planning and redevelopment	312,000	1-Feb-08	29-Jun-09
39	HKU	The Legal and Policy Implications of Establishing the Communications Authority in Hong Kong	370,000	1-Apr-08	31-Dec-09
40	CUHK	Inter-city Competition and Cooperation between Hong Kong and Shenzhen in the 11th Five-year Plan Period	584,000	01-Sep-07	19-Feb-10

#### Projects in-progress

	Institution	Project title	Fund awarded (HK\$)	Project Commencement Date	Expected Date of Completion
Public Policy Research Funding Scheme					
1	HKUST	MPF Fund Styles, Flows and Related Allocation Decisions	446,000	01-Sep-07	30-Nov-09#
2	HKUST	Hong Kong People on the Mainland: A Force for Integration?	799,017	01-Sep-07	30-Nov-09#
3	HKUST	Mortality transition in Hong Kong and its major theoretical and policy implications	657,600	30-Sep-06	30-Mar-10
4	HKU	Review of animal welfare legislation in Hong Kong	497,000	1-Apr-08	11-Mar-10
5	HKU	A comprehensive policy framework for public private partnerships schemes in Hong Kong	202,000	01-Oct-07	31-Dec-09#
6	HKBU	Specifying Hong Kong University Students' Core English Competency: Language Education and Planning	707,220	15-Feb-08	14-Feb-10#

7	CUHK	Social, Psychological, and Safety Impact of Interactive Media on Children	698,000	1-Apr-08	31-Mar-10
8	HKBU	The Problems and the Solutions to E-waste Generation and Disposal in Hong Kong	540,552	1-Apr-08	31-Mar-10
9	LU	Hong Kong as an International Financial Centre for China and for the World	1,399,000	1-Apr-08	31-Mar-10
10	PolyU	Bilateral Liberalization of International Air Transport - An Economic and Public Policy Study for HKSAR	342,000	1-Apr-08	31-Mar-10
11	HKIED	Enhancing the Quality of Learning and Teaching in Hong Kong Early Childhood Education: Meeting the Challenges of the New Policy	490,000	1-Apr-08	31-Mar-10
12	HKBU	Protection and Redevelopment of Agricultural Soil in Hong Kong	936,000	01-Apr-07	31-Mar-10
13	CUHK	Vascular events in noncardiac Surgery patients cohort evaluation Study	707,084	01-Apr-07	31-Mar-10
14	CUHK	Cost-effectiveness of an Outpatient Preanaesthetic Clinic	605,920	01-Apr-07	31-Mar-10
15	HKIED	Alternative Policy Instruments for Enhancing Citizenship Education	379,000	01-Apr-07	31-Mar-10
16	HKIED	Chinese Language Education for Limited/Non-Chinese Speaking Ethnic Minority Children in the Public School Sector: Challenges and Opportunities	737,026	01-Oct-07	31-Mar-10
17	PolyU	HOPE for the Challenge to Learn: Development and Evaluation of the "Hands On Parent Empowerment" Project to Empower Socially Disadvantaged Parents as Active Agents in their Children's Learning	865,801	01-Oct-07	30-Sep-10
18	HKU	Sustainable development in urban renewal - a social, physical and engineering assessment	1,400,000	01-Oct-07	30-Sep-10
19	HKIED	Hong Kong Students' Attitudes to Citizenship: Monitoring Progress Ten Years after Hong Kong's Return to China	570,000	1-Apr-08	31-Mar-11

20	CUHK	Managing Environmental Conflicts Arising from Developments in Ecologically Sensitive Areas in Hong Kong	287,000	1-Oct-08	30-Sep-10
21	CUHK	Legal recognition of same sex partnerships in a Chinese context: a public health perspective	700,000	1-Oct-08	30-Sep-10
22	PolyU	Evaluating Hong Kong's Competitiveness as an International Tourism Destination from the Economic Policy Perspective	504,000	1-Oct-08	30-Sep-10
23	PolyU	Public Healthcare Welfare by Computerized TCM (Traditional Chinese Medicine) Diagnosis System	600,000	1-Oct-08	30-Sep-11
24	HKU	Prediction of mortality and hospital use in older people in Hong Kong	700,000	1-Oct-08	31-May-10
25	HKIEd	A comparative study of transnational higher education policy and governance in Hong Kong, Shenzhen China and Singapore	726,000	1-Oct-08	30-Sep-10
26	CityU	Exploring Peripheralisation and Residualisation in Hong Kong's Public Rental Housing: New Policy Challenges	421,590	1-Oct-09	30-Sep-11
27	LU	Audience Development as Cultural Policy in Hong Kong since 1997	448,500	1-Oct-09	30-Sep-11
28	CUHK	The Impact of Socioeconomic Backgrounds on the Academic Achievement of Senior Secondary School Students: The Case of NSS Liberal Studies	556,140	1-Oct-09	30-Sep-12
29	CUHK	Economic returns to postsecondary sub-degree education	464,646	1-Oct-09	31-Mar-11
30	CUHK	Anatomy of a Financial Centre: A systemic analysis of Hong Kong's legal and regulatory framework for its securities market	448,500	1-Sep-09	31-Aug-12
31	CUHK	Evaluation of the Impact of Elderly Health Care Voucher Scheme in Hong Kong and its Potential Extension	557,410	1-Oct-09	30-Sep-11
32	CUHK	Policy for culture-led urban regeneration and development	291,525	1-Oct-09	30-Sep-11

33	CUHK	Medico-social Impact of a Comprehensive Multi-disciplinary Program for the Care of Fragility Fracture of the Elderly –Implications for Healthcare Policy in Hong Kong	363,608	1-Oct-09	30-Sep-12
34	CUHK	Political recruitment in an administrative state: grooming political talents for Hong Kong	333,146	1-Sep-09	30-Apr-11
35	CUHK	Noncognitive Human Capital as a Generator of Social Inequality: New Evidence and Policy Implications for Education in Hong Kong	313,950	1-Jul-09	30-Jun-11
36	CUHK	The Impact of the introduction of a statutory minimum wage on labour market conditions and the quality of life of vulnerable groups in Hong Kong	448,500	1-Jul-09	31-Oct-11
37	CUHK	Restructuring of Hong Kong Manufacturing in the Pearl River Delta: Challenges and Policy Responses	373,152	1-Oct-09	30-Sep-11
38	PolyU	Green practices in Hong Kong's shipping industry - empirical evidence and policy implications	538,200	1-Oct-09	30-Sep-12
39	PolyU	Impacts of climatic warming on high density living in Hong Kong using remote sensing and GIS modelling	412,620	1-Sep-09	31-Aug-11
40	PolyU	Policy of Accessible Public Toilets for Visually Impaired People	269,100	1-Oct-09	30-Sep-11
41	HKUST	Occupational Segregation, Anti-Discrimination Policies & Gender Inequality in Hong Kong	313,950	30-Sep-09	29-Sep-11
42	HKU	Competition and Environmental Sustainability in Hong Kong's Energy Market	322,920	30-Sep-09	29-Sep-12
43	HKU	A long term evaluation of the clinical and cost effectiveness of the Hong Kong Scoliosis Screening Programme	403,650	30-Sep-09	29-Sep-11
44	HKU	Legal Assistance for Asylum Seekers and Torture Claimants in Hong Kong	358,800	1-Aug-09	31-Jul-12
45	HKU	Partnerships for Sustainable Development: Implications for Public Policy in Hong Kong	627,900	30-Sep-09	29-Mar-12

Strategic Public Policy Research Funding Scheme					
46	HKIED	A Benefit-finding Intervention for Family Caregivers of Persons with Alzheimer Disease	4,992,639	30-Jun-09	29-Jun-14
47	HKUST	Hong Kong Panel Study of Social Dynamics	3,960,000	30-Jun-09	29-Jun-14

Projects under planning					
	Institution	Project title	Fund awarded (HK\$)	Project Commencement Date	Expected Date of Completion
1	CityU	The making of a creative Hong Kong: Creativity for all ages, and age integration in creative industries	1,000,000	30-Jun-10	29-Jun-12
2	CUHK	Mapping the Hong Kong Game Industries: Cultural Policy, Creative Cluster, and Asian Markets	3,500,000	30-Jun-10	29-Jun-14
3	PolyU	Forging New Trans-border Links: Social/Community Economies in Hong Kong and the Pearl River Delta (PRD)	3,800,000	1-May-10	30-Apr-13
4	HKU	The Linkages of Producer Services between Hong Kong and the Pearl River Delta	1,000,000	1-May-10	30-Apr-12

# Completion report being prepared by the institutions.

City U – City University of Hong Kong  
 CUHK – The Chinese University of Hong Kong  
 HKBU – Hong Kong Baptist University  
 HKIED – The Hong Kong Institute of Education  
 HKU – The University of Hong Kong  
 HKUST – Hong Kong University of Science and Technology  
 LU – Lingnan University  
 PolyU – The Hong Kong Polytechnic University

When Central Policy Unit (CPU) receives a completed study under the PPRF Scheme, it will pass the research results to the relevant policy bureaux and departments for reference. The relevant bureaux and departments will take into account these findings when formulating their policies.

The Research Grants Council (RGC) will upload the executive summaries of the research reports of completed projects to its website (please see, for instance, <http://www.ugc.edu.hk/eng/rgc/result/other/ppr1.htm>). In addition, since 2009 RGC has been publishing a Public Policy Digest on the findings of completed PPRF projects. Two issues of the Digest are released each year to higher education institutions and relevant organizations. The content of the Public Policy Digest is also uploaded onto the RGC website (<http://www.ugc.edu.hk/eng/rgc/publication/ppd/ppd.htm>) for reference by the public.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO007

Question Serial No.

0459

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (3) CSO – Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

Has the Administration promoted discussion on such research reports in the community? If yes, what are the details and the expenditure involved?

Asked by: Hon. HO Sau-lan, Cyd

Reply:

Apart from uploading the executive summaries of the research reports of completed projects to its website, the Research Grants Council (RGC) publishes a Public Policy Digest on the findings of completed projects funded under the Public Policy Research Funding Scheme. Two issues of the Digest are released each year in hardcopy and on the RGC website (<http://www.ugc.edu.hk/eng/rgc/publication/ppd/ppd.htm>). The Digest is also sent to members of Executive Council, Legislative Council, higher education institutions, government bureaux/departments, local and overseas think tanks, and non-governmental organizations. The estimated cost per year is about \$70,000.

The Central Policy Unit and RGC co-organized a public policy forum “Informing Policy: Realizing the Potential and Benefits of Public Policy Research in Hong Kong” on 6 November 2009 at PolyU Hong Kong Community College. More than 100 participants including academics, government officials, think tanks, businessmen and community leaders exchanged views with public policy researchers in Hong Kong and Australia. Details of the Forum can be found in CPU’s website ([http://www.cpu.gov.hk/english/conference\\_20091106.htm](http://www.cpu.gov.hk/english/conference_20091106.htm)). The forum incurred a total expenditure of \$71,500 in 2009-10.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

**CSO008**

Head: 142 – Government Subhead (No. & title): 700 General  
Secretariat : Offices of the Non-recurrent  
Chief Secretary for  
Administration and the  
Financial Secretary

Question Serial No.

0809

Programme: (1) Efficiency Unit

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

In 2010-11, how many periodic surveys and reviews will be carried out to assess the satisfaction and needs of the community? Please list out the organisations which will conduct the surveys, the titles of the surveys, the resources each required, and how administrative improvement will be made in light of survey results.

Asked by: Hon. CHAN Mo-po, Paul

Reply:

Since April 2007, the Efficiency Unit (EU) has commissioned local universities to conduct opinion surveys to measure citizens' satisfaction with public services. In 2010-11, the EU will commission the Poon Kam Kai Institute of Management (PKKI) of the University of Hong Kong to conduct a survey using the PKKI service excellence model. The estimated cost is around \$250,000. The survey findings will help the EU to track performance by departments over time on a basis consistent with service quality measurement for private sector organisations. This will help with development of strategies to improve public services and improve channel management.

Individual departments may conduct surveys on their own and the related information is not included in this return.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO009

Question Serial No.

0810

Head: 142 – Government Subhead (No. & title): 700 General  
Secretariat : Offices of the non-recurrent  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (3) CSO – Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

What is the amount of resources earmarked in 2010-11 for the review of poverty indicators? How much manpower will be deployed for conducting the review and how will the results be applied?

Asked by: Hon. CHAN Mo-po, Paul

Reply:

After the Commission on Poverty (CoP) concluded its work in 2007, the Government set up the Task Force on Poverty (TFP), headed by the Secretary for Labour and Welfare and comprising representatives from relevant bureaux/departments, to follow up CoP's recommendations and coordinate the Government's efforts in alleviating poverty.

The TFP has been monitoring the poverty situation in Hong Kong from different perspectives through a set of multi-dimensional poverty indicators updated regularly. Where appropriate, TFP will improve the indicators by taking into account the changing needs of the society. Bureaux and departments will also make reference to the indicators in formulating and evaluating their policies to assist the needy. This work will continue.

The updating and analysis of the poverty indicators are an ongoing task. In 2010-11, the Economic Analysis and Business Facilitation Unit will continue to deploy existing resources and plan to deploy the remaining balance of \$0.699 million under Operating Account Sunhead 700 Item 895 to engage additional contract staff to assist in updating and analyzing poverty indicators. Updated results of the exercise will be provided to Labour and Welfare Bureau and other relevant bureaux and departments for consideration and necessary follow-up.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO010

Question Serial No.

1258

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (1) Efficiency Unit

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

What is the number of visits of the website Youth.gov.hk at [www.youth.gov.hk](http://www.youth.gov.hk) from 2007-2009? How does the Government enhance communication with the youth through this website? Have resources been reserved for upgrading the function of the website to gather the views of the youth in an interactive way?

Asked by: Hon. CHAN Hak-kan

Reply:

From August 2007 to December 2009, the Youth Portal received 1 935 223 visits leading to 8 006 848 page views.

The Youth Portal is a “single window” to public information and services scattered in numerous government departments as well as youth related non-government organisations. Before the launch, the Efficiency Unit conducted surveys and focus groups to assess the needs and expectations of youths. Since then, focus groups have been held regularly to gauge views on the services provided by the portal. The Youth Portal is specifically designed with a look and feel that is appealing to the youths, helping them to find the information they want easily. It is also a platform for young people to share their work and experience on specific events or topics. It has launched various mobile features such as podcast and a mobile version to allowing searching anytime anywhere for youth related events and interest classes. In mid 2009, social networking functions were also provided so that users can share the career-focused contents and young bloggers’ articles with their friends.

Since interactive features and platforms are readily available on the internet, bureaux and departments typically use the portal to conduct short questionnaires to obtain views from youths on topical issues.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

**CSO011**

Question Serial No.

1310

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (2) Efficiency Unit

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

In 2010-11, the Efficiency Unit will pursue long-term financial and institutional arrangements for the 1823 service. Please provide details of the arrangements. What will be the expenditure involved?

Asked by: Hon. WONG Ting-kwong

Reply:

The 1823 Call Centre has been operating for more than eight years. It is timely to consider the experience gained and determine how the service should continue to develop and what financial and institutional arrangements are best suited to its future operation. Options will be drawn up and assessed during the year. No views have yet been taken on any details, including the expenditure.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO012

Question Serial No.

1311

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (1) Efficiency Unit

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

In 2010-11, the Efficiency Unit will pilot implementation of an integrated system supporting the Enterprise Information Management Strategy. Please provide details of the system, including the purpose and mode of operation, implementation timetable, and projected expenditure and benefits.

Asked by: Hon. WONG Ting-kwong

Reply:

At present the Efficiency Unit (EU) uses various desktop office automation tools and electronic mail. However, as with most government bureaux and departments, the EU still largely operates under a hybrid environment with substantial paper-based processes for circulation and retrieval of information and documents. By adopting information and communications technology for business processes and information management, we seek to improve the sharing, accessibility, integrity, and security of data, as well as improving operational efficiency. The new system will integrate workflow collaboration and record management, enabling a number of existing systems to be retired.

The development of the system has started in December 2009 and would be completed by mid 2010. The projected expenditure in 2010-11 is about \$9 million.

The project will bring efficiency gain through automation of record keeping functions in compliance with long term archiving needs as well as operational reference, better support and collaboration among EU internal consultants, and more effective retention, sharing and utilisation of knowledge. The experience and lessons learned, covering both technology and business areas, will contribute to the development of the Government-wide enterprise information management guidelines and system development.

Signature \_\_\_\_\_

Name in block letters \_\_\_\_\_ Miss Jennifer MAK

Post Title \_\_\_\_\_ Director of Administration

Date \_\_\_\_\_ 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO013

Question Serial No.

1312

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (1) Efficiency Unit

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

In 2010-11, the Efficiency Unit will encourage design and delivery of more integrated, citizen-centric services through “user-centred design” methods and the Youth Portal. Please provide details of the “user-centred design” method. Will additional resources be required for it?

Asked by: Hon. WONG Ting-kwong

Reply:

‘User-centred design’ is an approach to making public services work better for the people who are using them. Emphasis is placed on understanding the users’ needs, then designing more convenient and usable service interfaces, as well as enhancing operational efficiency.

The Efficiency Unit (EU) will deploy in-house consultants (Management Services Officers) to assist client departments in identifying and conducting “user-centred design” projects. Departments may wish to draw on service designers and external management consultants in the conduct of user-centred design exercises. They would need to fund this through their own Heads of Expenditure.

Signature \_\_\_\_\_

Name in block letters \_\_\_\_\_ Miss Jennifer MAK

Post Title \_\_\_\_\_ Director of Administration

Date \_\_\_\_\_ 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CS0014

Question Serial No.

1313

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (1) Efficiency Unit

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

In 2010-11, the Efficiency Unit will provide support for bureaux and departments considering new partnership arrangements to help deliver improved services to the public. Please provide details of the new partnership arrangements. Please provide information on how to measure the effectiveness of the new partnership arrangements. Will additional resources be required for providing the support?

Asked by: Hon. WONG Ting-kwong

Reply:

The Efficiency Unit (EU) stands ready to provide support to bureaux and departments whenever they consider there are opportunities to use the partnership approaches to improve their delivery of services.

There are many different models of partnership but the approach has traditionally been associated with Public Private Partnership (PPP) in the design, build and maintenance of large-scale facilities, together with the service delivery phase. Such PPP contracts typically last between 10 to 30 years and take the form of DBO (Design, Build, Operate), BOT (Build, Operate, Transfer) and BOOT (Build, Own, Operate, Transfer) projects. The EU will continue to use its existing resources to provide support to bureaux and departments requesting our assistance to assess opportunities and develop the case for using any such approaches.

The EU is also encouraging departments to consider 'User-centred design' as an approach to making public services work better for the people who are using them. Emphasis is placed on understanding the users' needs, then designing more convenient and usable service interfaces. This can require partnership between different departments, as well as with outside agencies and public groups. The EU will deploy in-house consultants (Management Services Officers) to assist client departments in identifying and conducting user-centred design projects. Departments may wish to draw on service designers and external management consultants in the conduct of these exercises. They would need to fund this through their own Heads of Expenditure.

There is no simple formula for measuring the effectiveness of the many different partnership arrangements. In general terms, the parties to the partnership need to define and agree the objectives of the partnership, identify appropriate measurable indicators that reflect performance in achieving the objectives, and regularly review the performance results during the life of the partnership.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO015

Question Serial No.

1314

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (3) CSO – Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

Did the Administration review the operational result of the “Be the Smart Regulator” Programme run by the Economic Analysis and Business Facilitation Unit under the Financial Secretary in 2008-09 and 2009-10? Will the Administration put forward any improvement or new measures in 2010-11? If yes, what is the estimated expenditure involved?

Asked by: Hon. WONG Ting-kwong

Reply:

The Economic Analysis and Business Facilitation Unit (EABFU) and the Efficiency Unit have been jointly tasked to coordinate with 29 Bureaux/Departments (B/Ds) providing business licensing services to take forward improvement measures under the “Be the Smart Regulator” Programme (Programme). Since the launch of the Programme in early 2007, the Administration has made good progress on various fronts to improve the overall licensing environment for doing business in Hong Kong and contribute to reducing compliance costs to business. The Administration has reviewed the operational result of the Programme, and noted that the following key measures implemented by EABFU under the Programme in 2008-09 and 2009-10 are well received by the trades and B/Ds concerned –

- (i) Nine Business Liaison Groups (BLGs) for major business sectors have been set up to facilitate communication between B/Ds and the trades regarding licensing and regulatory issues. B/Ds concerned have also been making good use of the BLG meetings to consult the trades on new regulatory proposals and collect useful feedback to refine the proposals. So far, 69 BLG meetings have been held. Of the 429 issues raised by the trades at the BLG meetings, 408 have been clarified/resolved;
- (ii) A business consultation e-platform under the GovHK portal has been developed and promoted to B/Ds and the business community. This e-platform has been live run since late September 2008 to facilitate the business sectors to access consultation information relating to proposed regulations, administrative measures and procedures that would impact business and to offer their feedback. So far 44 consultation items from 21 B/Ds have been posted to the e-Platform and more than 28 000 visits to the e-Platform have been recorded;
- (iii) EABFU has developed a Business Impact Assessment (BIA) framework which B/Ds could deploy in assessing the implications of their regulatory proposals on the trades. Structured analysis of the trades' views/concerns and impact assessment findings will help B/Ds in refining their regulatory proposals and make them as business-friendly as possible. So far, EABFU has offered assistance to B/Ds concerned

in conducting six BIA studies; and

- (iv) EABFU has continued to further promote business facilitation and customer centric culture within the civil service with encouraging feedback from the trades and licensing staff concerned.

In 2010-2011, EABFU will continue to take forward the above key measures under its purview, and work in partnership with the business community and B/Ds concerned to explore ways to maintain the momentum of the Programme. As the Programme is an ongoing task, EABFU will continue to deploy existing resources to take forward relevant improvement measures under the Programme.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

**CS0016**

Question Serial No.

1315

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (3) CSO-Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

Provision for 2010-11 is \$36.6 million (13.3%) higher than the revised estimate for 2009-10 for reasons including an increase of seven posts. What are the duties of such posts, their respective numbers and the expenditure incurred?

Asked by: Hon. WONG Ting-kwong

Reply:

There will be a net increase of seven posts in Administration Wing. The ranks and their purposes are as follows –

- (i) six posts will be created for setting up a new economic research unit in the Economic Analysis and Business Facilitation Unit -

<b>Rank</b>	<b>Number</b>
Senior Economist	1
Economist	3
Statistical Officer I	1
Assistant Clerical Officer	1

- (ii) two posts will be created to strengthen administrative support to the Administration Wing in implementing various Government policies and programmes -

<b>Rank</b>	<b>Number</b>
Chief Executive Officer	1
Systems Manager	1

The creation of the above eight posts will be offset by the deletion of one Clerical Assistant post in the Economic Analysis and Business Facilitation Unit. The provision involved is \$5.1 million in total.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

**CS0017**

Question Serial No.

1865

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (2) Government Record Service

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

To which policy bureau or department did the Government Records Service provides advice and support service during the period from 2007-08 and 2009-10? Please set out by year the names of the policy bureaux and departments served and the expenditure involved.

Asked by: Hon. HO Chun-yan, Albert

Reply:

Government Records Service (GRS) provides advice and support services on records management to bureaux and departments (B/Ds) through microfilming records, implementing electronic recordkeeping system (ERKS), conducting records management studies and training, and giving advice in response to B/Ds' requests. The expenditure involved is about \$5.6 million for 2007-08, and \$6.1 million for each of 2008-09 and 2009-10. While GRS does not maintain statistics on advice given, records management training was available to all B/Ds. B/Ds which received other forms of support during the three financial years are listed below –

**(a) Microfilming records**

<b>Bureau / Department</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Correctional Services Department		✓	✓
Department of Health	✓	✓	✓
Education Bureau	✓		✓
Highways Department	✓		
Lands Department			✓
Leisure and Cultural Services Department	✓	✓	✓
Marine Department	✓		
Official Receiver's Office	✓	✓	✓
Transport Department	✓		✓

**(b) Implementation of ERKS**

<b>Bureau / Department</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Efficiency Unit			✓
Office of the Government Chief Information Officer	✓	✓	✓
Transport Department	✓	✓	✓

**(c) Records Management Study**

<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
Civil Service Bureau	Civil Aid Service	Chief Executive's Office
Companies Registry	Food and Health Bureau	Financial Services and the Treasury Bureau
Legal Aid Department	Labour and Welfare Bureau	Office of the Telecommunications Authority
Official Receivers' Office	Rating and Valuation Department	Public Service Commission Secretariat

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

**CSO018**

Question Serial No.

1884

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (3) CSO – Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

Please list the titles and the amount awarded in respect of the research projects funded under the Strategic Public Policy Research Funding Scheme in the 2008/09 and 2009/10 academic years.

Asked by: Hon. LEE Wai-king, Starry

Reply:

The projects funded by the Strategic Public Policy Research Funding Scheme in 2008/09 and 2009/10 are as follows:

	<b>Project Title</b>	<b>Amount Awarded (HK\$)</b>
<b>2008/09</b>		
1	A Benefit-finding Intervention for Family Caregivers of Persons with Alzheimer Disease	4,992,639
2	Hong Kong Panel Study of Social Dynamics	3,960,000
<b>2009/10</b>		
1	The Making of a Creative Hong Kong: Creativity for All Ages, and Age Integration in Creative Industries	1,000,000
2	Mapping the Hong Kong Game Industries: Cultural Policy, Creative Cluster, and Asian Markets	3,500,000
3	Forging New Trans-border Links: Social/Community Economies in Hong Kong and the Pearl River Delta	3,800,000
4	The Linkages of Producer Services between Hong Kong and the Pearl River Delta	1,000,000

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

**CSO019**

Question Serial No.

1966

Head: 142 – Government  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Subhead (No. & title):

Programme: (3) CSO-Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

Please advise of the amount of resources actually used in 2008-09 and 2009-10 by the Administration and that reserved in 2010-11 for the following items? What are the contents and policy objectives of these activities?

- (a) The expenditure for duty visits, exchanges and meetings in the Mainland by local officials;
- (b) The expenditure for exchanges, entertainments and meetings with Mainland officials and departments in Hong Kong;
- (c) The expenditure for duty visits, exchanges and meetings in overseas countries by local officials; and
- (d) The expenditure for exchanges, entertainments and meetings with overseas officials and departments in Hong Kong.

Asked by: Hon. HO Sau-lan, Cyd

Reply:

The actual expenditure in 2008-09 and 2009-10 in the four areas are as follows-

	2008-09 (\$M)	2009-10 (revised estimate) (\$M)
(a) Duty visits to the Mainland	0.75	0.83
(b) Meeting Mainland officials in Hong Kong	0.01	0.02
(c) Duty visits to overseas	1.82	1.80
(d) Meeting overseas officials in Hong Kong	0.01	0.01

It is expected the estimated expenditure in 2010-11 in the four areas would be similar to that in 2009-10.

The objective of meeting Mainland or overseas officials through goodwill visits, exchange programmes or conferences is to promote Hong Kong and share experiences on issues of common interests as well as exploring cooperation on different fronts.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

**CSO020**

Question Serial No.

2814

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (3) CSO – Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

Does the provision of \$2,230,000 for honoraria for members of committees under Subhead 000 Operational expenses this year (i.e. 2009-10) include the payment of honoraria to part-time members of the Central Policy Unit? If no, under which Subhead is the payment of honoraria to part-time members of the Central Policy Unit included? If yes, please tabulate in detail the actual expenditure on the honoraria to part-time members of the Central Policy Unit in the past ten years.

Asked by: Hon. NG Margaret

Reply:

A provision of \$1,200,000 has been earmarked under Subhead 000 Operational expenses- “Honoraria for members of committees” in 2009-10 for the payment of honoraria to part-time Members of the Central Policy Unit (CPU).

A monthly honorarium of \$2,000 is paid to each part-time Member of the CPU. The rate was approved by the Finance Committee on 12 April 1989 and has remained unchanged since then.

The actual expenditure of the honoraria paid to the part-time Members starting from 1999-2000 is as follows-

<u>Year</u>	<u>Total Expenditure (\$)</u>
1999-2000	940,000
2000-2001	732,000
2001-2002	684,000
2002-2003	744,000
2003-2004	890,000

<u>Year</u>	<u>Total Expenditure (\$)</u>
2004-2005	930,000
2005-2006	914,000
2006-2007	1,023,097
2007-2008	1,152,000
2008-2009	976,387

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CS0021

Question Serial No.

2826

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (2) Efficiency Unit

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

Which bureaux and departments have been/will be supported by the Efficiency Unit in reviewing organizational structures and implementing changes in 2008, 2009 and 2010? Please list them by year.

Asked by: Hon. LAU Wai-hing, Emily

Reply:

The Efficiency Unit was not asked to provide services to support any bureau or department to review its organizational structure in 2008 and 2009. No requests for such services in 2010 have been received so far.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO022

Question Serial No.

2827

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (1) Efficiency Unit

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

- (a) How many call handling staff does the 1823 Call Centre (1823) have at present? Are they working on a two- or three-shift system? Regarding the nearly 3 million calls handled in 2009, what was the average time (minutes) for resolving an enquiry?
- (b) What are the details of the long-term financial and other institutional arrangements for the 1823 service to be pursued?

Asked by: Hon. LAU Wai-hing, Emily

Reply:

- (a) As at 5 March 2010, the 1823 Call Centre (1823) had a total of 229 full-time frontline call handling staff. These staff work on three shifts, providing round-the-clock service to the public. In 2009, 1823 handled about three million calls from the public. This included both enquiries and complaints. The average handling time per call was 357 seconds. Of the total number of enquiries handled, 97% were fully answered on the first call.
- (b) The 1823 Call Centre has been operating for more than eight years. It is timely to consider the experience gained and determine how the service should continue to develop and what financial and institutional arrangements are best suited to its future operation. Options will be drawn up and assessed during the year. No views have yet been taken on any details.

Signature \_\_\_\_\_

Name in block letters \_\_\_\_\_ Miss Jennifer MAK

Post Title \_\_\_\_\_ Director of Administration

Date \_\_\_\_\_ 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO023

Question Serial No.

2828

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (2) Efficiency Unit

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

It is mentioned in the Estimates that the Unit will pilot implementation of an integrated system supporting the Enterprise Information Management Strategy. Please provide details of the system and the expenditure involved.

Asked by: Hon. LAU Wai-hing, Emily

Reply:

At present the Efficiency Unit (EU) uses various desktop office automation tools and electronic mail. However, as with most government bureaux and departments, the EU still largely operates under a hybrid environment with substantial paper-based processes for circulation and retrieval of information and documents. By adopting information and communications technology for business processes and information management, we seek to improve the sharing, accessibility, integrity, and security of data, as well as improving operational efficiency. The new system will integrate workflow collaboration and record management, enabling a number of existing systems to be retired.

The development of the system has started in December 2009 and will be completed by mid 2010. The projected expenditure in 2010-11 is about \$9 million.

The project will bring efficiency gain through automation of record keeping functions in compliance with long term archiving needs. It will make operational reference to records easier, enable better support and collaboration among EU internal consultants, and encourage more effective retention, sharing and utilisation of knowledge. The experience and lessons learned, covering both technology and business areas, will contribute to the development of the Government-wide enterprise information management guidelines and system development.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

**CSO024**

Question Serial No.

2831

Head: 142 – Government Subhead (No. & title): 000 Operational  
Secretariat : Offices of the expenses  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (3) CSO-Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

- (a) What are the provisions for the salary provision for the Chief Secretary for Administration and the Financial Secretary respectively in 2010-11?
- (b) What is the provision for the salary provision for the Political Assistant to the Financial Secretary in 2010-11?
- (c) What is the provision for filling the position of Political Assistant to Chief Secretary for Administration in 2010-11?

Asked by: Hon. LAU Wai-hing, Emily

Reply:

The provision earmarked for the salary provision for the Chief Secretary for Administration, the Financial Secretary and the Political Assistant to the Financial Secretary in 2010-11 are \$3.75 million, \$3.63 million and \$1.52 million respectively.

A provision of \$1.86 million has been earmarked in 2010-11 for filling the position of Political Assistant to Chief Secretary for Administration.

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

**CSO025**

Question Serial No.

2832

Head: 142 – Government Subhead (No. & title): 000 Operational  
 Secretariat : Offices of the expenses  
 Chief Secretary for  
 Administration and the  
 Financial Secretary

Programme: (3) CSO-Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

- (a) Regarding the expenditure on hire of services and professional fees, what are the actual expenditure, revised estimate and estimated expenditure in 2008-09, 2009-10 and 2010-11 respectively?
- (b) What is the detailed breakdown of the expenditure on hire of services and professional fees?

Asked by: Hon. LAU Wai-hing, Emily

Reply:

The 2008-09 actual expenditure, 2009-10 revised estimates and 2010-11 draft estimates on hire of services and professional fees are \$99.7m, \$107.5m and \$119.3m respectively. Detailed breakdown is as follows -

	2008-09 Actual (\$'m)	2009-10 Revised (\$'m)	2010-11 Draft (\$'m)
Consultants	22.923	23.186	35.136
Building management related services	11.483	13.205	16.409
Other hired services and professional fees	65.315	71.103	67.720
Total :	99.721	107.494	119.265

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO026

Question Serial No.

2833

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (3) CSO-Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

Under Subhead 000, what minor plant, vehicles and equipment were procured and replaced for the Offices of the Chief Secretary for Administration and the Financial Secretary in 2009-10? What are the names of the items and the expenditure involved? And what are the names of the minor plant, vehicles and equipment planned to be procured and replaced in 2010-11 and what is the estimated expenditure?

Asked by: Hon. LAU Wai-hing, Emily

Reply:

Expenditure items funded in 2009-10 and to be funded in 2010-11 under Subhead 661 Minor plant, vehicles and equipment (block vote) are as follows –

2009-10

- |     |   |           |
|-----|---|-----------|
| (1) | Improvement work for two escalators at Government VIP Lounge in Hong Kong International Airport | \$705,000 |
| (2) | Replacement of four central exhaust fans for toilets and plant room of Murray Building          | \$766,000 |

2010-11

- |     |  |           |
|-----|--|-----------|
| (1) | Replacement of air-conditioning equipment for 1823 Call Centre | \$696,000 |
|-----|--|-----------|

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO027

Question Serial No.

2984

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (1) Efficiency Unit

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

The 2010-11 provision for Efficiency Unit (EU) is \$137.5 million, decreased by 0.7% when compared with the revised estimate for 2009-10. Yet, in matters requiring special attention in 2010-11, the EU will embark on new measures including: (a) to pursue long-term financial and other institutional arrangements for the 1823 services; (b) to pilot implementation of an integrated system supporting the Enterprise Information Management Strategy (EIMS) to enhance its own operations and gain from the experience; (c) to encourage innovation in design and delivery of more integrated, citizen-centric services through “user-centred design” methods and the Youth Portal; and (d) to provide support for bureaux and departments considering new partnership arrangements to help deliver improved services to the public. In this connection, what are the detailed provisions for these new initiatives? Will the quality of existing services be affected because of the reduction of estimate in 2010-11? Will there be measures to secure the quality of service provided?

Asked by: Hon. SHEK Lai-him, Abraham

Reply:

The decrease in provision in 2010-11 is mainly attributable to the full-year effect of the 2009 pay adjustment. The provision for other business services provided by the Efficiency Unit (EU) has not been reduced. Hence, the quality of existing services will not be affected by the reduction of estimate.

Detailed provisions for the new initiatives are as follows –

- (a) As the 1823 Call Centre has been operating for more than eight years, it is timely to consider the experience gained and determine how the service should continue to develop and what financial and institutional arrangements are best suited to its future operation. This initiative will be conducted in-house and no extra expenditure is expected in 2010-11.
- (b) the projected expenditure for Enterprise Information Management Strategy in 2010-11 is about \$9 million and it is funded by the Office of the Government Chief Information Officer.
- (c) “User-centred design” is an approach to making public services work better for the people who are using them. The EU will deploy in-house consultants (Management Services Officers) to assist client departments in identifying and conducting “user-centred design” projects. Departments may wish to draw on service designers and external management consultants in the conduct of user-centred design exercises. They would need to fund this through their own Heads of Expenditure. The Youth Portal will be supported by EU’s in-house consultants (Management Services Officers). No extra expenditure is expected to be incurred.

- (d) the EU stands ready to provide support to bureaux and departments whenever they consider there are opportunities to use the partnership approaches to improve their delivery of services. The EU will continue to use its existing resources to provide the support to bureaux and departments requesting our assistance to assess opportunities and develop the case for using any such approaches.

To achieve quality in the services it provides, the EU has a vigorous training and development programme to ensure that the skills of staff are kept up to date; we prepare clear project briefs and agree these with clients before commencement of work, and we seek and assess feedback from clients during and at the end of projects. These measures will be continued.

Signature \_\_\_\_\_  
Name in block letters Miss Jennifer MAK  
Post Title Director of Administration  
Date 17 March 2010

**CONTROLLING OFFICER'S REPLY TO  
INITIAL WRITTEN QUESTION**

CSO028

Question Serial No.

3026

Head: 142 – Government Subhead (No. & title):  
Secretariat : Offices of the  
Chief Secretary for  
Administration and the  
Financial Secretary

Programme: (3) CSO-Administration Wing

Controlling Officer: Director of Administration

Director of Bureau: Director of Administration

Question:

What is the reason for the substantial increase in Honoraria for members of committees from \$940,000 in 1999-2000 to \$2,230,000 in 2010-11 under Subhead 000 Operational expenses, the provision of which is \$522,050,000? Please give a breakdown of actual expenditure for Honoraria for members of committees over the past 10 years.

Asked by: Hon. NG Margaret

Reply:

The increase in the provision for Honoraria for members of committees under Subhead 000 Operational expenses from \$940,000 in 1999-2000 to \$2,230,000 in 2010-11 is mainly due to the appointment of a retired judge and practicing barristers as the Chairman and Deputy Chairmen of the Administrative Appeals Board (AAB) to deal with the increasing workload of the AAB since 2001 and 2005 respectively. To recognise their professional efforts and substantial time contributed to the AAB, annual retainer and honoraria were arranged.

There is only one expenditure item under Subhead 000 Operational expenses – “Honoraria for members of committees” in Head 142. The actual expenditure for Honoraria for members of committees over the past 10 years is as follows –

Year	Actual Expenditure (\$)
1999-2000	940,000
2000-2001	732,000
2001-2002	826,256
2002-2003	1,262,150
2003-2004	1,438,617
2004-2005	1,405,852
2005-2006	1,399,304
2006-2007	1,983,823
2007-2008	1,982,787
2008-2009	1,846,343

Signature \_\_\_\_\_

Name in block letters Miss Jennifer MAK

Post Title Director of Administration

Date 17 March 2010