

Environment Special
環保專輯

工月商刊 THE Bulletin

一九九九年三月

MARCH 1999

A HONG KONG GENERAL CHAMBER OF COMMERCE MAGAZINE
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...and SEE a BETTER HONG KONG

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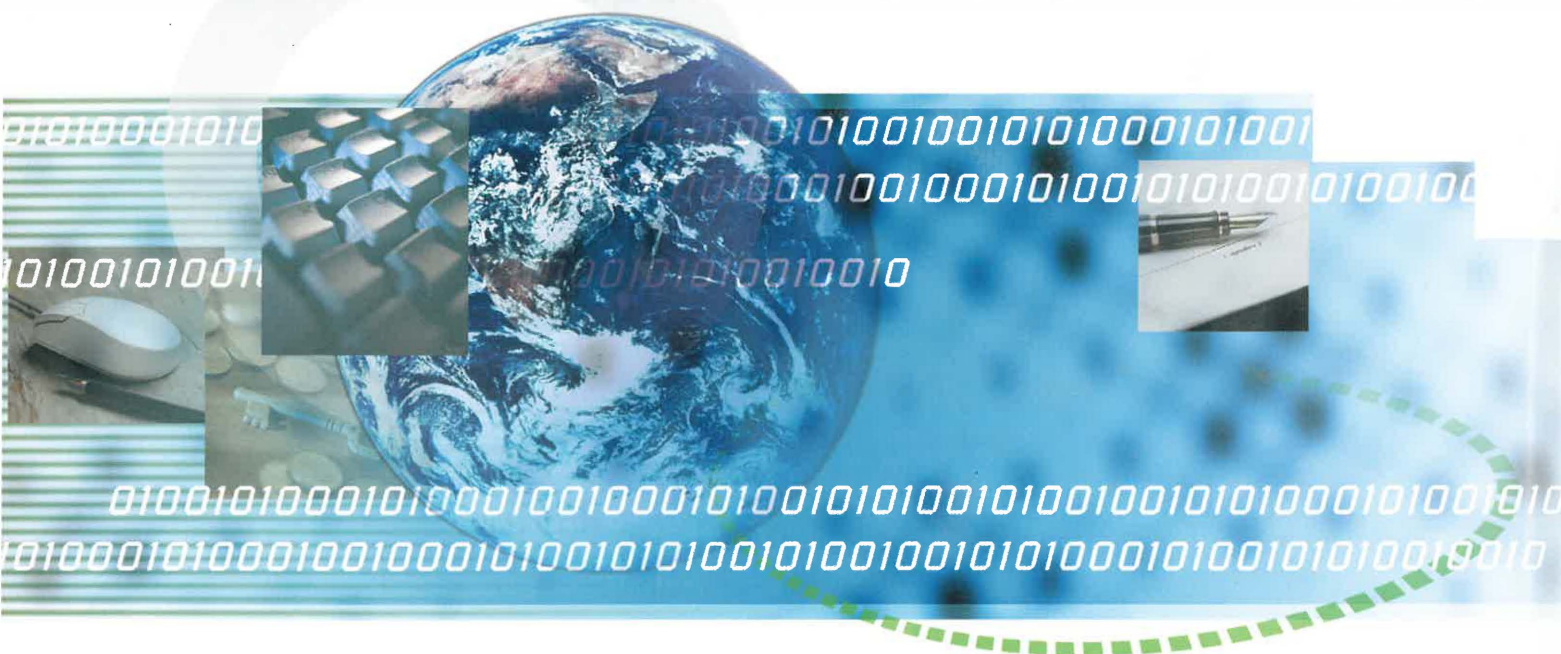
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不可不讀之研究報告

亞洲金融危機後 香港的競爭優勢

 亞洲金融危機引發的貨幣貶值風潮，令香港的長遠競爭力備受質疑。有見及此，香港貿易發展局遂對香港經濟前景進行深入研究，並將有關結果匯編成一系列名為《亞洲金融危機後香港的競爭優勢》的報告。

該系列研究報告主要探討4大範疇，包括香港製造業、離岸貿易及境外投資、香港服務業的競爭優勢，以及香港在中國內地經濟改革中所擔任的角色；另外，《跨越危機：香港競爭優勢綜論》報告則對整體研究結果作綜合論述及加以剖析。

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EDITORIAL

A clean environment is good business

Air. Land. Water. Whatever the medium, there is now general agreement in the Hong Kong Special Administrative Region (SAR) that pollution, always a concern, is bad and getting worse. Even the Environmental Protection Department (EPD) Director, Mr Robert Law acknowledged on ATV's Newsline programme on February 14 that it was likely to get worse before it got better. In a letter in *The South China Morning Post* (SCMP) on February 15, a reader from the UK, Mr Graham Li, said one of the reasons he had left Hong Kong was because of air pollution. It was just one of many recent letters to the print media complaining about pollution levels.

In fact, the visible level of air pollution in recent months has led to unprecedented publicity on the degradation of our environment. The SCMP's Sunday magazine even devoted, not one but two editions to the pollution issue. Not to be outdone by other media, this month's copy of *The Bulletin* also contains a feature story on the issue (see page 12), continuing to highlight the Chamber's concern – and action – on behalf of the business community. This is not the first time that *The Bulletin* has looked critically at environmental issues, including pollution. Nor will it be the last.

The big question, yet again, is whether public concern will continue once the worst of the present bout of air pollution, exacerbated by adverse weather conditions, is over. When the weather changes and the winds make the present pollution someone else's problem and the air clears somewhat, will the issue be forgotten? It should not be. It must not be.

The worsening pollution situation is a community-wide concern, but it is also a business problem. The Hong Kong SAR prides itself as a centre for global business, increasingly within the services sector. Yet if international business perceives that the SAR is not serious about tackling its pollution problem there is a very real danger that some businesses will choose to go elsewhere rather than submit their employees to a polluted environment.

As a concerned local business organisation, the Chamber has been at the centre of the environmental debate for some years now. Led by Mr Barrie Cook, the Chamber's Environment Committee has been at the forefront of keeping the issue in the public eye. It has continually liaised with Government on the issues, supported the polluter pays and sustainable development principles, and made regular submissions on specific environmental problems.

There are those who suggest that in aggregate Hong Kong's pollution was worse during the days when it had its own far stronger industrial base. There are also those who believe that it has never been as bad as it is today, with domestic pollution coupled with that of the far bigger industrial base in southern China. Whatever the truth of those assessments, the underlying fact remains that present levels of pollution are a cause for concern, and are, frankly, unacceptable.

There is no doubt that at least some of the pollution now being experienced by Hong Kong, especially air and water pollution, is not directly of the SAR's making, but that is no consolation for the local community. Pollution knows no barriers, neither political nor economic, nor Special Administrative Region. We are therefore going to have to continue to work together, as a community, and with our neighboring communities in southern China, in our attempts to overcome the problems involved.

Hong Kong needs strong laws, rules and regulations to combat pollution. In many cases these are already in place. The problem is in enforcement and much more needs to be done in this area. We also need to promote greater cross-border co-operation to clean-up the entire southern China region. Finally, there is a vital need for greater community-wide involvement within the SAR itself. Ultimately, we are all responsible, whether it is rubbish in the streets, or the fouling of our air and water. The time to act is now if we are to ensure the SAR remains an attractive place in which to live and to do business. ■



Peter Sutch, Chamber Chairman.

**Peter Sutch
Chairman**

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施德論

清潔環境，開拓商機

空氣、土地和水，不論是那一種媒介物質，其污染情況一直備受關注；現時，港人皆普遍同意，本地污染問題嚴重，更有日趨惡化之勢。甚至環保署署長羅樂乘亦於2月14日在亞洲電視的時事節目 Newsline 上承認，問題來不及改善前，似會惡化下去。在《南華早報》2月15日的讀者來函中，一位來自英國的讀者表示，空氣污染是促使他離開香港的原因之一。以上只是近日報章雜誌接獲芸芸讀者來函，表達對污染情況不滿的其中一例。

事實上，近月空氣污染的程度，已達眼目可見，這使傳媒前所未有地對環境惡化問題大肆報導。《南華早報》週日雜誌甚至用上不只一期，而是兩期來探討有關問題。《工商月刊》也不讓別的媒介專美，三月號亦刊載專題文章（見第12頁），繼續代表工商界表明本會對環保問題的關注和有關行動。本刊評論污染等環境問題，並非首次，也不會是最後一次。

然而，最重要的問題是，目前空氣污染情況惡化，主要是由於天氣欠佳造成，但當這現象消失後，公眾會否繼續關注此事？若天氣轉變，風向更改，污染物質轉吹他方，令香港的空氣質素略有改善，那麼，人們會否把污染問題拋諸腦後？不該如此，也不可如此。

污染情況不斷加劇，不僅成為全港市民關注的問題，也構成了商業難題。香港以成為全球商業中心而自豪，在服務業的範疇上，地位更日趨重要；倘若國際工商界認為，香港沒有嚴正處理污染問題，便會出現嚴重危機；某些公司會選擇遷往其他地區，避免使員工忍受污染之苦。

作為本地一家關注社會的商界組織，我們多年來一直在環保問題的爭議上，成為眾人的焦點。在本會，以**高保利**為首的環境委員會在推動公眾關注環保方面，站於前線。在環保問題上，該會不斷與政府交涉，支持「污者自付」及「持續發展」兩大原則，並定期提交建議書，發表對個別環境問題的意見。

有些人認為，昔日本港工業基地的規模遠較今天龐大，整體污染情況更為嚴重。另一些人則認為，目前的惡劣情況前所未見，因為污染不但來自香港本身，還來自工業規模遠較香港龐大的華南地區。無論上述評論孰對孰錯，但歸根究底，目前的污染情況著實令人憂慮，事實上，問題已到達不可接受的地步。

香港目前面對的污染問題（特別是空氣污染和水質污染），固然並非全部源於本地，不過，本港市民不可因此便感到安慰。污染是無疆界的，無論政治或經濟界限，還是特別行政區的邊界，都不能加以阻隔；因此，整個社會今後必須團結一致，彼此合作，並與鄰近的華南地區攜手努力，解決問題。

香港需要有力的法律規章，才能打擊污染問題。好些時候，法例本已制定，但問題是執法不力，便有必要多加關注。此外，我們亦需進一步促進兩地合作，清潔整個華南地區。最後，全港市民必須更熱切地投入環保。說到底，無論是街上的垃圾，或是空氣及水質轉壞，我們都必須負上責任。我們若要確保香港繼續是安居樂業之所，必須起來行動。■



香港總商會主席薩秉達



薩秉達
香港總商會主席

New Chamber Club adds to variety of member services

The Chamber's mission is to promote, represent, and safeguard the interests of the business community of Hong Kong and help members do business. We do this in many ways: (1) Through being a voice for the business community with the SAR Government, Chinese authorities and foreign governments, with Legco, the press, and with society at large; (2) Through providing high-quality programmes and training; and (3) Through linking our members to business opportunities and helping them resolve individual business problems.

The Chamber is privileged to have its own Legislative representative in the Legco. Your views and concerns can be reflected through this person to the legislature. Starting in March, our Legco rep will be holding periodic "town hall" meetings in the Chamber conference room with interested members. This is an opportunity to be vocal about your business problems and to listen to what the legislature and the Government might be considering that could impact on your business. This is another benefit of your Chamber membership.

In addition, the Chamber also provides a myriad of other services to members, some of which are not as well advertised as they should be. An important new service started on 1 March, 1999. The Hong Kong General Chamber of Commerce now has a club. It is located on the third floor of the Cheung Kong Center in Central. Both the Chinese and Western Restaurants will have a section specially reserved for Chamber members, who will enjoy a 10 per cent discount on their bill. I hope that you will take friends and clients to your club at the Cheung Kong Center. You should have received information about this via mail, but please call our office if you need further details.

This Chamber Club is the latest in a series of membership services available to all members who possess a membership card. This card can be obtained, for a very small fee, by every employee of your company, and it entitles them to privileges which include, among others:

- Up to \$0.4/litre discount on petrol purchases for the company or private car of your employees.
- 20 per cent off food and beverages in any of the *Regal Hotel* restaurants in Hong Kong.
- 20 per cent off tickets to Macau on *Hong Kong Ferry*.
- Up to 30 per cent off *Cathay Pacific* holiday packages.
- Use of our own Chamber Box in both Happy Valley and Shatin Race Tracks.

Don't forget that we now have a members' library at our United Centre office for you to peruse our literature and to browse our Web site (www.hkgcc.org.hk) or any other Internet sites which can help your business.

Finally, may I remind you that the deadline for renewing your 1999 Chamber membership is 31 March. If you have not done so, I hope you can renew. We will be sad if we have to drop you from the membership roll at the end of March if we do not hear from you. Thank you for your support. ■



Chamber Director,
Dr Edan Woon.

總商會總裁翁以登博士。

總商會會所開幕 會員權益添新猷

本會的宗旨是促進、代表、捍衛香港工商界的權益，並協助會員營商。我們透過多種渠道達致這個目標：一、代表商界向特區政府、內地機關及外國政府、立法會、報界，以及社會大眾表達意見；二、提供高質素的活動及培訓課程；三、聯繫會員，提供商機，並協助他們解決個別商務問題。

總商會特許在立法會上擁有代表。會員的意見及所關注的問題，皆可透過這位代表向立法會反映。三月起，本會的立法會代表將定期於總商會會議室內舉行議事大會。請把握機會，反映您的營商困難，並藉此了解可能影響業務的立法會和政府決策。這正是加入本會的另一項權益。

此外，本會亦為會員提供其他各種各樣的服務，只是當中有些也許未有充分宣傳。我們將於1999年3月1日獻上新猷——香港總商會會所。會所位於中環長江中心三樓的中、西食府內，食府特為本會會員預留專用區，凡會員惠顧，可享免收加一優惠。歡迎帶同親友及客戶光臨。相信您們已從本會的宣傳郵件中獲悉此事，如需查詢進一步資料，請致電本會。

總商會會所是本會特為會員呈獻的嶄新服務，凡持有會員卡的所有會員，皆可享用。會員卡收費相宜，會員公司內所有僱員均可申請。持卡人享有多項權益，其中包括：

- ◇ 會員公司車輛或僱員私人車輛加油時，每公升可節省多達0.4元
- ◇ 凡惠顧本港任何一間富豪酒店內的餐廳，可享八折優惠
- ◇ 乘坐油麻地小輪往澳門，票價八折
- ◇ 預訂「國泰假期」旅行套餐，最高可享七折優惠
- ◇ 可使用本會在跑馬地及沙田馬場的廂房

別忘記我們在統一中心辦事處內為會員特設的閱覽室，在該處，您們可查閱本會的資料文獻，並瀏覽本會網站 (www.hkgcc.org.hk) 或任何有助業務發展的網站。

最後，借此機會，提醒您們1999年度續會申請的截止日期為3月31日。仍未續會者，請莫遲疑。若三月底前仍未收到您們的回覆，本會惟有無奈地從會員名冊中刪除貴公司的名稱。謹此致謝您們支持。■

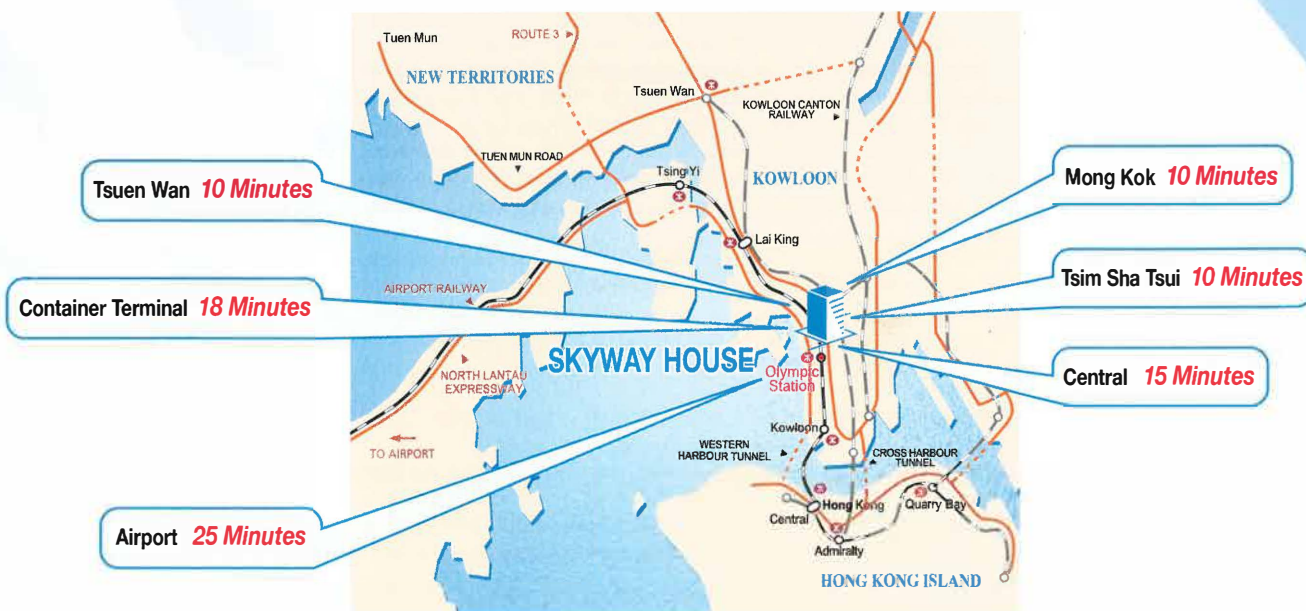


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Business-friendly initiatives needed

As you read this, the 1999-2000 Budget would have been released. I hope that the Government will implement some effective measures to revitalise the economy, so as to improve our business environment and help the business community overcome adversity.

In the long run, the commercial sector should follow the path of developing advanced technology and high value-added services. In the meantime, supporting policies are desperately needed. However, the current Government measures are not able to offer active assistance, which has been revealed in the case of the Industrial Support Fund (ISF).



James Tien

Improving the ISF

The scheme is aimed at supporting projects exhibiting potential in order to enhance competitiveness of different sectors. Since its introduction in 1994, the ISF has funded 373 projects totaling \$1.38 billion. Among them, universities and tertiary institutions received the lion's share (42 per cent), followed by industrial supporting organisations like the Hong Kong Productivity Council, the business Chambers (13 per cent) and the private sector (where only one case has been approved for funding).

From the above figures, it is clear that the fund is targeted at scientific research done by academia, and that the business community may not receive any direct benefits. Moreover, as the research findings may not meet any real market needs, the ultimate results are limited investment by the private sector, and hardly any improvement seen in local production technology and the employment market. This is actually in contravention to the idea of supporting and promoting "mid-stream" research, and helping to transfer their findings to commercial application, as mentioned in the Policy Address. I suggest that the Authorities should review the scheme and aim to provide real support to business development through effective distribution of resources.

No legislation on strikes

Recently, the Legco debated a motion for legislation on the right to strike. Those who supported the motion claimed that a law should be introduced to protect the employees' right to strike. However, I totally disagree with it, as such a right has already been expressly stated in the Basic Law and there is no record of dismissal for going on strike for years. As a result, legislation of this is unnecessary. More importantly, employer-employee disputes should be settled calmly, rather than threatening the opposite party with any high-profile gesture, or investors' confidence will be greatly affected, as will the local economy. It is particularly true in this economic downturn that if investors' confidence shrinks further, more funds will be moved out of Hong Kong leading to more closures. Ultimately, both the employers and employees would suffer.

Supporters of the legislation should set aside their, traditionally held, hostile attitudes towards employers. They should recognise that only with full cooperation between employers and employees can both parties enjoy the fruits of economic success.

Visa free period for visitors

Commencing from January 18, 1999, the Government dramatically reduced the visa free period for visitors from India, Pakistan and Bangladesh from three months to 14 days. During the Legco Meeting, I questioned the ground for this arrangement and how it might affect local tourism and business activity. When asked for an explanation, the Government replied by saying that they decided to tighten up control since visitors from the three countries were more frequently found being illegally employed and overstaying.

Yet I did not accept this answer. First, out of the total number of illegal employment cases last year, 92 were related to the visitors from the above three countries, among which, only 15 were in connection with Indian visitors. Second, the number of arrivals of Indians was much larger when compared with the other two. I therefore objected to the sweeping approach of Government for tightening control over the entry of the three nationals and by drastically reducing their staying period from three months to 14 days. I urged the Government to reconsider the issue and draw up specific arrangements for individual nations. The Government has promised to reconsider the matter and give its response later.

Facing the economic slump, the Authorities should consider factors affecting the business environment more closely – during the policy-making process – in a way to avoid unnecessary disturbance. Only in this way will the local economy have a chance to be revitalised. I hope that the new Budget will share the same mind-set and provide business-friendly initiatives to the business community. ■

Your comments are welcomed.

Address: Legislative Council Building, 8 Jackson Road, Central, Hong Kong
Tel: 2301 3602; Fax: 2368 5292



要為工商業提供有利條件

在本文刊出的時候，1999-2000年度財政預算案已經公佈。我希望政府會推出一些有效的刺激經濟措施，以改善營商環境，扶助工商企業渡過難關。

長遠而言，工商業發展必須朝著高科技、高增值的道路前進，期間極需要有利的政策配合，然而政府現行一些措施卻未能積極協助，工業支援資助計劃便是其中之一。

改善「工業支援資助計劃」

該計劃目的是資助一些可提高個別行業或整體製造業競爭力或技術的項目。自94年設立至今，該計劃共資助三百七十三個項目，批出的款額有十三億八千萬港元，資助大學及高等院校的佔批出總額四成二，其次是工業支援機構如生產力促進局，而商會約佔一成三，私人機構卻僅得一宗。

從上述數據，我質疑該些款項主要批予學院作科研，但工商界未能直接得益。而且研究成果亦未能配合市場的實際需要，令到很少公司會投資其中，因而生產技術未有提升，就業機會亦未見增多。這情況無疑與施政報告提及要支援和推動「中游」研究，協助將科研成果轉化成商品的構思，背道而馳。我認為政府應即時檢討有關計劃，落實扶助工商業發展的構思，使資源更有效益地運用。

不應另立「罷工法」

立法會較早前辯論應否訂立罷工法，倡議者認為要訂立法例保障僱員的罷工權利。不過，我絕對不同意這種說法，因為除基本法已有明確保障外，過去多年亦無僱員因罷工而被辭退的紀錄，所以根本無需要另行立法。更重要的是，勞資糾紛適宜以冷靜方式處理，不應動輒以高姿態威脅對方，否則勢必打擊投資者的信心，對經濟造成沉重打擊。尤其現時經濟衰退，如果投資信心再受削弱，資金外移，引致更多公司結業，僱主、僱員同樣受害。

所以該等倡議者應放棄向來敵視僱主的心態，必須了解到僱主和僱員和衷共濟，大家才得以共享經濟成果。

免簽證逗留期限

政府自1月18日起，把印度、巴基斯坦和孟加拉國民來港旅遊免簽證的逗留期限，由3個月大幅減至14日。我質疑這做法的理據，以及對旅遊及商貿活動的影響，故要求政府解釋。政府指由於該三國國民較多被發現涉及非法勞工及逾期居留問題，因而收緊限制。

不過，我不接受這個解釋，因為去年在非法工作的個案中，該三國國民牽涉個案共92宗，但其中涉及印度國民的只有15宗；相對於較大的印度國民來港數字，其個案比例明顯比其餘兩國為低。所以我反對政府「一刀切」收緊該三國國民限制的籠統做法，亦不同意由3個月大減至14日的幅度，要求政府重新研究，按個別國家國民的情況處理。最後政府答應會再作考慮，稍後答覆。

面對疲弱的經濟，政府在制訂政策時，必須更審慎考慮營商環境因素，盡量避免不必要的干擾，這樣經濟才能休養生息。我期望新的財政預算案亦能達到這個要求，為工商業提供有利條件。



田北俊

若閣下有任何意見，歡迎向我提出，通訊地址是中環皇后大道8號立法會大樓
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Time to clean up our act

By Louise Parkinson

Back in October 1978 thousands of swimmers braved the water in Victoria harbour for the last time. Considering the two million tonnes of raw sewage that is now pumped into the harbour each day, the event in 1999 would be foolish.

Hong Kong is steeped in a murky history of pollution. From the outbreak of the bubonic plague that killed 1,000 people in 1894, caused by insanitary living conditions, to air pollution indices that reach dangerously high levels today.

Chicken flu, landfills that will be full in 15 years and red tide are among the environmental hazards that Hong Kong faces as it approaches the 21st Century.

So what can be done to counteract such an impending disaster of severe environmental degradation? What is Hong Kong doing? Who is to blame?

Mr Barrie Cook, Chairman of the Environmental Committee of the Chamber and Chief Executive Officer of Cheung Kong Infrastructure Materials, agreed that Hong Kong was taking small, tentative steps towards saving the environment but these were mostly aimed at damage limitation rather than prevention.

"The Government has not taken pollution seriously in the past. The environment has been ignored for so long and this is now realised as a big mistake.



Air pollution haze in the New Territories.

新界的空氣污染情況嚴重

As a result, the present Administration is committing huge resources to environmental protection – but trying to rectify the problem will take years," he said.

The Strategic Sewage Disposal Scheme, that would improve harbour water quality, won't be finished for another seven years.

"The bureaucratic foot-dragging of the past is changing to a certain extent – there

is the Advisory Council on the Environment now. Also non-Government organisations such as green groups, pressure groups and the Chamber's Hong Kong Business Coalition on the Environment are increasingly having their say," he said.

In the past, economic considerations have presided over environmental risks in Government decision-making.

保護環境，實事求是

白璐珊

回想1978年，數以千計的冰手最後一次勇渡維多利亞港。時至今天，當想到每天有200萬噸未經處理的污水傾注維港時，此情此景，實在是癡人說夢。

香港一直在污染問題上輾轉多年。1894年，由於居住環境欠缺衛生，以致鼠疫為患，千人喪命；到了1998年，空氣污染指數則攀至警戒高位。

邁向21世紀，本港的環境經歷了連場浩劫——禽流感肆虐，垃圾堆填區的負荷量將在15年內達致飽和，紅潮為患，在在顯示本港的環境問題，已亮紅燈。

面對環境污染日趨惡化，災難迫在眉睫，我們有何對策？如今，香港如何應付？誰應對此負上責任？

本會環境委員會主席高保利（長江基建材料部行政總裁）認為，在保護環境方面，

香港所採取的措施，短視而有欠積極，目的只在於減輕環境受破壞的程度，而非防範於未然。

他說：「以往，政府沒有認真重視污染問題，如今則發現，這是極大的錯誤，因此，政府撥出了龐大資源，以期保護環境。可是，改善環境，實非朝夕可成的事。」

改善海港水質的「策略性污水排放計劃」，相信還需七載，才可達致所定下的目標。

高表示：「政府以往拖拖拉拉的辦事手法已大為改善；現時，港府已成立環境問題諮詢委員會，專責處理有關事宜。此外，如綠色組織、壓力團體，以及本會旗下的香港商界環保大聯盟等非政府架構，也增強了影響力。」

以往，政府制訂政策時，經濟因素必凌駕於環境風險問題。

他說：「如今，政府發現兩者是息息相關的。環境惡化，往往會影響經濟，降低生

產力，打擊投資和旅遊業。地球之友的調查顯示，香港須為空氣污染賠上驚人的經濟代價。」

另一方面，在環保問題上，港府亦被指疏於檢控。

高保利認為：「環保法例雖然存在，但卻疏於執行，而罰款過少，亦導致違例者屢犯不改。目前的情況是，承建商雖違例二、三十次，但罰繳的款項卻不足以產生阻嚇作用。港府需要做的，是重罰違例者數千元。」

高又建議，排放過量廢氣的汽車應立刻扣押，而車主應繳付罰款，才能取回車輪。

「我知道，人們會認為這是苛政，但除非嚴格執行現行法例，否則，情況難以改善。」

1994年，當時的港督彭定康揚言，政府可於1997年前改善空氣質素。顯然，事實並非如此。按現時蝸牛般緩慢的立法速度看來，空氣污染問題仍須等待數年，才可望改善。

「即使所有柴油的士轉用石油氣，我們仍需在未來十年，飽受煙霧瀰漫之苦。」

"The Administration now realises the two are linked. A declining environment affects the economy – causing low productivity and repelling investment and tourism. Friends of the Earth conducted a study revealing the economic costs of air pollution in Hong Kong – the results were horrendous," he said.

Another criticism is that the Government is slow to prosecute polluters.

"Often the laws exist but they're never enforced. The fines are so minimal that people just offend repeatedly. For example, contractors who contravene the laws 20-30 times never get fined substantial amounts. What you need is to fine people several thousand dollars," he said.

Mr Cook suggested that smoky vehicles should be impounded immediately and the owner should be charged for its release.

"I know this is Draconian but unless you enforce the existing laws you're not going to improve the situation," he said.

In 1994 Christopher Patten (then Governor) said the Government was going to clean up the air by 1997. This clearly hasn't happened and considering the snail's pace of the legislative process, the air won't be cleaned-up for several years.

"Even when all taxis switch from diesel to LPG [Liquid Petroleum Gas] we'll have to suffer smoggy winters for the next decade," he said.

One of the problems of using LPG is the logistics. LPG fuel stations must be 55 metres away from buildings – difficult in Hong Kong.

"Diesel fuel increases the amount of RSPs [Respirable Suspended Particles]

causing serious long-term health problems. LPG is a proven technology, used by taxis in Tokyo and Sydney," he said.

The air pollution problem has a dirty history of inaction.

In 1995, a study by the Chinese University showed that Hong Kong children were at risk from immunity problems due to air quality. But the Government has only been running an LPG trial scheme with 30 taxis over the last year. So far the results of the trial have been satisfactory and the Government is keen for the switch to go ahead, but the Legislative Council needs to agree on the scheme in order for it to be implemented.

In 1995, the Government tried to introduce legislation which would force diesel vehicles to change to petrol in five years, but it was thrown out of Legco because the taxi drivers refused to give it their support.

In 1998 the Environmental Protection Department (EPD) established that 2,000 people die every year from excessive levels of suspended air particles.

On September 22, 1998, the air pollution index was 167 at Causeway Bay's roadside – the highest since records began in 1995.

One of the major problems, particularly with air pollution, are pollutants produced across the border in Guangdong blow over into Hong Kong.

"The Guangdong-Hong Kong joint Liaison Group on the Environment, meets once a year and is looking into the problem of cross-border pollution of air and water. The Chamber has pressed for much greater contact between the two," he said.

Guangzhou has recently joined forces with Hong Kong in the Clean Air Campaign. Two studies will be conducted; Hong Kong

will do a smog study and Guangzhou one on acid rain, these will be launched in the middle of next year.

There is also the problem of waste reduction. On November 19, 1998, the SARs only paper recycling company, Concordia, closed down.

"There was hysteria in the press about this but Concordia went bankrupt because it borrowed too much money – it has nothing to do with the recycling side," he said.

Government subsidies may have prevented Concordia from going bankrupt.

"Subsidies are a controversial subject – you need to be careful about subsidies for recycling. The whole thrust is to reduce waste, not to subsidise someone to recycle waste. Government could make some concessions though – such as interest free loans to recyclers, cheap land etc. A Waste Reduction Committee is being formed that will address this area," he said.

If the fines for polluting were increased the Government could use that to subsidise recycling companies.

Another sticky issue is that Environmental Impact Assessments (EIAs) are often funded by developers so there may be a conflict of interest.

"I serve on the Environmental Impact Assessments Sub-Committee. 1988 saw the inception of the EIA ordinance. Whether EIAs are paid for by the developer or not is not the point – the fact is we have a process to look at environmental impact – this is positive. A number of EIAs have been amended by our Committee," he said.

"The system may be bureaucratic but it works quite well and is transparent – EIAs are published on the Internet," he said.

本港的客觀環境，使的士石油氣計劃難以實行。根據規定，石油氣站最少必須距離民居 55 米，在香港這個彈丸之地，談何容易。

「柴油可增加空氣中的可吸入懸浮粒子數量，導致人們容易患上嚴重的長期呼吸系統疾病。事實上，以石油氣取代柴油的成效，已在東京和悉尼驗證。」

其實，空氣污染問題早已存在，惜政府遲遲不理。

1995 年，中文大學一項調查發現，空氣質素欠佳，導致本地兒童的免疫力出現問題。然而，政府於去年才推出石油氣的士計劃，並只安排 30 輛的士參與。至今，試驗結果令人滿意，而政府亦有意儘早全面落實有關計劃；然而，計劃仍須待立法會審批，才能實行。

早在 1995 年，港府已有意立例，強迫採用柴油的汽車轉用汽油，但由於的士業人士拒絕支持，於是議案未被當時的立法局接納。

環保署在 1998 年指出，空氣中可吸入的懸浮粒子過多，導致每年 2,000 人送命。

1998 年 9 月 22 日，環保署在銅鑼灣路旁所錄得的空氣污染指數，高達 167，這數字是自 1995 年以來最高的。

造成污染問題的主因之一，是大量污染物質由廣東省吹往香港，這情況尤對本港的空氣質素構成影響。

高保利指出：「廣東—香港環保聯合聯絡小組每年開會一次，研究跨越兩地的空氣及水質污染問題。總商會亦曾促請兩地加強接觸。」

廣東省最近與香港攜手合辦清潔空氣運動，而兩地將於明年中分別進行兩項有關酸雨和煙霧的研究。

此外，本港亦在減少廢物方面遇上困難。1998 年 11 月 19 日，本地唯一的廢紙處理公司捷眾造紙有限公司因經營困難而結業。

「事件令傳媒議論紛紛，但捷眾倒閉，是由於欠下巨債，與回收業的經營情況無關。」

外界認為，若政府給予資助，捷眾或可逃過關門的厄運。

高說：「對於政府應否給予資助，社會人士莫衷一是。

這問題宜小心處理。雖然政府可透過免息貸款和供應廉價土地等政策，對業內人士提供一些援助，但回收計劃的目的，旨在減少廢物，而非資助某人回收廢物。此外，環保署成立了減少廢物委員會，專責處理廢物減量的問題。」

高認為，若政府增加污染者的違例罰款，便可運用這筆款項，資助回收業人士。



Landfills will be full in 15 years.

堆填區將在 15 年內飽和

The Environmental Protection Department (EPD) has often been accused of not taking affirmative action and only taking the lead until public opinion is firmly behind it.

The EPD acts more like an implementer rather than an instigator of environmental protection.

The Executive Council has recently approved the further development of the Strategic Sewage Disposal Scheme (SSDS).

At the moment sewage is collected at Stonecutters Island where it is given a mild chemical treatment and then pumped into the harbour.

"In line with the SSDS, in seven years, sewage will be collected at Stonecutters Island, treated and then piped to east Lamma Island where it will go into the sea – the harbour water quality should improve quickly," he said.

But this smacks of moving the problem rather than solving it and green groups have criticised that there should be a higher level of treatment.

"On Lamma they have the flexibility to do further treatment if it is necessary," he said.

Another area of controversy is the Sustainable Development 21 (SUSDEV21) study by Environmental Resource Management Consultants that was commissioned by the Government in September 1997, to the tune of HK\$40 million.

Many critics say that the parameters of this software – that will help Government make environmentally sustainable decisions – have been reduced so much that

it no longer reflects sustainable development.

"I'm in favour of it, the green groups feel it is a cover-up by Government. But the whole question of sustainability is incredibly complex – so whichever way it is tackled it will be controversial," he said.

The Hong Kong University recently released a study (*Towards Sustainability*) that came to the obvious conclusion that Hong Kong is not sustainable.

For any real positive change to occur the private sector must get involved.

"The Chamber's Hong Kong Business Coalition on the Environment attempts to broach this issue and acts as a focused private-sector voice on environmental issues. It's actively tackling the problem of floating refuse in the harbour," he said.

Mr Cook said that big companies were usually quite green it was the smaller companies that tended to be environmentally unaware.

"The ISO 14001 environmental certification should be encouraged for all businesses – Government could fine companies that don't have it – but that may be unrealistic. In my view external forces such as demands by business partners in the US and Europe will result in more certification," he said.

Environmental accounting is still not popular worldwide – only

11 per cent of companies have it in their annual reports.

"I think it will hit Hong Kong soon, as will social accounting," he said.

Hong Kong has the potential to be the "green dragon" of China, with its tall buildings and compact city structure journeys are short and have less impact on the environment.

"The buildings here are very inefficient, if they were built to be energy efficient, they would have little impact on the environment. We have a long way to go and our biggest competitor is Singapore. If Hong Kong wants to compete as an international service centre, it must clean up its act," he said.

"One thing that is positive for Hong Kong is that it's not a poor place the foreign reserves are close to US\$100 billion, and it deserves a better environment," he said. ■



Floating refuse in the harbour.

海上飄浮垃圾構成重大問題

此外，外界批評由發展商贊助政府的「環境影響評估」計劃，當中可能出現利益衝突問題。

他說：「我是環境影響評估小組委員會的成員。《環境影響評估條例》在1988年制訂。其實，有關計劃是否由發展商贊助，並不重要，值得關注的是，透過這項計劃，我們有機會檢討評估污染對環境的影響，因此，計劃本身是有建設性的。」

「評估系統也許流於官僚，但至今效果良好，且透明度高。環保署已把環境影響評估的內容刊登在網頁上。」

環保署一直被外界批評辦事有欠果斷，凡事只領頭呼籲，要待公眾全力支持後，才採取行動。

對於以上批評，高保利亦表示同意。他說：「在環保工作上，環保署是執行者，而非策動者。」

另一方面，行政會議最近通過進一步發展「策略性污水排放計劃」的議案。

現時，污水在昂船洲收集，稍經化學處理後，即注入海港。

高保利認為：「根據『策略性污水排放計劃』，污水將在昂船洲收集，並經過處理，然後經由水管輸往南丫島東，再注入海中。」

這項計劃需時七年，工程完成後，相信本港的水質將大為改善。」

對於這項計劃，綠色組織認為政府只是轉移問題，並非落實治本。有關組織亦強調，港府應引入較高層次的污水處理方法。

然而，高認為：「如有需要，污水可在南丫島上進一步處理。」

另一項引起爭議的，是「二十一世紀持續發展研究」計劃。該研究由政府於1997年9月委派顧問公司負責，整項研究耗資達4,000萬港元。

不少評論認為，研究結果本可協助政府制定持續的環保政策，但研究範圍經過大幅收窄後，已談不上是持續發展的研究了。

然而，高表示：「我贊同研究報告的內容。雖然環保組織認為這項研究只是政府的門面虛招，但整項問題相當複雜，無論如何著手處理，都會引來爭議。」

最近，香港大學進行了一項研究，結果顯示，香港是不可持續發展的。

高認為，若要真正扭轉現有的悶局，必須私營界別參與。

「總商會的香港商界環保大聯盟正著手研究這方面的問題，並致力集思廣益，會聚商

界對環保的意見。目前，聯盟正積極解決海港飄浮垃圾的問題。」

高保利指出，大型機構往往重視環保，但對問題漠不關心的，似乎是規模較小的公司。

「政府應向各行各業推廣ISO14001環保認證，並向未獲頒發證書的公司徵收罰款。不過，話雖如此，徵收罰款一事或許是不可行的。個人認為，美國及歐洲等外界商業夥伴若能施加壓力，相信可鼓勵更多公司申領證書。」

環境責任這項概念並未在全球普及，只有11%的公司在年報內談及有關問題。

他預料：「我認為環境責任與社會責任一樣，不久便會引入香港。」

高保利預測，香港有機會成為中國內地的「綠色巨龍」。

然而，他補充說：「香港的樓宇設計並不符合環保原則，若在設計建築物時，關注節省能源的問題，相信對環境所產生的影響，將會更少。在環保方面，我們仍須努力，而最強的競爭對手是新加坡。若香港希望突圍而出，成為國際服務中心，必須實事求是。」

「香港並非窮困之地，這一點是我們推動環保的優勢之一。本港的外匯儲備接近1,000億美元，值得擁有較佳的環境。」 ■

Focusing the mind on the environment

By Simon Ngan*

If letters to a major English language paper in recent months are of any meaningful indication, there appears to be a perceptible rise in public awareness of and concerns about the rate of degradation of Hong Kong's environment. This is in reaction to a spate of unprecedented problems that the SAR experienced shortly after the handover including incidents of red tide, bird flu, and record air pollution levels in some of Hong Kong's busiest spots.

Another threat looming on the horizon, but apparently not yet picked up by the masses, is the disposal of solid waste which now goes into landfills. It is now accepted that these will easily reach capacity ahead of original projections.

As more and more people are packed into this crowded city, the pressure on natural and sometimes non-renewable resources brought on by the existing urban lifestyle have and will create huge pollution problems which will in turn challenge the sustainability and viability of this place many call home.

Taking on the task of providing a more healthy environment for Hong Kong's burgeoning population is no mean feat and commitment from the very top of Government is critical. At a meeting of the Chamber's Environment Committee in November, Mr Kim Salkeld, Deputy Secretary for Planning,

Environment and Lands, indicated that attention to the environment came from the highest echelon of Government and described Mr CH Tung as having requested that mention of the environment be included in his Policy Address in the drafting process.

In working towards a cleaner environment for Hong Kong's population, Government will be beefing up on the enforcement aspect. To this end, the Police, Agriculture and Fisheries, Transport, Lands and not least the Environmental Protection Departments will be given more money to enable them to deal with cases more effectively. These departments will be encouraged to make full use of their resources and existing legislation to redress transgressions.

Within Government, there are conscious efforts to revolutionise the way it develops policies and plans for Hong Kong's long-term growth by weighing not just the economic and financial, but social, health and environmental costs and benefits. This is necessary if people are to understand in dollars and cents terms as to what they have to pay for the maintenance or improvement to their quality of life. As it stands, there is no economic disincentive to protect our environment because waste disposal is in many cases provided as a free service by Government. In addition, the seemingly inexhaustible supply of nature's resources has helped develop a mindset which has little regard to the damage that cities, as centres of consumption of food, fuel, and all kinds of factory-made products, inflict on the

environment. The Chamber is a keen advocate of quantifying the "output" aspect of Hong Kong's metabolic balance sheet so that we can learn how to better balance our income from nature's capital against our expenses in the discharge of waste. To this end, the environment takes on economic value and is an integral component of consideration in the formulation of Government strategy. To consolidate this approach throughout the Administration, all departments will also be encouraged to publish formal reports on their policies towards the environment and how these are to be achieved.

While it is generally accepted that Government should take on the leadership role in protecting the environment, support from the community is indispensable if collective action is to be taken to improve our ecological heritage. Therefore, unless the concept of polluter pays becomes more widely accepted by the general public, there is little to expect in terms of making a breakthrough in the fight against pollution build-up in Hong Kong.

It is in everyone's interest that Hong Kong continues to grow as an economy. However, this should be tempered by the understanding that this carries a price. As with any prudent consumer, we need to ensure that the price we pay is something that we can afford for, after all, the environment is a necessity not a luxury. ■

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群策群力 愛護環境

顏偉業*

觀乎本地一份主要英文報章近月來收到的讀者來函，也許可看出一點端倪——公眾對本港環境日趨惡化的關注和憂慮顯著加深。有此現象，是由於回歸後不久，特區經歷了一連串前所未有的環境問題，包括紅潮、禽流感，以及本港部分繁忙地區的空氣污染水平屢創新高等。

垃圾堆填區不敷應用，是本港另一個隱伏著，但鮮為市民關注的危機。目前，人們已開始醒覺，堆填區的負荷量快將達致飽和。

在這個擁擠的小都市裡，愈來愈多人擠在一起。在現時城市生活的模式下，不僅對天然資源，有些時候，甚至對不能循環再生的資源亦構成沉重的壓力，為過去和將來帶來龐大的污染問題，進而威脅了我們這片家園的持續發展和競爭優勢。

為本港與日俱增的人口提供更健康的環境，確實責任重大。惟有政府最高層全力以赴，才能有所成功。在總商會環境委員會十一月舉行的會議上，規劃環境地政局副局長（環境）蘇啟龍指出，港府領導層已關注環保問題。會上，他亦透露董建華在草擬《施政報告》時，要求把環保問題列入其中。

為了讓港人享有更潔淨的環境，港府將加強法例。為此，警務處、漁農處、運輸署、地政總署，特別是環保署，將獲增撥資源，以便更有效地應付有關問題。此外，政府亦鼓勵這些部門善用資源，並儘量透過現行的法例，撥亂反正。

至於政府內部，則一致贊同為香港制定長遠的發展政策和計劃時，不僅衡量經濟和金融方面的成本與效益，更會平衡社會、健康和環保方面的代價與成效。事實上，政府有必要讓市民知道，他們在維持及改善生活質素方面實際須付出多少分文。目前在保

護環境方面，並無制定任何經濟上的抑制措施，原因是在不少情況下，政府免費提供了排污服務。此外，天然資源看似用之不竭，亦使市民對城市在飲食、燃料及工廠製成品方面所造成的環境破壞，掉以輕心。總商會致力倡議把香港生態循環系統的「輸出」部分量化，惟有這樣，我們才可學會如何有效地平衡兩大因素：從大自然獲取的收益和用於排污的支出。如此一來，環保問題便蘊上了經濟價值的色彩，更會成為政府制定策略時參予三思的重要一環。為了落實以上方案，政府將鼓勵所有部門印製有關環保政策的正式報告，並在報告內解釋所運用的策略。

普遍認為，政府應領頭保護環境，但若若要群策群力，改善生態，市民的支持也是不可缺少的；因此，除非「污者自付」的概念獲公眾廣泛認同，否則，難望在打擊污染問題上有所突破。

香港經濟不斷增長，是眾人所樂見的；然而，我們應冷靜地想一想箇中的代價。對明智的消費者而言，我們必須確保所付出的，是我們可負擔的。無論如何，改善環境是勢所必行，而非可有可無的事。■

* 顏偉業是香港總商會高級經理

Costing the environment

An environmental economist has the job of determining how much environmental damage is worth, according to Mr Jonathan Samuel, Senior Consultant for Environmental Resources Management. Mr Samuel was speaking at a Roundtable on January 20.

"Environmental economics cannot quantify the effect pollution has on deterring tourists, but it can be used by government to work out the merits of policy and projects," he said.

Government, acting as custodians for society's welfare, hire environmental economists to analyse robust scientific data to determine the most cost-effective approach for environmental protection.

"If government has a set of policy goals, such as air quality objectives, we can find out the most cost-effective way of meeting those objectives," he said.

The environmental impact of projects such as a new MTR line can also be determined or the number of buses that should be taken off the road to reduce pollution can be estimated.

"Economics identifies the least cost solution for attaining objectives and it looks at the resource allocation for an economy as a whole – a crucial part of government policy making," he said.

Environmental economics started in the 1930s in estimating the costs and benefits of flood defence along the Mississippi. It was then used in highway planning in the US, as well as in Europe after the WWII.

"Utility is the basic measure of environmental economics and that means

the amount of satisfaction in standard of living. Government should always try to maximise the standard of living," he said.

Gross Domestic Product (GDP) is a crude measure of standard of living.

"A lot of the work of economists is to try and put a money value on things that wouldn't be captured in GDP accounts, such as the cost of pollution," he said.

Costs may be reduced property prices due to environmental degradation or general anguish caused by environmental damage – from concern about whale hunting to the development of Antarctica.

"Economists generally attribute environmental problems to two basic events – this is a simplification of the real world. The first is market failure – unlike many valuable resources, using the environment often has no price. The problem is in a lack of ownership, which means no one effectively manages the resource," he said.

Fisheries, that are not usually owned, are very often fished out, but farms are generally sustainable.

"The second problem is regulatory failure, which is generally the responsibility of government, caused by a lack of consideration of relevant factors in their decision-making. In HongKong there are not enough environmental regulations, and those that do exist are not enforced," he said.

Environmental economists can also expose regulations that are destructive or costly.

"The European Union water drinking directive set a standard for nitrates in

drinking water due to the health risk of blue baby syndrome. No one had died of blue baby syndrome in Europe since 1950, but the cost in the UK for meeting that directive was two billion pounds – money wasted," he said.

Where projects have been implemented in the past, environmental economists can look at the value of them and obtain lessons for future development.

"Environmental economics can help you choose between different engineering options for preventing flooding in a low lying area such as Mong Kok. Economics provides systematic ranking which is an aid to decision-makers," he said.

It also encourages environmental protection in a financially oriented way. "Budget holders, such as the treasury, will understand what is going on and will be more willing to cooperate – it's about talking to the people in a language that they can appreciate," he said.

However, it is difficult to take a market price approach to the environment because its resources are not traded.

Parts of the environment also have a non-use value (use values relate to the benefits and gains from actual use or consumption of the environment in economics jargon).

"Non-use values are things that you don't use but you still have a preference for them being there – for example Antarctica being kept pristine," he said.

Very often environmental changes will affect the quantity or the quality of goods that are traded in the open market.

污染何價？

為配合「污染者自付」的原則，環境經濟學家必須評估環境污染的代價。香港環境資源管理顧問有限公司高級顧問繆仲勤於1月20日的小型午餐會上發表以上言論。

他說：「運用環境經濟學，雖不能量化污染對本港旅遊業的影響，但政府可藉此制定良策和計劃。」

政府肩負保護社會福祉之責，理應聘請環境經濟學家分析大量科學數據，從中制定最合乎成本效益的環保策略。

他稱：「只要政府訂出一套政策目標，好像空氣質素目標，我們便可找出最具成本效益的方法，以達到那些目標。」

透過環境經濟學，可評估新地鐵支線等工程項目對環境的影響，亦可估計應減少多少輛巴士架次，才可減輕污染。

繆說：「這種經濟理論，可找出達成目標的最低成本方案，並研究經濟體系內整體的資源分配，這正是政府決策的重要一環。」

環境經濟學在30年代興起，用以研究密西西比河防洪措施的實效。二次大戰後，這套理論用於規劃歐、美兩地的公路。

繆指出：「環境經濟學的基本量度準則是事物的效益，意指對生活水平的滿意程度。政府應時刻提高人民的生活水平。」

本地生產總值是粗略量度生活水平的工具。

他說：「經濟學家的主要工作，是嘗試為那些不能納入本地生產總值的項目釐定價值，例如計算污染的代價，便是一例。」

根據這種計算方式，若環境質素變壞，樓房的價值便會隨之下降。

繆仲勤表示：「經濟學家每每將現實世界簡單化，把環境問題歸咎於兩大基本因素。第一是市場缺乏制衡。跟不少珍貴資源不同，以環境作為資源往往不需付出任何費用。問題源於缺乏監管，大自然的資源大多無人看管，因此沒有人能有效地加以管理。」

一般來說，海中的資源便是落入這個類別，正因為這樣，海洋湖泊中的魚常被捕光。相反，由於人們可擁有農地，因此農田往往可耕作多年。

他指出：「第二個問題是法規未盡完善。出現這個問題，每每是政府的責任，這是由於當局在決策過程中，忽視了有關因素

"Data response is generally an easy way of looking at this impact. Firstly economists identify the impact of the policy or project under consideration and then work out its value – for example, laying artificial reefs in the sea can increase the fish catch," he said.

Environmental economists can also calculate replacement costs.

"Pollution may cause damage to a heritage building, such as a temple, so the cost of repair can be estimated," he said.

The cost of pollution may be the price for providing an alternative habitat such as a wetland area.

The household production function approach is based on household expenditure. This estimates the cost of change in the environment due to a project or policy and how that will affect household expenditure.

For example, if the water supply was contaminated it would be the cost of buying bottled water.

Environmental economists also calculate the hedonic price – which is the amount people pay for the enjoyment they get out of a particular commodity.

"This could be the impact of a change in the environment on property prices. For example flats, which lose their sea view, may go down in price," he said. ■

所致。在香港，環保的規例並不足夠，即使有法可依，也沒有切實執行。」

另外，環境經濟學家可評估，哪些法例是缺乏建設性而成本高昂的。

繆舉例說：「歐盟訂立了一套食水含硝酸鹽量的標準，以防止飲用者患上青紫嬰兒綜合症。然而，自五十年代起，已無人死於此症，但英國卻須為遵守這項規定付出20億英鎊，實在是浪費金錢之舉。」

環境經濟學家可探討以往計劃的效益，從中汲取教訓，並以此為鑑，規劃未來。

他說：「環境經濟學有助港府挑選最合適的工程計劃，以解決旺角等低窪地區的水浸問題。這種分析方法可有系統地排列優劣次序，幫助決策者作出決定。」

透過這種方法，可鼓勵當局採用合乎經濟效益的方法保護環境。繆仲勤稱：「負責管理財政的機關（如庫房）會更了解事情的發展，故此更樂意合作。換言之，採用這種方法，是以別人明白的方式表達問題。」

可是，經濟學家難以用市場價格釐定環境資源，因為此等資源是不能買賣的。

再說，部份環境資源所擁有的價值，屬非使用價值（若套用經濟術語，使用價值指從實際使用或耗用環境所獲取的收益）。

他說：「非使用價值的資源是指沒有用途，但人們希望保存下來的東西，即如環保人士希望保存南極洲的原始風貌，便是一例。」

環境生態的改變每每影響公開市場上貨品的質或量。

他表示：「透過數據比較，可輕易研究這方面的影響。首先，經濟學家會找出有關政策或計劃的影響，然後評估當中的價值；舉例說，估計在海中放置人造珊瑚可增加多少漁獲，便是一例。」

環境經濟學者也可計算復元成本。

他說：「污染或會對廟宇等具歷史價值的建築物造成破壞，所以須估計修葺的成本。」

污染環境的代價，或許是要為動物提供沼澤區等另一棲息地。

此外，經濟學家亦可從家居生產功能的角度，計算環境計劃或政策對家居支出所造成的影響。

譬如說，若自來水受到污染，家庭便得購買瓶裝水，因而增加了家庭開支。

最後，環境經濟學家亦會計算享樂的費用，亦即人們為了從某一商品獲取享受而付出的代價。

他說：「這方面包括了環境生態改變對樓價的影響。例如，樓房失去了原有的海景便會貶值。」 ■

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Quality of life challenge for SAR

One of the consequences of the development of cities is worsening environmental conditions, particularly in air and water quality, affecting public health and ultimately influencing the decisions of businesses when choosing where to locate, according to Professor Michael Enright, University of Hong Kong.

Prof Enright was speaking about Raising Competitiveness in the Quality of Life Sectors at the Tripartite Forum on January 14.

"Hong Kong is particularly effected – pollution reduces quality of life and competitiveness is undermined. Business is attracted to more healthy centres like Singapore and Sydney," he said.

Globalisation has resulted in increasing mobility. Some industries disperse geographically, others congregate. What's happening is that these centres – the points of congregation where managers meet, financial markets exist and information flows – are actually increasing their economic weight and power but quality of life is being jeopardised.

The economies of these cities are becoming knowledge-based – built upon the skills of people and the mobile professional, who can pick and choose where he or she lives.

"To attract this type of activity where information flows and where regional and international headquarters are based there needs to be a high quality of life," he said.

The knowledge-based economy is here today in Hong Kong – half the workforce are in managerial positions. In terms of quality of life though, Hong Kong does not compete as well as other regional centres such as Sydney and Singapore, who are using their quality of life as a competitive weapon to draw firms in.



Financial Secretary, Donald Tsang Yam-kuen, spoke at the Tripartite Dinner Forum at Government House.

財政司司長曾蔭權在「三方論壇」上致辭；是次盛會假前港督府舉行。

"Quality of life involves the environment, housing, schooling, healthcare and the arts and it is going to become more of a competitive weapon among city centres specifically in the Asia Pacific region.

"When we think of quality of life we must consider cost, competition and collective action. If we think about the quality of life sectors like medical services, education, arts and tourism these activities must face a harsh cost structure here in the SAR," he said.

It is much more difficult to make these sectors viable commercial ventures due to high costs.

"If we look at the amount of subsidy in the arts or the economics of a private sector educational institution or medical facility – it's quite daunting.

"The economics of a stand alone graduate business school do not work in Hong Kong – I know I've run the numbers," he said.

High costs mean that Government is the decision-maker and entrepreneur.

"The Government has a much larger say over quality of life sectors than they want to have. Plus, governments are rarely cutting-edge in terms of their artistic sensibilities.

"One of the things that has made Hong Kong such a success is decentralised decision making – people are able to take their own risks, make their own choices, do their best and succeed or fail on their own merits. It is one of Hong Kong's key strengths and it is one that is enduring. But in the quality of life sectors decentralised decision making leads to unintended consequences such as no one taking responsibility for pollution," he said. ■

香港新挑戰：提升生活質素

香港大學恩萊特教授表示，環境質素下降是城市發展的必然後果，當中尤以空氣質素和水質最受影響，然而，環境質素下降不單有損公眾的健康，長遠來說更會影響商界選擇商業基地的決定。

1月14日，恩萊特教授在三方論壇上闡釋如何提高「生活質素界別」的競爭力。

他說：「香港特別受這個問題困擾，環境污染降低了市民的生活質素，削弱了本地的競爭力。商界往往喜歡到新加坡、悉尼等較清潔的商業中心投資。」

全球邁向一體化，人的流動性亦隨之增加。有些行業遍佈世界各地，有些則會聚一地。商業活動會聚的中心，正是商務洽談、金融市場興旺和資訊發達的地方；這些商業中心的經濟影響力和財力不斷增強，但生活質素卻每況愈下。

這些城市逐漸發展為以知識為本的經濟

體系，所倚仗的是當地居民的技能和一批可自由流動的專業人士。

恩氏稱：「為了吸引這類商業活動凝聚，使該處成為資訊流通、區域及跨國總部駐足的商業中心，生活條件必定提高。」

今天，香港已成為知識為本的經濟體系，勞動人口中，半數擔任管理工作。然而，在生活質素方面，香港卻及不上悉尼和新加坡等區內其他商業中心，它們正以生活質素作為賣點，招徠企業投資。

他指出：「生活質素涵蓋了環境、房屋、教育、健康護理和藝術等範疇，這些因素已成為商業城市的競爭武器，情況以亞太區尤甚。」

「論及生活質素，我們必須考慮成本效益、競爭和集體行動這些因素。香港的醫療、教育、藝術和旅遊等生活質素界別必須面對嚴酷的成本效益問題。」

由於成本高昂，這些界別難以成為有利可圖的商業項目。

恩氏稱：「若翻查當局對藝術活動的資助，或細看私營教育團體、醫療服務機構的經濟狀況，必定大吃一驚。」

「獨立的商科研究院在香港是無法經營的。」

由於這界別成本高昂，所以政府肩負了決策和發展的重責。

恩氏指出：「現在，政府在生活質素界別的影響力，遠超本身所期望的。此外，政府的藝術觸覺亦不見得有何優勝。」

「香港的成功要素之一是權力下放，亦即市民可自行承擔風險、自行作出決定、盡己所能，並一力承擔成敗。這是香港的主要優勢，預料這現象亦可持續。可是，生活質素界別的決策權力若然下放，則會導致不可預期的後果，例如污染問題無人負責，便是一例。」■

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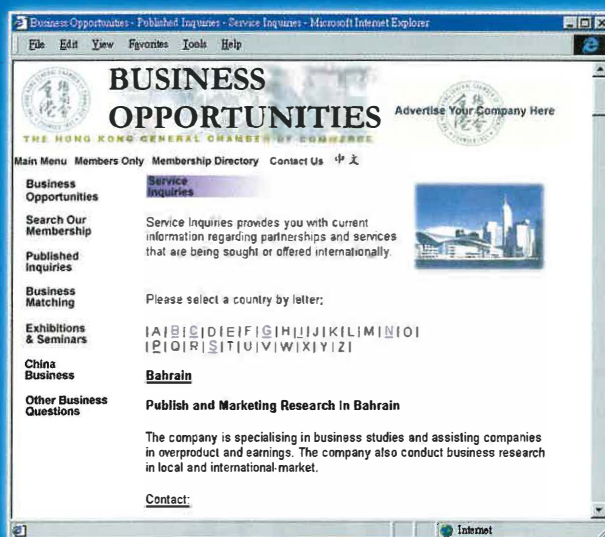
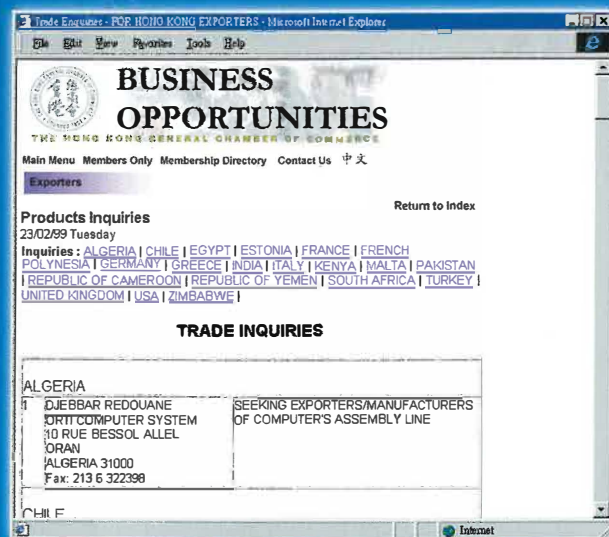
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SAR's future important to US

With the US suffering a trade deficit, caused, partly, by the financial-cum-economic crisis in the region, Hong Kong's future prosperity is even more meaningful to the US, according to Mr Richard Boucher, US Consul-General in Hong Kong. Mr Boucher was speaking at a luncheon jointly-organised by the Pacific Basin Economic Council (PBEC) and the Chamber on January 25.

"Hong Kong is a major trading partner with the US and an important source of business opportunities. It is also a window on the future of China," he said.

But he warned that the high cost of doing business in Hong Kong was a major negative for the SAR as demand may weaken for the types of services provided here.

"The worst factors for doing business in the SAR are high housing costs, high office lease costs, high labour costs and low environmental quality," he said.

He stated that the financial crisis had revealed the role Hong Kong plays in being a key conduit for investment in and out of East Asia.

"Playing this role helped Hong Kong to prosper in the 1980s and early 1990s, but it also made it subject to the perils of the region," he said.

Mr Boucher outlined the three-part process, unveiled by US Vice-President Al Gore, at the Asia Pacific Economic Cooperation (APEC) meeting in November 1998, which will help East Asia recover.



Mr Boucher, US Consul-General in Hong Kong, speaking at the luncheon.

美國駐港總領事包潤石在午餐會上發表演說。

"The first step is an aggressive recovery strategy for the short-term to support the return of investment capital to those countries undertaking reform. The second is to reshape the world's financial architecture to keep up with today's high-speed computer-linked global economy. And the third, focuses the best guarantee for prosperity in the

future – that is democracy and the growth of self-government around the world," he said.

Mr Boucher suggested there are four areas where Hong Kong can prepare for recovery and make itself more attractive as an international business centre. These are: building on a foundation of freedom, improving markets, upgrading technology

特區前景

美國駐港總領事包潤石表示，美國對外貿易出現逆差，部分是由於亞洲受經濟及金融危機衝擊所致。有鑑於此，美國對香港的前景更為重視。1月25日，太平洋地區經濟理事會與香港總商會合辦午餐會，包潤石應邀主講。

他表示：「香港是美國的主要貿易夥伴，亦提供重要的商業機會，也是中國邁向未來的對外窗戶。」

然而，包潤石警告，營商成本高昂是香港商業環境的一大弊病，這因素可能會削弱外界對本港各項服務的需求。

他指出：「在香港營商的最大阻力是樓價高企、寫字樓租金昂貴、工資成本高昂，環境質素偏低。」

包潤石認為，這次金融風暴顯示香港是東亞地區的主要資金進出渠道。

美國關注

他說：「擔當這個角色，有助香港在80年代及90年代初安享繁榮，但亦使本地受到區內危機的衝擊。」

會上，包潤石引述美國副總統戈爾在去年十一月亞太經合會議上的講話，提出了幫助東亞地區經濟復甦的三步曲。

他指出：「第一，短期內採取積極的刺激經濟策略，吸引資金回流到推行改革的國家。第二，整頓世界金融機制，以迎合現今電腦科技主導、瞬息萬變的全球經濟。第三，推行民主政治，因為這是經濟繁榮的最佳保障。」

包潤石提出了四大重點，以促進本港經濟復甦和增加本地作為國際商業中心的吸引力，包括鞏固自由基礎，建設未來；改善市場條件；提高科技水平；使香港成為新穎而潔淨的商業和旅遊中心。

他稱：「香港應繼續堅守一系列基本原則——自由、法治、民主政制、自由公平的市場、高度自治，以及資訊自由流通。」

「過去一年半以來，香港發生了一連串事件，令人疑慮香港是否在部分基本原則上稍作妥協。事件包括法庭某些論點和裁決；有關起訴與否的決定、入市干預行動；建議在改組後區議會加入委任議席；選舉制度上的其他轉變；一宗重大刑事案件經由中國審訊，以至其他發展，均引起了我們的關注。」

包潤石認為，香港仍可繼續改善金融市場。

他說：「證監會修訂證券規例的努力令我們讚賞，修例後，大大增加了市場的透明度，並改善了監管機制。監管規例日趨

and opening up as a new, and clean, centre for business and tourism.

"Hong Kong should continue to push forward on the fundamentals – freedom, rule of law, democratisation, free and fair markets, local autonomy and free flow of information," he said.

"Over the past year and a half, there have been a series of events that have raised questions about whether Hong Kong may be compromising a bit on some of these basic principles – some arguments and decisions in courts, decisions on who and who not to prosecute, intervention in the stock market, proposals to appoint members to revamped district councils and other changes in the election system. We have seen China take jurisdiction in a major criminal case, and other developments that have raised our concerns," he said.

Mr Boucher said that Hong Kong has the opportunity to improve its financial markets.

"We applaud the hard work of the Securities and Futures Commission to update the securities regulations for improvement of disclosure and regulation," he said. "Better regulation makes a market more attractive to investors, while protecting against collusive activity and market manipulation. With modernisation, Hong Kong can stay ahead. Hong Kong also needs to look at some of its service sectors, where frankly, a lack of competition has raised costs, reduced choice and hindered efficiency.

"The Government has made a good start by moving to liberalise the broadcast and telecommunications markets, but don't stop six feet before the finish line. We hope

完善，市場便會更受投資者歡迎，同時亦可遏止串謀詐騙及操控市場的活動。市場機制不斷現代化，香港才可保持領先優勢。此外，香港有需要檢討服務業的情況。事實上，由於業內缺乏競爭，因此，服務收費上漲，選擇減少，效率亦停滯不前。」

「香港政府在開放廣播及電訊市場方面踏出了良好的第一步，但應繼續努力，不可功虧一簣。我們期望當局全面開放本地固定網絡市場，完成市場開放的第三階段。」

包潤石認為，另一個改善香港自由市場機制的方法是加強執法，以保障守法循規的貿易商人的利益。

他說：「對於當局盡力保障知識產權、打擊盜版電腦軟件、錄影帶和光碟，我們深表認同和讚賞。然而，盜版問題仍然猖獗，甚至有機會斷送香港發展資訊工業的前途。當局亦應杜絕非法轉運紡織品活動（即「潛水貨」）。再說，確保附有『香港製

Hong Kong will complete the third process by allowing full competition in local fixed network services."

Mr Boucher recommended that another way to improve Hong Kong's free market system is through stricter enforcement of laws and regulations to protect the interests of legitimate buyers and sellers.

"We recognise and applaud the efforts Hong Kong has made in protecting intellectual property rights and combating piracy of computer software, videos and compact disks. But this remains a serious problem, and one that has the potential to derail Hong Kong's own prospects to develop information-based industries. Stopping illegal transshipment of textiles is also necessary. Besides, it's in Hong Kong's own interest and the interests of Hong Kong workers to protect the integrity of the 'Made in Hong Kong' label," he said.

Mr Boucher said that the problem of money laundering also needs attention.

"Criminal organisations are determined to use every means available to subvert the financial systems that are the cornerstone of legitimate international commerce. The world's leading financial centres – New York, London, Zurich – are known increasingly for their adherence to strict codes of disclosure and vigilance against money laundering, and Hong Kong needs to do likewise if it wishes to be considered equal," he said.

Another area where Hong Kong can improve is to upgrade its level of technology for the future.

"Hong Kong is already moving Government services online through its Electronic Service Delivery Project. I think

造」標籤的貨品真正在本港製造，是本港和本地工人的利益。」

包潤石稱，本港要關注「洗黑錢」活動。

他說：「犯罪集團無所不用其極，擾亂金融秩序這個正當國際商業活動所依賴的基礎。人所共知，紐約、倫敦、蘇黎世等世界主要金融中心愈來愈嚴格謹守公開資料守則，並對『洗黑錢』活動提高警覺。倘若香港要爭取與此等城市同樣的地位，便要採取同樣的行動。」

另一方面，香港可提高科技水平，以應付未來的發展。

他表示：「香港政府推行『公共服務電子化計劃』，逐漸在互聯網上提供各項服務。我認為，這種積極的做法值得其他政府（包括美國政府）學習。港府的基建設施現代化計劃，有助香港保持商業競爭力。」

私營界別方面，港商亦需採用先進的電腦及電訊科技。

there are things other governments, including my own, can learn from this impressive approach. The Government's plan to modernise infrastructure also contributes to maintaining Hong Kong's economic competitiveness," he said.

In the private sector, Hong Kong companies need to become cutting-edge users of computers and telecommunications technology.

"Even the smallest Hong Kong companies are multinationals which can benefit from the productivity gains of using technology better. If high costs continue, you'll need efficiencies somewhere. Using technology better is one of the obvious places," he said.

Mr Boucher said that it was important to upgrade the workforce by modernising the education system.

"Because of its history Hong Kong has a dual or triple-language heritage – an enormous plus in the competition for international business and asset that few of its rivals can match. But it will take an excellent educational system to build on that foundation and to ensure that as Hong Kong strives to become a technological centre, its schools and universities are fostering the skills and knowledge that will be needed," he said.

Mr Boucher said that one of Hong Kong's unique assets is its location and that it should be a major hub for tourism in the region and a destination in its own right.

"But there are things Hong Kong needs to do to make this happen. An open air service regime would help Hong Kong fulfill its potential as a major global air service hub," he said. ■

他稱：「即使是最小規模的香港公司，業務也是跨國的；若能善用科技，生產力便會提高。若香港的營商成本依舊高昂，便要在效率方面下功夫了。善用科技是提高效率的有效方法。」

包潤石稱，香港必須改革教育制度，以提高勞動人口的水平。

他說：「由於歷史背景使然，香港一直是雙語甚或三語的社會。在國際商業舞台上，這是一大競爭優勢，其他對手難望匹敵。然而，香港需要優良的教育制度來鞏固語文優勢，以爭取成為國際科技中心。各界期望香港的中小學及大專院校能夠教授所需的知識和技術。」

包潤石指出，優越的地理位置是香港獨特的資產，憑此優勢，香港應可成為區內的交通樞紐和旅遊勝地。

「可是，要達到這個目標，香港必須在多方面作好準備。舉例說，香港應全面開放航空服務，這樣才可發揮本港的潛力，使本地成為全球主要的航空服務樞紐。」 ■

Japan's economy still at low ebb

The worst of the recession in Japan may be over, but it still faces a long road to recovery, according to Mr Makoto Ebina, Chief Researcher and General Manager, Fuji Research Institute.

Mr Ebina was speaking at a luncheon jointly organised by the Japanese Chamber of Commerce and the Chamber on January 22.

"Japan's economy is expected to show negative growth for the fiscal year 1999 for the third consecutive year," he said. "Although there are a few bright spots such as the rise in public investment and the progress in inventory adjustment, the economy will be staying around the lower turning point through the year, suffering continued adjustment in surplus capital stock and employment."

Mr Ebina expects a decline in Gross Domestic Product (GDP) of a real 1.4 per cent in fiscal 1999.

"Japan's economy is still in a prolonged slump. Real GDP contracted by 0.7 per cent in the July-September period of last year, the fourth consecutive quarter of negative growth," he said.

The Bank of Japan's latest Tankan – the Short-term Economic Survey of Enterprises in Japan in December 1998 – showed that business confidence was continuing to decline. However there are a few positive indicators.

"Construction orders from the public sector rose strongly towards the end of 1998 in response to fiscal stimulatory packages from government.

"Public investment, therefore, will be on a rising trend for the foreseeable future," he said.

There are also signs in a revival of spending on consumer durable goods.

"Figures showed that household spending in consumer durable goods increased by 21.7 per cent in October 1998 compared with a year earlier," he said.

This surge in spending on consumer durables means that consumers will open their purse if the development of new merchandise sparks their interest.

"So far, consumers have been very cautious in spending on any items. But it appears that they have started to selectively purchase goods that truly satisfy their needs," he said.

Although overall inventory levels are still high, the excess stocks of unsold goods has gradually been worked off since the beginning of fiscal 1998.

"The rise in public investment, which is coming on-stream this year, is expected to assist stock adjustment, particularly of construction goods. Overall inventory correction could be completed by the first half of fiscal 1999. Around that time, the prolonged recession might bottom out," he said.



Mr Joseph Poon (left), Chairman of the Chamber's Asia Committee, thanks the guest speaker, Mr Makoto Ebina, from Fuji Research Institute.

總商會亞洲委員會主席潘仲賢(左)感謝富士總合研究所國際調查部長海老名誠擔任嘉賓講者

The Japanese government's emergency economic stimulus package included spending on new public investment. This additional spending on public infrastructure is expected to facilitate stock adjustment particularly in construction-related goods.

Cutbacks in employment due to production cuts by manufacturers can be covered to a certain extent by new job creation, which is to be brought on by the government's economic stimulus package.

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"Even if the vicious downward spiral of the Japanese economy is arrested, it will take some time before the economy will pick up. Adjustment of excessive capital stock and employment, which is essential, will continue to act as a heavy burden on economic growth in the future," he said.

Cutbacks in production and collapsing corporate profits are squeezing household income. Despite the tax cuts in fiscal 1998, disposable incomes of workers have been lowering over the past year.

"A poor result in corporate earning depresses Japanese workers' cash earnings. On top of that, massive corporate restructuring is now taking place in Japan. On the other hand, the income and residents tax cuts in fiscal 1999 will have favourable effects on household income. In spite of these positive factors, the overall environment for incomes and employment is expected to remain very severe in fiscal 1999," he said.

Deep concern about future household income will discourage prospective homebuyers. As a result, housing starts are expected to increase only marginally in fiscal 1999, despite the positive effect of housing-related tax cuts.

There has also been a severe drop in the level of corporate investment. This can be explained because Japanese companies are suffering from excess capital stock, and they are getting more and more cautious about taking risks due to falling stock prices and difficulty in raising funds. Another factor making corporate managers cautious is the huge amount of debts Japanese companies still carry on their balance sheets.

"We do not expect that the excessive stock will disappear in fiscal 1999, because we cannot expect a recovery in domestic demand nor a pick-up of East Asian economies in 1999," he said.

On the external front, exports may fall further this year.

"We cannot expect a recovery in demand of major overseas markets and a higher yen will be a big burden for Japan to increase exports. Under these circumstances, it will be extremely difficult for Japan to export its way out of the economic slump as it used to do in previous downturns," he said.

As an early recovery in private-sector demand cannot be expected, it will be the second half of fiscal 1999 that stocks of unsold goods are worked off and manufacturers start stepping up new production.

"The Japanese economy will be staying at the lower turning point in fiscal 1999. It will, therefore, take some time before rising domestic demand will lead to higher levels of production and employment, which, in turn, would encourage a revival of personal consumption," he said. ■

日本經濟谷底徘徊

富士總合研究所國際調查部長**海老名誠**認為，日本最嚴重的衰退期也許經已結束，但仍須經歷漫漫長路，才可復甦經濟。

1月22日，香港日本人商會議所與總商會合辦午餐會，並邀請海老名誠擔任主講嘉賓。

會上，他說：「預料日本的經濟在1999財政年度將會連續第三年出現負增長。雖然目前出現一些可喜的現象，如公共投資增加、存貨情況有所改善，但本年度經濟仍會在谷底徘徊，繼續承受資本資產過盈和就業調整的衝擊。」

海老名誠預期，日本在本財政年度的本地生產總值會實質下跌1.4%。

他指出：「日本經濟仍然持續衰退。去年七至九月，本地生產總值實質收縮了0.7%，是連續第四季出現負增長。」

日本銀行最新發表的日本企業短期經濟調查（1998年12月）顯示，商界的信心持續下降，但市場上仍有一些正面的指標。

他稱：「為了配合政府刺激經濟的方案，公營界別在1998年底批出的建設工程合約大幅增加。」

「因此，在可見的將來，公共投資將會繼續增加。」

經濟數據顯示，日本人在耐用消費品方面的開支有回升的跡象。洗衣機和雪櫃等電器用品、個人電腦、攝錄機和電視等視聽器材的銷量亦告回升。

他指出：「數據顯示，在1998年10月，用於購買耐用消費品的家庭開支較上年增加了21.7%。」

這種趨勢顯示，只要新產品能夠引起消費者的興趣，他們是願意大解慳囊的。

他說：「今時今日，消費者購買任何物品時，都小心翼翼，但似乎他們已開始選購那些真正切合需要的貨品。」

雖然整體存貨水平仍然偏高，但踏入1998財政年度以來，剩餘存貨的數量正逐漸下降。

他稱：「本年公共投資增加，預計有助存貨流轉，特別是建材方面的流轉量，將可因此增加。整體存貨的調整可望於上半年度完成，屆時，日本可擺脫長期的經濟衰退困境。」

日本政府刺激經濟的方案中，包括了新的公營投資項目。增加公共基礎設施的投資，相信可加速存貨流轉，尤其可增加建築材料的流轉量。

政府經濟方案為日本帶來不少新職位，為部分因工廠減產而遭裁減工人提供就業機會。

他認為：「即使日本經濟急轉直下的情況已告一段落，但經濟仍需一段時間才可復甦。資本資產過盛及就業出現調整乃大勢所趨，對經濟增長仍造成一大阻力。」

減產和企業盈利急跌，導致家庭平均收入大減。雖然當局在去年減稅，但工人的可支出收入水平仍然下降。

他表示：「公司業績倒退，以致員工的現金收入受限。雖然日本正進行大規模的企業改組，而當局在本財政年度亦削減入息稅和居民稅，減少了家庭收入的壓力，但估計本年度的入息和就業情況仍十分緊張。」

對未來家庭收入深感憂慮，打擊了準置業人士購置樓房的意欲。在這情況下，縱使房產稅下調為樓市帶來利好消息，但預期1999財政年度的新置樓房數字只會輕微上升。

日本企業的投資水平大幅下跌，原因是當地公司正承受資本資產過剩的拖累，加上股價下跌，集資困難，因此未敢貿然犯險。令公司決策層卻步的另一原因，是企業仍背負著龐大的債務。

他說：「剩餘存貨難望於本年度完全出售，因為內部需求或東亞經濟難以在年內回升。」

對外方面，本年度的出口或許會繼續下跌。

他說：「海外主要市場的需求難望在短期內回升，而日圓高企，對日本增加出口亦造成障礙。在這種情況下，若日本像以往經濟蕭條時一樣，希望藉出口扭轉劣勢，將極為困難。」

由於私營界別的需求難在短期內恢復，所以剩餘存貨要待下半年才可被市場消化，屆時，廠商才會逐步增產。

他稱：「日本經濟在本財政年度仍會在谷底徘徊，必須在一段時間過後，內部需求才可回升，屆時，產量和就業率始會提高，繼而刺激個人消費。」■



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Seminar participants learn how to attract foreign investment. 參加研討班的學員探討如何吸引外資

Attracting foreign funds for China's SOE reform

By Ellen Liu

At the end of July 1998, during a meeting with the Economic Affairs Department of NCNA (Xinhua News Agency Hong Kong Branch), Mr C C Tung, Deputy Chairman of the Chamber and Dr Eden Woon, Director of the Chamber, suggested to Mr Qian Guoan, Deputy Head of Economic Affairs Department, that a training seminar for China's State-Owned Enterprises (SOEs) should be organised.

The seminar would utilise the Chamber's international members' resources to enable better SOE reform on the Mainland. This proposal was presented to the State Council of the People's Republic of China and was endorsed by Premier Zhu Rongji. The training seminar was co-organised by the Chamber and the China Enterprise Management Association, which was established under the SETC (State Economic and Trade Commission). The seminar was held from January 18 to 22, 1999, in the CPC Training Centre in Shenzhen.

One of Premier Zhu Rongji's major objectives is to reform SOEs within three years. The purpose of the seminar was to expose China's SOEs to modern

international concepts and techniques to help them reform and infiltrate the international market. The Chamber also hoped the seminar would provide business opportunities for Chamber members when they met with SOE staff.

Over 100 participants took part in the seminar. They came from over 20 provinces and municipalities on the Mainland.

Participants were from the senior management of various industries. Most of them were directors, deputy directors and factory managers.

The seminar was a five-day affair. The first four days were spent in seminars and visits to Shenzhen's enterprises were arranged on the last day.

The seminar was highly appreciated by the Chinese government, and benefited the Chamber by improving its position and influence in China.

The reform of SOEs is timely in China. Foreign funds will play an important role in their reform. In order to better attract and utilise these foreign funds, it is necessary for the senior management of SOEs to study and understand international practices and modern concepts in order to have a competitive advantage in the international market. With the considerable experience of its international member companies, the

Chamber could play a useful role acting as an interface between SOEs, Hong Kong and overseas contacts.

The seminar attracted media coverage in Hong Kong and the Mainland. In Hong Kong, the Seminar was covered by Ta Kung Pao, Wen Wei Po and the China News Service.

The presentations from Hong Kong lecturers were well received, as they provided comprehensive handout materials in advance and made use of audio-visual equipment to illustrate concepts and ideas.

Mainland participants were attentive but passive. Most of them preferred to ask questions individually after the session rather than publicly. For this reason, group discussion sessions will be arranged at future seminars.

Most of the participants expressed interest in future events as did guest lecturers from Hong Kong.

In a discussion with CEMA, SETC and NCNA officials, it was suggested that another event of a similar nature should be organised in the second half of 1999.

It was suggested that more in-depth knowledge should be given at future lectures and a longer time allocated for each presentation. ■

引進外資參與國有企業改革

劉瑾

1998年7月底，本會常務副主席董建成及總裁翁以登博士與新華社香港分社經濟部開會；會上，錢國安副部長建議籌辦國有企業培訓研討班。

研討班舉行的目的，旨在透過總商會國際性會員之助，推動國有企業改革。建議已提呈國務院審閱，並獲朱鎔基總理支持。研討班由總商會及中國企業管理協會合辦，於本年1月18至22日假全國人大培訓中心舉行。中國企業管理協會是國家經濟貿易委員會屬下機構。

朱鎔基總理的主要目標之一，是在三年內完成國企改革。是次研討班旨在向國有企業管理層灌輸現代企業觀念和技巧，以協助它們推行改革、進軍國際市場。本會期望，

這次會議能讓會員接觸國有企業代表，拓展日後的合作機會。

超過100名代表出席是次聚會，他們分別來自內地20多個省市。

與會者均為各行業的高層代表，大多為總裁、副總裁和工廠內的經理級人員。

研討班為期五天，首四天為正式會期，最後一天由大會安排參觀深圳企業。

內地政府高度評價是次活動，總商會亦藉此加強了在內地的知名度和影響力。

國有企業改革切合時勢所需。外資在這次改革中將會擔當重要的角色。為了引進和善用外資，國有企業的高層人員必須學習、了解國際慣例和現代觀念，並增加國有企業在國際市場上的競爭力。本會的國際性會員具有豐富的投資經驗，可充當國有企業與香港和海外企業之間的橋樑。

此次研討班廣受本港及內地傳媒報道。

香港的《大公報》、《文匯報》和中國新聞社均報道了有關情況。

香港講者在事前派發資料頁，在演說時運用視聽器材輔助解釋各種概念，獲與會者好評。

內地參加者十分投入，但表現較為被動。他們大多選擇於會後個別提問，較少當眾發言。因此，主辦單位計劃日後加設小組討論環節。

大多與會者及香港的嘉賓講者表示，有興趣參與日後類似的活動。

本會代表與中國企業管理協會、國家經濟貿易委員會及新華社香港分社經濟部代表討論後，決定於1999年下半年舉辦類似活動。

主辦單位亦建議，將來所舉辦的研討班將更深入探討有關問題，而講者發表演說的時間亦會延長。■

CHAMBER EVENTS 商會活動

Experience double happiness at the Chamber's happy hour

Life is not just about working, it is about socialising and having fun too. That is why the Chamber organised a Happy Hour after work party on January 27. The entrance fee was only \$50, which included a wine tasting arranged by Intertex. Revelers tried quality wines from Australia, Napa Valley in the US and South Africa.

Due to the high turn out the Chamber will be organising a similar event soon, so keep your eyes open and check out the Chamber's weekend fax update.

The event is not just open to members, friends are welcome too.

And, remember, the best business deals are usually made in a social environment. ■



Party-goers enjoy informal chat.

參加者互相交談，氣氛融洽。



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無論怎樣忙碌，總得閒來參與一些交誼活動，舒展身心。為此，本會於1月27日舉辦了一次歡樂時光聚會。參加者只需支付入場費50元，

即可盡嚐鍵德遠東有限公司供應的紅酒。當晚供應的佳釀來自澳洲、美國納帕谷和南非。

由於反應熱烈，本會不久將再次舉辦同類

型活動。請密切注意本會於週末的傳真訊息。

這項活動歡迎會員帶同朋友參加。

別忘記！在杯酒之間，往往可談出鴻圖偉業。■

The Chamber's business mission to Dubai and Bahrain

By Kathleen Wong

Under the sponsorship of the Dubai Department of Tourism and Commerce Marketing, the Chamber organised a business mission to Dubai and Bahrain from October 16-20, 1998, aimed at promoting better understanding and economic cooperation between the three nations. Delegates explored business opportunities in Dubai and Bahrain and promoted Hong Kong as a gateway to China and the East Asian region.

The 13-member delegation was led by the Chamber's Chairman and Chairman of John Swire and Sons (HK) Ltd., Mr Peter Sutch. The delegation was composed of senior representatives from companies engaged in aviation, property development, power generation, infrastructure investment, banking, trading and manufacturing.

During the meetings with government and business organisations, delegates were given the opportunity to explain the latest economic developments in Hong Kong after the smooth transition to Chinese sovereignty on July 1, 1997. They said that after years of over-heating, Hong Kong had shown the characteristics of a "bubble" economy and had become one of the most expensive places in which to do business.



Delegates meet with the Dubai Department of Tourism and Commerce Marketing.

本會代表團拜訪杜拜旅遊及商貿推廣署。

Delegates said the past 16 months had been the most difficult period Hong Kong people had ever encountered. However, they added that, Hong Kong's sound economic fundamentals, including the open economy, the rule of law, the open

and transparent financial markets and the corruption-free business environment would enable a quick recovery. Although Hong Kong is now undergoing a period of painful but necessary economic adjustment, delegates were confident that

杜拜、巴林商務考察團報告

王凱玲

去年10月16至20日，總商會組高層商務代表團出訪杜拜、巴林兩地。是次訪問獲杜拜旅遊及商貿推廣署贊助，旨在促進香港與兩地之間的了解及經貿合作。此行中，本港代表探討了杜拜和巴林的商機，並宣傳香港為中國及亞洲的門戶。

代表團一行13人，由本會主席薩秉達（香港太古集團有限公司主席）擔任領隊。團員來自航空、物業發展、電力供應、基建投資、銀行、貿易及製造業等界別，全為公司的高層人員。

本港代表與當地政府及商業機構會晤時，講解了香港順利回歸後的最新經濟發展情況。香港經濟多年過熱，其後出現「泡沫經濟」現象，以至成為營商成本最高昂的地

方之一。代表團亦表示，雖然港人在過去16個月裡，經歷了前所未有的艱難歲月，但憑著開放的經濟模式、法治精神、開放和透明度高的金融市場、貪污絕跡的營商環境等良好的經濟基礎，香港經濟將可迅即復甦。縱使港人現正承受經濟調整之苦，但這是必要的。團員相信，香港未來的經濟將較以往更強健、更具競爭優勢。此外，訪問團領隊亦強調，香港是中國及亞洲的營商門戶，地位十分重要。他鼓勵杜拜和巴林的商界透過香港增加與中國內地的貿易往來。

杜拜之行

杜拜位於歐、亞、非交界，在阿拉伯聯合酋長國（阿聯酋）的七個成員國中屬第二大。杜拜奉行自由開放的經濟政策，以吸引外商投資和營商。當地不設利得稅或入息

稅，亦無貿易配額及貿易障礙，進口貨品所徵收的關稅也極低，其中有些項目更可獲得減免優惠。此外，杜拜並無外匯管制，當地貨幣可自由兌換，匯價則與美元掛勾。

早於30年前，杜拜政府決定不倚賴石油出產，進而發展平衡而多元化的經濟體系。1997年，杜拜石油產品以外的貿易總額為104億美元，相等於全國本地生產總值的84%。

杜拜政府在1996至2000年的發展策略是改善生產力，減少國家對石油資源的依賴，藉此提高經濟增長率。此外，政府加倍重視製造業的發展及服務業的推廣。為了達到這個目標，當地採取了一系列的政策，包括改善投資環境，吸引外商直接投資、加強區內的經貿合作、發展加工業，以及擴大出口貿易。

its economy will be stronger and more competitive than ever before.

Mr Sutch also highlighted the importance of Hong Kong's role as a business gateway to China and Asia. He encouraged companies in Dubai and Bahrain to increase trade with China through Hong Kong.

Official meetings in Dubai

Strategically located at the crossroads of Europe, Asia and Africa, Dubai is the second largest of the seven Emirates, which make up the United Arab Emirates (UAE).

Dubai's economy has been kept open and free in order to attract foreign investment and business – it has no taxes on profit or income, no quota or trade barriers and import duties are extremely low with many exemptions. Moreover, Dubai has no foreign exchange controls and currency is freely convertible and is linked with the US dollar.

The government of Dubai decided 30 years ago not to be so dependent on oil reserves and instead create a well-balanced and diverse economy.

Dubai's non-oil trade in 1997 totaled US\$10.4 billion, accounting for 84 per cent of its total Gross Domestic Product.

The Dubai government's strategy up to the year 2000 is to achieve a high economic growth rate with productivity improvements and a further reduction of the country's dependence on oil revenues. In addition, greater emphasis will be given to the development of manufacturing industries and the promotion of the servicing industries.

目前，杜拜國際機場位列全球五十大大之內。當地政府斥資5億4,000萬美元進行機場擴建工程，待整項工程於世紀末完成後，機場可躋身二十大大之列。開設杜拜機場免稅區是擴建計劃的一部份，旨在發展以出口為主的高科技和高增值工業。

在杰貝勒阿里免稅區和杜拜機場免稅區內，外商可享有多項特別優惠，包括可全資擁有當地公司、15年免稅保證（可續期）、隨意把資本和盈利匯返國家，以及進口稅全面豁免。在該國其他地方，外商只可持有當地公司的49%股權。現時，在杰貝勒阿里免稅區內設立辦事處的公司共1,300家，分別來自80個國家，當中包括17家港資公司。

杜拜貨運村座落於國際機場側，為民航署所有。村內設備齊全，去年首八個月共處理28萬公噸空運貨物，估計到了2005年，處理貨物的數量可高達100萬公噸，而有關數字在2018年更會躍升至270萬公噸。

杜拜是全球最重要的轉口中心之一，進口貨物中約有七成是輸往鄰國的。過去六年，杜拜進口貿易的增長率平均達15%。

杜拜是吸納香港貨品最多的中東國家。在1997年上半年，從香港進口的貨物總值

A number of policies, including improvement of the investment climate to attract more direct foreign investments, the enhancement of regional economic cooperation, the promotion of processing industries and the increment of the Emirate's exports, have been adopted to achieve this target.

Currently ranked amongst the top 50 international airports, Dubai International Airport is set to rank in the top 20 as a result of a US\$540 million expansion programme, which is expected to be completed by the turn of the century. The Dubai Airport Free Zone, which is a part of the expansion programme, aims to develop hi-tech industries and high value-added industries, which will be export-oriented.

Special incentives including 100 per cent foreign ownership, renewable 15-year guarantee of no taxation, freedom to repatriate capital and profits and full exemption of import duties are offered to foreign investors in both Jebel Ali Free Zone and the Dubai Airport Free Zone. Elsewhere, foreign ownership is restricted to 49 per cent. There are currently 1,300 companies from 80 countries, including 17 Hong Kong companies, who have set up operations in the Jebel Ali Free Zone.

8,510萬美元，其中3,450萬美元的貨品是轉運往他國的。期間，當地出口往香港的貨物總值為1,140萬美元。主要的貿易貨物為紡織品、成衣、電子產品、玩具、鐘錶及視光產品。由於中國內地貨品競爭力強，加上亞洲多國貨幣貶值，因此香港輸往杜拜的電子產品大幅下降。香港貿易發展局杜拜諮詢處的法哈指出，名牌產品可能是香港公司的新希望。他對團員表示，港商切勿輕率在杜拜委任總代理，因為如非取得兩方同意，不能中止代理合約。

杜拜工商總會稱，所有輸往阿聯酋的貨品必須先獲阿聯酋大使館或領事館簽發產地來源證，方可入境。由其他阿拉伯灣合作發展委員會國或阿拉伯國家大使館或領事館簽發的文件，當地海關一概不予接納。如果有關文件經原產國家正式蓋章生效，貨品一般可清關，否則，進口商可在當地的海關或外務部辦理加簽手續。文件加簽費用按發票價值而定，介乎100至2,000費爾之間，可繳予當地海關或Mashreq銀行十間分行。如未能呈交所需文件，必須向海關另繳500費爾的保證金，待呈交有關證明文件後方可取回。

Owned by the Department of Civil Aviation, the Dubai Cargo Village is located adjacent to the international airport. It was well equipped to handle the 0.28 million tonnes of freight in the first eight months of 1998 and the figure is expected to go up to 1 million tonnes by 2005 and 2.7 million tonnes by 2018.

Dubai is one of the most important re-exports hubs in the world as nearly 70 per cent of its imports are re-distributed to surrounding countries. In the past six years, Dubai recorded an average of 15 per cent growth of imports.

Dubai is the largest Middle East recipient of Hong Kong products. In the first half of 1997, imports from Hong Kong totaled US\$85.1 million, of which US\$34.5 million were re-exported. Exports to Hong



Delegates are interviewed by local media.

本會代表接受當地傳媒訪問。

巴林之行

代表團訪問巴林一天，拜會了總理、工商部部長、中國駐巴林大使和巴林工商總會總裁。

工商部部長薩利赫向香港代表介紹巴林的情況，並列出了一系列在當地投資的優惠，包括經濟開放、免稅、匯率穩定、行政費用及間接開支低廉、勞動人口曾接受培訓，且符合要求。他補充說，凡進口原料、發展項目所需的進口材料、轉運及轉口貨物，一律不需繳付稅項。

期間，巴林工商總會與代表團會晤，並深入介紹香港與巴林雙邊貿易的詳情。巴林輸往香港的貨品總額由1996年的2,070萬美元下降至1998年首九個月的1,560萬美元；當地從香港輸入的貨品總值則由1,740萬美元減至1,600萬美元。代表團發現，香港在低檔產品方面難與中國內地競爭。巴林輸港的貨品主要為鋁和馬鈴薯；從香港輸入的貨品則為棉、紡織品和珠寶。

代表團認為，香港有需要在當地成立統籌機關，藉舉辦展覽會等活動向商界推廣香港的營商新機。因此，代表團會鼓勵本港的貿易組織（如香港貿易發展局）提升當地活動的層次。■



Mr Peter Sutch, the mission leader, presents a souvenir to the Prime Minister, His Highness Shekih Khalifa bin Sulman Al Khalifa.

代表團領隊薩秉達向哈里發總理致送紀念品。

Kong amounted to US\$11.4 million in the first six months of 1997. Main trading products were textiles, garments, electronics, toys, watches and clocks and optical products.

Due to strong competition from China and the devaluation of some Asian currencies, imports of electronic goods from Hong Kong have declined significantly. Mr Fakha of the Hong Kong Trade Development Council's (HKTDC) Consultant Office in Dubai said that brand-name products are an emerging market for Hong Kong companies. He advised delegates to appoint exclusive agencies for companies in Dubai carefully because the agency agreement cannot be terminated unless there is a bilateral agreement to do so.

According to the Dubai Chamber of Commerce and Industry, Certificates of Origin attested by the UAE embassies or consulates abroad are required for all UAE imports. The Customs Department no longer accepts documents attested by embassies or consulates of other Arab countries. If the document is legalised and stamped from the country of origin appropriately, goods will be cleared normally. Otherwise, required documents can be authenticated at the local Customs Department or the Ministry of Foreign Affairs. Authentication fees, ranging from Dhs 100 to Dhs 2,000 based on the invoice values, could be paid at the Customs Department or Ten Mashreq Bank. If the required document is not submitted at all, an additional deposit of Dhs 500, which can be reimbursed upon submission of the

certificate, must be paid to the Customs Department.

Official meetings in Bahrain

During the one-day visit to Bahrain, the delegation met with the Prime Minister of Bahrain, the Minister of Commerce and Industry, the Ambassador of the People's Republic of China in Bahrain and the Director General of Bahrain Chamber of Commerce and Industry.

The Minister of Commerce and Industry, H.E. Ali Saleh Al Saleh briefed delegates on Bahrain's open economy, free taxation, stable currency, low management costs and overheads and the availability of a trained and qualified workforce. In addition, he said that no tax or duty is payable on imports of raw materials or imports required for project development, transshipments and re-exports.

During the meeting with the Bahrain Chamber of Commerce, delegates were thoroughly briefed on the two-way trade between Hong Kong and Bahrain. Exports from Bahrain to Hong Kong decreased from U\$20.7 million in 1996 to U\$15.6 million in the first nine months of 1998. Imports from Hong Kong to Bahrain decreased from U\$17.4 million in 1996 to U\$16 million in the first nine months of 1998. The delegation

noticed that Hong Kong was losing ground to China in the area of low-end products. Main items of export to Hong Kong were aluminum and potatoes. Major imports from Hong Kong included textiles and jewelry.


The delegation observed the need for the establishment of a Hong Kong organisation to update the business community on the ongoing opportunities, such as exhibitions in the SAR. Hence, the delegation aims to encourage trade-related organisations in Hong Kong, such as the HKTDC to establish a higher profile in Bahrain. ■



Meeting with the Minister of Commerce and Industry, H.E. Ali Saleh Al Saleh.

與工商部部長薩利赫會晤。

WHERE TO BEGIN IN BEIJING



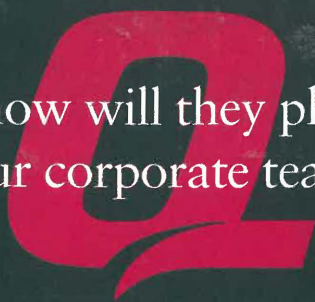
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Year 2000: The end of the road?

Few issues attract as much hype as the Year 2000 (Y2K) problem or Millenium bug. How much of a threat is it to Hong Kong companies? Can it be turned into an opportunity? Raymond Cheng reports.

Much of Hong Kong companies' computer systems were developed using programming conventions with the year being represented by the last two digits. As we approach the turn of the century, the year 2000 may be interpreted as 1900 instead. The consequence of this might be that the computer stops working or processes data incorrectly.

This can damage any computer system, resulting in chaos such as incorrect bills and jammed Automated Teller Machines. As for

managers of companies, the problems can be very far-reaching if not controlled.

Take a company's payroll, for example, computer systems may have major problems when the year 2000 comes, causing serious disruptions to both management and operations.

But the threat of Y2K extends beyond the company itself, according to Professor Robert Blanning, Department of Information and Systems Management, Hong Kong University of Science and Technology: "If the company is part of a big supply chain, then they become vulnerable to anything that happens along the chain so they are in a much more precarious position."

Professor Blanning has recently conducted extensive research into the Y2K problem and its effects on management.

Y2K, threat or opportunity?

Professor Blanning pointed out that Y2K can also be an opportunity to demonstrate responsibility.

"Small banks and other SMEs can regard Y2K as an opportunity to prove to their community that they are being responsible," he said.

Prof Blanning said if human resources were not available the easiest way to make systems Y2K compliant is to buy new systems.

"What some organisations in the US are doing, instead of reprogramming their computers to make them compliant, they are purchasing new computers," he said.

"It is sometimes cheaper to accelerate the purchase that would have been made at the beginning of the next century and make that today, instead of reprogramming existing systems," he said.

Mr Shaun Chan of Peopleware System Consultants agrees: "Companies should either get qualified system engineers to correct existing systems, or use this opportunity to acquire a Y2K ready system with the latest features." ■

千年蟲將至... 企業如何自處

還有不足十個月便是千年蟲來臨的日子。近月來，此事為本港各大小企業帶來了許多煩惱與疑惑。究竟千年蟲會為企業管理帶來甚麼麻煩？甚麼才是最佳的預防方法呢？Peopleware的鄭維民報導如下。

本港各大小企業應用電腦於管理營運上，早已十分普遍；然而千禧年的來臨，卻帶來了千年蟲的問題。此問題源於早年電腦記憶體昂貴，設計電腦程式時，往往為了節省記憶空間而把年份簡化成兩位數字，從而衍生程式能否過渡2000年的問題；由於電腦可能把公元2000年誤認為1900年，甚至0000年，可能導致電腦運算錯誤或停頓，影響公司的運作及生產力。

千年蟲的影響可以十分廣泛，包括引致賬目出錯等問題。千年蟲對於日常應用軟

件的影響，公司的負責人實不能掉以輕心。

Peopleware電腦軟件公司董事陳勁指出，單以一般公司的薪金人事電腦系統而言，千年蟲可能造成重大的混亂。

陳勁舉例說：『軟件系統可能會弄錯員工的年齡。到了2000年1月1日，一位在1965年出生的員工應該年屆三十五，但原有的電腦人事系統或會以1900減1965的方式推算他的年齡，即為負35歲。由於年齡不可能是負數的，軟件系統內的員工資料便可能混亂起來，可能導致全公司的員工皆不符合支薪資格。』

據香港科技大學工商管理學院的客座教授白恩寧表示，千年蟲的影響並不限於公司的內部運作，而是伸延至所有與該公司有生意往來的伙伴。『假如公司屬於生產程序的一部份，就會遭其他供應商的千年蟲問題所波及，無辜受到牽連。』

白恩寧來自美國，是科技大學資訊與系統管理學系的客座教授，最近從事千年蟲對企業管理的影響的研究，以美國銀行業為研究重點。『千年蟲問題處理得宜，正好顯示企業對

社會的承擔；中小型銀行是社會的一份子，若以正確的手法處理千年蟲問題，便可顯示公司對社會的責任感。』

白氏指出，解決千年蟲最容易的方法，便是刻下選購可過渡二千年的新系統；此方法尤其適合那些並無聘請電腦程式設計員的公司。『如果公司遲早要購買新的軟件，這樣做便不需顧慮為舊軟件除蟲的問題。在美國，有些公司決定不花錢為軟件除蟲，改而提前購買原定於數年後才更新的軟件；這樣，便可保障軟件系統過渡二千年。』

白教授進一步指出，選擇在今天而非下世紀初更新軟件系統，可順帶解決千年蟲問題，無疑是省錢的做法。

Peopleware的陳勁亦有同感：『要解決千年蟲問題，方法有二：一是聘請合資格的電腦工程師主理除蟲工作，二是藉此機會選購新的軟件。以本公司從事人事管理、出入口貿易、零售業的客戶的經驗所得，他們一般認為軟件能過渡二千年是更新系統的有力理據，而且，系統經更新後，公司的工作效率亦普遍上升。』 ■

Hope for the best, but prepare for the worst, in Year 2000 contingency planning

By Timothy Janes

The Year 2000 problem is largely predictable in its timing, but highly unpredictable in its possible impact. Perhaps the greatest threat lies in this uncertainty. As a result, organisations are now realising that business contingency planning is a necessity, not a luxury. Timothy Janes, Senior Manager of Global Risk Management Solutions, PricewaterhouseCoopers, discusses why Year 2000 business contingency planning requires a special approach, and explains how organisations are focusing on Year 2000 business contingency as an essential component of their overall Year 2000 project.



Timothy Janes, Senior Manager, PricewaterhouseCoopers.

羅兵咸永道會計師事務所高級經理簡斯

case of handling adverse media publicity. How can management who are responsible for the integrity of their company's business operations ensure that appropriate measures are taken to address the threat, that despite all their best endeavours to "steer a safe course", the Year 2000 problem may still "collide" with the organisation?

Why should the year 2000 be so different?

Unlike many of the everyday operating risks that companies deal with, the Year 2000 bug is a pervasive and indiscriminate threat, which consequently generates a high

degree of uncertainty about its impact. The Year 2000 bug may not manifest itself as an obvious or dramatic failure. A small date-based calculation error buried deep within a program could compound over time to create significantly greater problems. Systems may perform erratically or slowly, affecting processing times and productivity. Data corruption may undermine users' confidence in the quality of information available to them.

No matter how comprehensive your organisation's own Year 2000 plans may be, lack of preparation by a key supplier, customer or other third party could cause sudden and severe disruption to your business. A Gartner Group survey in 1998 revealed that 23 per cent of the 15,000 firms surveyed had not yet started a Year 2000 project. Consequently, it is not inconceivable that there will be problems caused by inadequate preparations by a business partner. If these partners provide indispensable input to your business, then you may inherit the consequences of their failure to prepare adequately for the Year 2000, threatening the stability and financial performance of your own organisation.

Even if your Year 2000 project is complete and successfully tested, will your customers share this confidence in your

樂觀展望 未雨綢繆 淺談 2000 年數位問題應變計劃

千年蟲問題何時來臨，大致可以預測，但它可能帶來的影響，則所知的寥寥無幾。也許，當前最大的危機，正源自這種不明朗因素。有鑑於此，各界機構已開始發現，為2000年數位問題制定商業應變計劃是勢所必行，而非可有可無的。在本文裡，羅兵咸永道會計師事務所的高級經理簡斯剖析了為何在制定2000年數位問題的商業應變計劃時，須按特定的步驟行事；此外，他亦解釋了機構應如何集中處理2000年商業應變計劃，並視有關計劃為整項千年蟲工程中不可或缺的一環。

簡斯

解決千年蟲問題時，無論一家機構如何精密仔細，如何高瞻遠矚，準會因某些非公司及管理階層所能控制的因素而出現問題。有些時候，公司或許可依賴人手操作，暫時取代受影響的電腦程序。另一方面，公司亦可能需為此應付傳媒負面的報導。儘管負責保持公

司業務運作暢順的管理階層悉力以赴，在2000年的航道上，小心駕駛，以策萬全，但仍有可能在旅途上觸碰千年蟲的礁石，究竟，管理階層應如何確保已採取妥善的措施應付危機？

「除蟲」困難何在？

千年蟲問題有異於公司日常所處理的多項營運風險，它滲透力強，無處不在，至於影響

有多深，則所知的寥寥無幾。千年蟲問題或許不會在朝夕間顯現出來，也不會令系統突然崩潰，可是，只要在程式內隱伏著一個計算日期上的小錯誤，問題便會漸漸愈滾愈大，以致衍生更嚴重的問題。千年蟲問題亦會使系統操作不穩、速度放緩，從而影響了公司的營運效率和生產力。此外，資訊系統的數據一旦受干擾，更會影響用戶對訊息準確程度的信心。

organisation's ability to sail through the Year 2000 storm? It will be important to maintain confidence in your organisation's products and services throughout the Millennium transition period. Even if nothing is wrong with your business, it may be necessary and prudent to communicate this fact to key customers and business partners. Silence may not be interpreted as a sign of self-confidence.

Don't reinvent the wheel

Many companies have already developed contingency arrangements to deal with the threat of IT or business disruption. Understandably, these companies are keen to maximise on their investment in time and resources by applying the established plans and preparations to the Year 2000 problem. Whilst this is a reasonable proposal, it needs to be approached with caution, and a clear understanding of the limitations of the existing plans.

In the past, a contingency plan was typically developed to respond to a diverse set of risks. The plan had to cope with a large number of possible hazards, such as loss of power, fire, or explosions, any of which could occur at an unpredictable time in the future. This fact necessarily imposed a broad-brush approach to the contingency preparations, so that they covered as many disaster permutations as possible. By contrast, the Year 2000 problem allows an organisation to prepare for an event occurring at a known point (or points) in time, which will impact upon a definable set of resources and business processes.

縱使您的公司在制定 2000 年數位計劃時如何周全，但假如主要供應商、客戶或其他有關連人士未作充份準備，亦會對您的業務構成即時而嚴重的滋擾。一項在 1998 年進行的調查顯示，在被訪的 15,000 家公司裡，23% 仍未展開 2000 年數位問題工程。不難想像，到了 2000 年，公司往往會因商業夥伴準備不足，以致問題叢生。若這些夥伴所提供的支援，是您業務上不可或缺的，那麼，您的公司便須承受業務不穩和財政受損等後果。

即使您的 2000 年過渡工程完美無瑕，且成功通過了測試，但您的客戶是否相信呢？在過渡千禧年期間，維繫客戶對產品和服務的信心，是不可忽視的。縱使您的公司沒有半點出錯，也有必要未雨綢繆，向主要客戶及商業夥伴傳達以上信息。謹記！沉默並非自信的表現。

全盤抄襲，於事無補

不少公司已制定應變策略，處理電腦系統或業務運作受干擾的危機。可以理解的是，此等公司為了充份善用以往投資的時間和資源，往往會把現有的應變計劃及準備工作套用在千年蟲問題上。這種策略雖則可

This provides the organisation with an opportunity to narrow down the range of threats that must be addressed, and develop contingency arrangements that are more focused.

Almost all existing contingency plans are built around the timely recovery of critical IT systems. A key assumption is the ability of the recovery teams to conduct a prioritised restoration of critical IT systems at a designated recovery site within a defined time period. Unfortunately, as unanticipated Year 2000 problems emerge, it may be the IT systems, software or hardware, that are the source of the disruption. Corrupted software will remain contaminated wherever it is installed, and the availability of a back-up server or "hot" recovery site is not much consolation.

A further difference generated by the Year 2000 scenario, arises from its uniform and indiscriminate nature. Traditional contingency plans assume that your organisation is the only party affected by the "disaster". With Year 2000, everybody will be threatened at the same time, including all the third parties your organisation trades with and depends upon. Aside from the organisation's own Year 2000 problems, external service providers, electronic data interfaces, suppliers, and key customers may represent the largest risk to business operations. Most conventional contingency plans do not generally consider non-functioning business partners.

Fortunately, there are still many ways in which an existing contingency plan can be a valuable resource. The first and foremost is the acquired experience of the

行，但必須謹慎處理，更有必要清楚了解現有計劃的局限。

大體上，以往制定的應變計劃旨在應付多方面的危機，所需處理的問題林林總總，例如停電、火警、爆炸或任何無法預計的事故等；為求盡量應付各項危機變數，計劃所制定的應急準備每每只屬概括性的指引；相反，2000 年數位問題所發生的時間，已可預知；所涉及的範圍及商務程序，亦可界定，如此一來，便可讓機構收窄危機的範圍，制定更具體的應變安排。

現有應變計劃每每於資訊科技系統恢復正常前後一段時間實施。制定這些計劃時，往往基於一個重要的假定：應變小組能在指定的時限和受影響地點內，按先後緩急次序修正出現問題的資訊系統。始料不及的是，千年蟲問題竟使資訊系統、軟件或硬件成為危機的源頭。在這情況下，受侵襲的軟件無論安裝在何處，問題依然存在；無論是否裝設後備伺服器或後備應變系統，也無補於事。

千年蟲問題與其他一般危機的相異之處，是前者一刀切地侵襲各個範疇，且不分類別。傳統的應變計劃假設，您的機構是唯一受影響的「災民」，但千年蟲問題則在同一時間內侵

staff who developed and implemented the existing contingency plan. If they are not on the Year 2000 team, then they should be included as advisors for development of the plan. Proven emergency response and communication procedures can be reused, as can much of the reference information, such as staff and third party contact information. The basic format of the established contingency plan could become a template for the Year 2000 plan. In this way, companies may be able to recolour the bulk of existing contingency plans with a Year 2000 shade. However, any recycling should be approached with caution; don't assume too much, or underestimate the specific risks created by the Year 2000 problem.

Reviewing the risks

Most organisations should have conducted a risk assessment using its inventory of systems and equipment. As part of the contingency preparations this risk assessment should now be revisited to establish what are the showstoppers and will they stop?

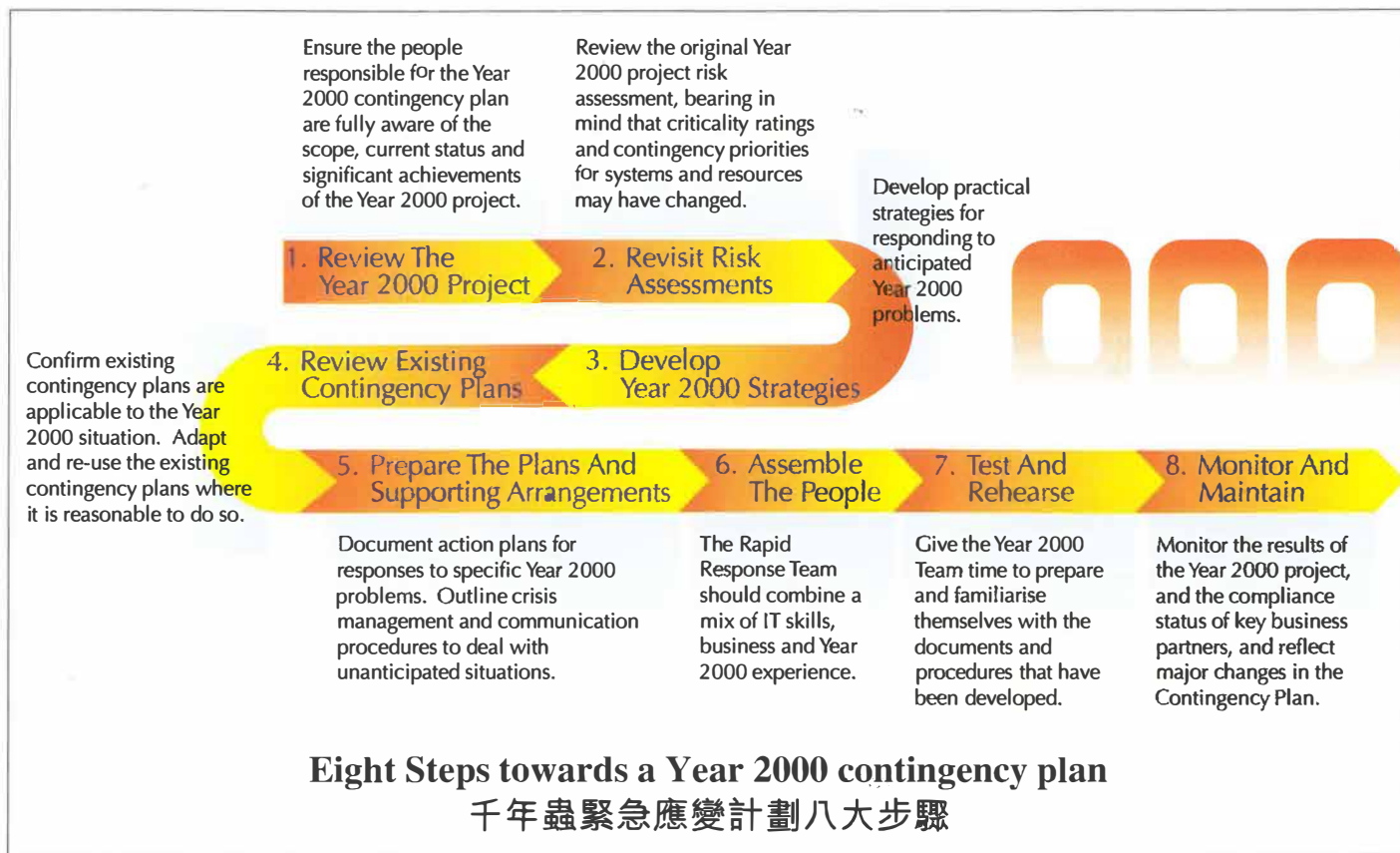
Fortunately, the risk assessment can be conducted with the benefit of knowing what your Year 2000 programme has acceptably addressed, what remains to be fixed, and what resources will not be corrected in time. A small degree of uncertainty will always remain but with the limited time available to develop contingency arrangements, it may be more effective to focus attention on systems and equipment which the Year 2000 team will not have time to fix, or where the

擾每一個體，包括公司所依賴的、有商貿聯繫的，皆無一倖免。除了機構內部須應付千年蟲問題外，也需外界服務商戶、電子數據界面設施、供應商及主要客戶的共同努力，因為它們的資訊系統一旦失靈，便會對公司的運作帶來莫大危機。可是，大部分傳統的應變計劃一般不會顧及非功能商業夥伴的潛在危機。

幸而，現有的應變計劃仍有不少可取之處。最難能可貴的是，透過發展及施行現有的應變計劃，員工可從中汲取經驗；若有關員工未能參與籌劃千年蟲應變計劃，也應派予指導計劃的發展。在現有計劃中經驗證的緊急應變措施和溝通程序，可在千年蟲應變計劃中重複使用；同樣，員工及其他人士的聯絡資料等大部分參考材料，也可如此。此外，現有應變計劃的基本模式，更可成為 2000 年應變計劃的藍本。換言之，公司可按現有多項應變計劃的骨幹，制定千年蟲應急計劃。然而，重複再用有關資料時，必須小心，切勿擬定過多假設，或低估了千年蟲問題的危機。

檢討危機

大部分機構應已透過本身的系統及設備，進行危機評估。籌劃應變安排時，公司



confidence in the remedial efforts is incomplete. The same approach should be applied to business partners who have been questioned about their own Year 2000 remediation efforts. Your judgement of their ability to pass undisturbed through to the

Year 2000 will be based on their ability and willingness to disclose sufficient evidence of a sensible and realistic Year 2000 programme. If the evidence is not forthcoming; if there is a lack of transparency or co-operation; then the search for more

"stable" trading partners, or alternative sources of supply should commence.

Strategies for continuity

What are organisations actually proposing to do in the face of the Year 2000

應再次評估危機，並建立中斷運作方案和測試有關方案是否奏效。

了解千年蟲工程完成的項目、尚待處理的問題和不能及時更正的部分，便能在進行危機評估時，更覺簡易。雖然在評估過程中，總會出現一些未知之數，但由於時間緊迫，如能集中研究千年蟲工程小組未能及時處理的系統及設備，或未敢保證已完全修正的項目，也許成效更佳。此外，公司亦應向所關注的商業夥伴實行同樣策略。公司對這些夥伴能否安然過渡2000年所作的判決，完全依賴後者是否樂意披露足夠的證據，顯示自己已制定合理而實事求是的千年蟲應變策略。假如有關夥伴不願提供所述證據、缺乏透明度、或不充份合作，您的公司便應著手另覓更「可靠」的商貿夥伴或其他供應來源了。

過渡策略

面對千年蟲問題的危機，機構何去何從？在倚仗科技的時代裡，公司在甚麼程度上可依賴低科技運作，甚至無科技運作？

為了減少千年蟲可能帶來的滋擾，不少公司嘗試在過渡千禧年期間，縮減業務往來

和營運活動。此外，有些更不惜暫停非主流的商業服務；至於一些於月底進行的經常性活動，則提前舉行，或延期辦理。然而，值得關注的是，資訊科技部門往往須於年底趕緊編製年終數據，倘若為了避免千年蟲危機而改變既往的工作程序，就必須小心安排，事前三思。

有些機構擬於1999年9月至2000年3月1日的「危險期」內，凍結所有發展計劃，以求儘量減少資訊科技系統出錯的機會，即使不幸出現了問題，也可儘快解決。為了控制未能預測的資訊科技危機，有些公司計劃在12月31日分批關閉所有系統，而系統會在專責小組的監管下重開。該專責小組曾接受程式測試的培訓，可在系統重開後找尋千年蟲問題的所在。當然，採用這種方法的機構必須確定，系統關閉後不會對業務運作構成嚴重的影響。

對於那些自信已成功除蟲的機構來說，最令它們忐忑不安的，是有關問題對公司商譽所帶來的影響。謠言、混亂或誤傳，都會使公司的市場形象受損，摧毀了過往數年努力的成果。正因為這樣，過渡2000年期間，必須與客戶及傳媒展開有益的溝通。此外，

公共關係及客戶服務中心的員工亦須與千年蟲小組緊密合作，準確地掌握公司在有關安排上的最新信息。

準備就緒，計劃未來

擬製一套2000年的應變計劃，並不困難，特別是公司已有的應變計劃作為藍本，則更為輕易。公司先要界定一套應變理念，然後斟酌細節。此外，公司亦應為主要和高風險的業務製程擬定詳細的應變程序，而製定有關程序時，必須假定系統可能長期失效，數據良久欠奉，而跟主要商業夥伴及供應商的往來，亦會受阻多時，故須為主要的業務運作製定人手操作程序；此外，所製定的程序，必須經過用戶測試，確保易於理解及執行。

有些機構計劃在過渡2000年期間，組成快速應變小組，小組成員大多曾參與2000年工程，並須接受培訓及實習。小組的高層應熟悉風險管理及應變措施，惟有這樣，才可確保制定的政策經過深思熟慮。招募隊員及專家時，除以利誘外，還須注視個人的責任感。不可忘記的是，小組成員須在眾人舉行世紀派對期間值班啊！

threat? In a technologically dependent world, how far can companies follow the low-tech or no tech contingency route?

Some companies will attempt to reduce the potential shock factor of the Year 2000 bug by reducing business volumes and minimising operating activity before and during the Millennium transition period. They plan to do this by suspending non-essential business services. Some business activities which would normally occur at month-end could be brought forward or deferred. However, it has to be recognised that this period is normally particularly busy for IT departments as the year end figures are processed. Careful planning and forethought will be required if traditional procedures are to be adapted to accommodate the Year 2000 threat.

Some organisations plan to impose a development freeze on all IT systems in the "danger zone" between September 1999 and March 1st 2000. They hope to minimise the number of IT system errors, and allow those that do occur to be attributed to the Year 2000 problem and fixed quickly. In an effort to control the uncertain IT threat, other companies may implement a phased shut-down of all IT systems on December 31st. The IT systems will then be recovered in a controlled start-up, managed by a specialised team, trained to run test programmes which will hunt for possible Year 2000 system problems. Of course, this strategy assumes that the organisation has IT systems that can be terminated without causing significant harm to ongoing business processes.

The threat to commercial reputations may be the greatest concern for organisations that are confident of the success of their internal Year 2000 project.

最後，應變計劃的核心程序必須經過測試，確保可行，並須藉此找出系統運行初期出現的毛病。若能邀請負責人及用戶參與模擬測試，可令他們對新的程序保持信心。商業應變計劃猶如舞台劇本，若未經排演，焉知優劣？

結論

千年蟲問題對所有機構都是一項嶄新的挑戰。毫無疑問，不能順利過渡2000年，便會對業務運作構成莫大的影響，但這個危機是可以預測的，我們理應未雨綢繆。然而，時間緊迫，各界機構應把商業應變計劃列為2000年數位問題工程的主流項目。事實上，擬定一套應變計劃，並非可有可無之事，應馬上行動，並進行測試。制定應變計劃是整項千年蟲工程中最後一個步驟，有了這項計劃，足以顯示公司在應付有關問題上，已全力以赴。誠然，天曉得甚麼問題會發生，即使是最樂觀的評論員，也預測2000年期間將會出現或多或少的風波。可是，在一片混亂中，何不樂觀展望，未雨綢繆？■

There is a real potential for rumour, confusion or mis-information to adversely affect market perceptions and undo all the good work of the last few years. Effective customer and media communications will be indispensable during the Millennium transition. Public relations and customer call-centre staff will need to work closely with the Year 2000 team to maintain a current and accurate picture of the organisation's Year 2000 status.

Plans and preparations

Preparing the actual Year 2000 plan is the least difficult stage in the process, especially if the organisation has an existing contingency plan as a template. The detailed work begins once the high-level response strategies have been defined. Detailed workaround procedures for essential, high-risk business processes should be created. The workaround procedures should assume that IT systems and data may not be available for prolonged periods. Key business partners and suppliers may also experience lengthy process interruptions. Any manual procedures for critical business processes should be developed and tested by users to a stage where they are easy to interpret and ready to execute.

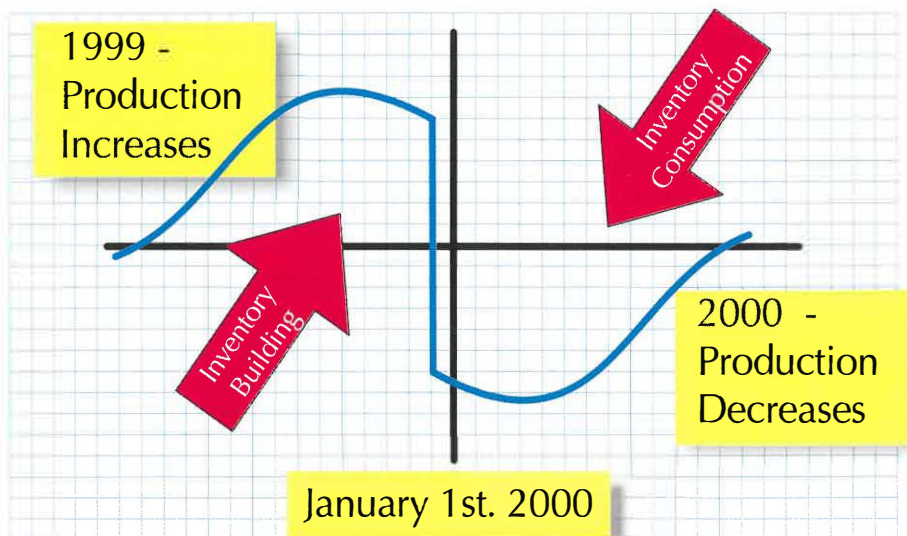
Some organisations propose to assemble rapid response teams who will be available over the Year 2000 transition period. The team members, who have mostly been recruited for the Year 2000 project, must receive training and rehearsal time. Senior members of the team should be familiar with risk assessment and response strategies, so that the response to Year 2000 problems is considered and contingency plans are not invoked in haste. To successfully

assemble these teams of experts may require a combination of financial inducement and personal commitment. Don't forget, the rapid response team members will be "on duty" during the party of the century.

Finally, the procedures at the heart of the Year 2000 business contingency plan must be tested to confirm their feasibility and identify any teething problems. By participating in simulations of the workaround procedures, the process owners and users will gain comfort and confidence in the new work methods. A Business Contingency Plan is like a script for a play, if it hasn't been rehearsed you don't know if you have a triumph or a turkey.

Conclusion

The Year 2000 transition period will present a unique challenge for all organisations. Certainly, Year 2000 failures pose a significant risk to business operations, but it is also a crisis situation that is predictable, allowing preparations to be made. The time available to fix all the Year 2000 problems is rapidly running out. Organisations should incorporate business contingency into their mainstream Year 2000 programme. The reality is that Year 2000 contingency plans are not an option, they should be put in place now and tested. A contingency plan is the last step in preparation for the Year 2000 and provides final proof of due diligence in dealing with the potential risks. The truth is that no one can know exactly what problems will occur. Even the most optimistic commentators predict some degree of business disruption. Amidst the confusion, it makes sense to hope for the best but prepare for the worst. ■



Adapting operations to achieve Year 2000 contingency
為配合2000年應變計劃，營運系統必須加以調節。

Developing a code of conduct for contractor labour and social compliance

By Randy Rankin and
Des Murray

As companies continue to globalise and base their manufacturing all over the world, the condition of the factories – particularly in developing countries – have become the object of public scrutiny. Increasingly, leading edge manufacturers and retailers are taking a proactive and holistic approach to this critical issue by providing guidelines and standards to the factories where their products are being made. While many of these companies have had codes of ethics to provide these guidelines to their own operations, few have established codes for their supply chain partners, especially in the realm of labour.

In response to the issues, broader initiatives in this area have been undertaken in the last year including the Ethical Trading Initiative in Britain and the Council on Economic Priorities Initiative – Social Accountability 8000. While these developments present opportunities for companies to develop codes of conduct to define the conditions under which products are to be manufactured, they also present a significant risk that companies may proceed in developing or adopting a code which cannot or will not be implemented. In this instance, any potential benefit to be



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蘭金：羅兵咸永道會計師事務所紐約辦事處合夥人，

derived from the code will not be realised, and the code is likely to have a negative impact with substantially all of the interested constituencies.

At a recent Symposium on Codes of Conduct, jointly sponsored by the European Union and the United States Department of Labour, representatives from companies, non-governmental organisations (NGOs) –

including trade associations and labour unions – met to discuss the development and implementation of codes of conduct. From this meeting, it was clear this issue is of critical importance – particularly to branded companies – on both sides of the Atlantic. While US companies may have a head start, the issues are similar and the underlying drivers of change are identical for other jurisdictions. For this reason, other companies can leverage the experiences of American companies in this regard.

Developing a code of conduct

The process for developing a code of conduct should be managed to ensure the resultant standard reflects the core values of the organisation, responds – as appropriate – to interested constituencies, and reflects an attainable standard against which a company and its supply chain partners can be measured. In addition, it must also meet the local legal requirements where production is undertaken. This process, which has been proven through the experiences of a number of companies, includes consideration of:

1. Participants involved in developing the code or promoting adoption.
2. Available benchmarks – including codes developed by other companies, and standards proposed by interested groups such as the President's Apparel Industry Partnership in the US.

建立勞工及社會責任的作業操守

蘭金、默里

由於不少企業向全球拓展業務，並在各地設立生產基地，工廠（尤其是發展中國家的工廠）的環境條件進而成為公眾的關注重點。各大生產商及零售商對這項重大問題漸漸採取全面策略，主動向生產旗下貨品的工廠提供指引和標準。雖然這些公司大多制訂了道德準則，並向屬下的業務單位發出有關指引，可是，只有少數公司為供應鏈上的夥伴訂立守則，特別是關於勞工問題的守則，尤為罕見。

為此，不少公司於去年採納了內容更廣泛的指引，包括英國的「道德貿易計劃」和經濟優先計劃議會的「社會責任 8000」。這趨勢固然有利於鼓勵公司訂立操守準則，以便釐定工場應具備的條件，但亦潛在危機，因

為有關公司所發展或採納的守則，或許是不能或不曾推行的。這樣，守則的好處不但無法彰顯，更會對擁護者帶來負面影響。

早前，歐洲聯盟與美國勞工署合辦以作業操守為題的研討會；會上，企業和非官方組織（包括貿易組織和工會）的代表討論了作業操守的發展與實踐。經此會議，歐美兩地均承認作業操守是十分重要課題，對名牌公司尤甚。美國公司也許會率先採納這套觀念，而其他司法區的情況相近，推動轉變的背後原因亦一致，因此，大可以美國公司的經驗為借鑑。

制訂作業操守

作業操守的制訂過程必須加以控制，確保能反映機構的核心價值觀，適當地回應擁護者的訴求，並顯示一套可實現的標準，供有關公司和供應鏈上的夥伴遵從。從多家公

司的經驗所得，制訂操守時應考慮以下各點：

1. 守則內涉及的各方應參與守則的制訂或推廣工作；
2. 現存的標準借鑒，包括其他公司所訂立的守則，以及由有關組織（如美國的總統服飾業關係協會）建議的標準；
3. 支持者的期望；
4. 公司的核心價值觀；
5. 監察遵守守則的能力；
6. 該公司與供應鏈夥伴遵循守則標準的能力；
7. 符合當地的勞工法例。

守則涉及的各方

在制訂作業操守的過程中，必須容許公司內所有受影響環節發表意見，以期最終所

3. Expectations of interested constituencies.
4. Core values of the company.
5. Ability to monitor compliance with the code.
6. Ability of the company and its supply chain partners to comply with the standards in the code; and
7. compliance with local labour laws.

Participants

In order for the resultant Code of Conduct to reflect the needs of the business, it is critical the process includes input from all affected areas within the business. Many companies have found a cross functional team representing all interested disciplines within the organisation – including procurement, production, marketing, legal, internal audit, and public relations – to be the most effective vehicle for synthesising the core values of the company into a code which can be embraced by the entire organisation. Participation from all interested groups within the business is critical to ensure the code effectively balances the internal and external expectations with the company's core values and the business realities.

Benchmarks

There are a number of benchmarks which can be considered in the development or adoption of a code of conduct. Generally, codes include similar provisions related to age, wage, hours of work, health and safety, and protection of the environment. Companies should consider standards adopted by competitors and other companies considered to be

leaders in the area of social standards. Consideration must be given both to the nature and content of the individual provisions. In a recent instance, a company's newly published code was publicly criticised for having a child labour standard which was less restrictive than a key competitor.

In addition to individual company codes, standards developed by interested groups such as the Ethical Trading Initiative or the Council on Economic Priorities should be considered.

In all cases, benchmark standards provide a point of reference and should be considered, but not necessarily adopted – depending on a company's core values.

Expectations

There are a number of interested constituencies – each with expectations as to the composition of the company's code. While these expectations may not be met, it is critical the company understand the provisions of their code which are not consistent with the expectations. Generally, these expectations are consistent with the provisions identified above. Particular standards often supported by interested constituents include the right to organise and collectively bargain, and the payment of a wage sufficient to meet the workers' basic needs – the living wage. Companies should carefully consider the implications of including the standards sought by interested constituents and ensure these provisions are consistent with the company's core values and are standards against which the company is willing – and able – to monitor and enforce compliance.

制定的守則能顧及公司的整體需要。不少公司發現，成立跨部門小組（包括採購、生產、市場推廣、法律、內部審計、公關等部門）是把公司核心價值觀融入守則的最有效方法，所編製的守則亦會廣為公司各部門接受。公司內各有關組別若能共同參與，便可大大確保守則能在內部或外部期望之間、公司核心價值觀與商業實況之間取得合適的平衡。

標準借鑒

在制訂或採納操守的過程中，有關公司可參照多種標準借鑒。一般而言，各守則在年齡、工資、工時、健康安全、環保等方面的規定相距不大，公司應參考競爭對手及其他先驅者所制訂的標準。每項條文的性質及內容亦應加以斟酌。例如，一家公司最近發表的守則備受抨擊，原因是有關守則對童工問題的標準不及主要競爭對手嚴格。

除了參考個別公司的守則外，也應向有關團體訂立的標準借鏡，如「道德貿易

計劃」和經濟優先計劃議會所制定的標準。

無論如何，借鑒標準具參考價值，雖然公司不一定需要採納這些標準，但應詳加考慮，至於採用與否，應視乎該公司的核心價值觀而定。

期望

擁護制定作業操守的人士為數不少，而且期望各有不同。公司的守則不一定能夠滿足他們所有的期望，但必須了解守則內哪項條文與他們的期望不符。普遍來說，這些期望跟守則內的條文是一致的。然而，擁護者普遍倡議某些標準，包括組織工會的權利、集體談判權，以及工資收入須足以維持工人基本生活所需（足以維生的工資）等。採納這些人士所追求的標準會帶來甚麼影響，公司應該詳細研究，以確保守則內的條文符合公司的核心價值觀，而所制定的標準，亦是公司樂意和有能力的監察及執行的。



Des Murray a Partner in PricewaterhouseCoopers, Hong Kong.

默里：羅兵咸永道會計師事務所香港辦事處合夥人

Core values

The most critical consideration in the development or adoption of a code is ensuring the standards enumerated in the code are consistent with a company's core values. To the extent a company does not embrace – and is not willing to comply with – standards embodied in the code, the ability to enforce the code is limited. For this reason, it is critical the company ensure all standards included in the code are congruent with the company's core values.

核心價值觀

制定或採納守則時，首要考慮的是確定守則的標準與公司的核心價值觀並無二致。假如某公司不接受，且不願意遵循守則包含的標準，執行守則的能力便會大打折扣。因此，必須確保守則的標準符合公司的核心價值觀。

監察的能力

操守準則的效力如何，視乎公司如何監察。根據美國勞工部和加州政府在1997年的研究顯示，承包商若受到監督，供應商對工資及超時工作法例的整體遵守程度會提高20個百分點。公司是否有能力按照所制定的標準監察作業操守的履行情況，是主要的關鍵。

為了方便監督工作，守則標準應儘量以客觀及易於比對為要。一般而言，客觀、易於比對的標準可以藉參考公認的標準制訂，如國際勞工組織的決議及合適的本地法律。這種標準有助確保一切有關人士

Ability to monitor

A code is only effective to the extent a company monitors compliance. A 1997 study by the United States Department of Labour and the State of California revealed that suppliers' overall compliance with wage and overtime laws was 20 percentage points higher for monitored contractors. The ability to monitor performance with respect to the individual standards is a key consideration.

In order to facilitate monitoring, standards enumerated in the code should be – to the greatest extent possible – objective and measurable. In general, objective measurable standards can be developed by reference to identified standards – such as conventions and applicable local laws. Objective and measurable standards will help ensure all interested constituencies – including contractors and monitors – understand what constitutes compliance.

Compliance

In addition to monitoring for compliance, the anticipated level of compliance or the ability to comply within a reasonable period of time is a key consideration in the development or adoption of a code. A code which simply reflects ideals a company aspires to will not provide an effective foundation for a compliance program. In the current environment, there are a number of issues related to the level of compliance, which can reasonably be expected. It is critical companies understand the implications of potential non-compliance on the standards being considered.

Local labour laws

In addition to a code which complies with the above, these codes need to be

tailored to ensure they comply with local labour laws. For example, in the People's Republic of China one of the major issues facing manufacturers is the maximum number of hours employees may work in a week.

Developing or adopting a code of conduct is a critical first step in the development and implementation of a compliance program. The code is the core standards against which a company should expect to develop processes and controls to ensure compliance, and ultimately monitor and enforce compliance against these standards. Ensuring the code reflects the appropriate balance and meets the needs of the business is critical to the effectiveness of the company's compliance efforts.

The considerations identified above provide a solid framework for the development or adoption of a code. In addition to internal resources, companies should consider other sources of information to support their efforts in this area including NGOs, business organisations, and consultants experienced with compliance programs and monitoring. ■

Randy Rankin, a Partner in PricewaterhouseCoopers, based in New York, has responsibility for the contractor compliance engagements serving a number of top multinational companies who are at the forefront of this issue.

Des Murray, based in Hong Kong, is the Partner leading the contractor compliance practice in Hong Kong. His practice is co-ordinated with the specialist compliance practice in the PRC, headed up by Tim Stevens.

(包括承包商及監察者) 了解如何履行守則。

遵行守則

制訂或採納守則時，除要監察履行情況外，必須考慮履行守則的程度或在合理的時期內依循守則的能力。守則若僅是反映公司期望達到的理想，不能成為該公司遵行守則的有效基礎。公司可參考目前不少事例，預期遵行守則的程度。然而，公司必須事先研究有關方面未能遵守這些標準的影響。

本地勞工法例

操守準則不僅要符合以上各點，更要遵照當地的勞工法例所定，確保合乎法律。舉例說，在中華人民共和國，僱員每週的工時限制是生產商必須考慮的。

制定或採納操守，是發展及推行守則過程中重要的第一步。作業操守代表了一套核心標準，憑此可供公司發展適當的程序及監控措施。為了讓公司順利推行作業操守，須確保守則能取得合適平衡，並符合公司業務的需要。

上述各項因素清楚闡明制訂或採納作業操守的要點。公司不單可使用內部的資源，更可考慮從其他資訊來源獲取支援，當中包括非政府組織、商界團體，及具有相關經驗的顧問。■

蘭金：羅兵咸永道會計師事務所紐約辦事處合夥人，專責承包商履行守則事宜，服務對象為重視上述守則的跨國公司。

默里：香港辦事處合夥人，專責本港承包商履行守則事宜。本港辦事處與中國內地專門從事有關工作的辦事處合作。



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Traders stay on the fast track with Asian Sources

With a mission statement to enhance trade efficiency and profitability for importers and exporters worldwide, using a combination of marketing channels and e-commerce technology, Asian Sources is well placed to reach out to the 2,175 trading members of the Chamber.

Since its inception in 1971, Asian Sources has built up a solid base of magazines, CD-ROMS and a Web site to assist importers and buyers around the world in finding each other, according to Ms Theresa Yiu, Chief Technology Officer, Asian Sources.

"For suppliers, these services offer access to international markets while delivering tools needed to meet buyers' increasingly sophisticated demands," she said.

Asian Sources also brings specialist technical and business education to the region, presenting leading technologies and the latest management trends through conferences, multilingual magazines and its Web site, all tailored to address the needs of those who do business in and with Asia.

"Each of our products must deliver positive, measurable, long-term results – our success is our customers' success," she said.



Asian Sources Web site links up traders.

Asian Sources 網頁載有豐富進出口商資料

This approach has led to Asian Sources' success, which has resulted in eight business awards.

"Companies that import from Asia have one thing in common; the paramount need to import the most competitive products at

the best price, within the shortest lead time – and that means efficient Supply Chain Management [SCM]," she said.

Good SCM is the efficient flow of products and information from the manufacturer through to the end consumer.

Asian Sources 助您緊貼市場脈搏

Asian Sources 的宗旨是提供市場推廣渠道，並與電子商貿科技互相配合，以提高營商效率，協助進出口商爭取盈利。該公司網絡縱橫，定能為本會2,175家從事貿易的會員提供完善服務。

Asian Sources 資訊總裁姚麗敏女士稱，自1971年創辦起，該公司透過雜誌、光碟和網址，建立了龐大的網絡基礎，協助各地進出口商尋找商業夥伴。

她說：「這些服務有助供應商進軍國際市場，並迎合買家所需，以滿足他們不斷提高的要求。」

另外，該公司亦透過會議、多種語文的雜誌和網頁，向區內的企業傳授專門技術和商業知識，並針對區內商界和其商業夥伴的需要，介紹先進的科技和最新的管理潮流。

姚太表示：「我們所推出的每種產品，必須帶來實際、可量度的長遠效益；我們與客戶唇齒相依，共享成果。」

Asian Sources 憑著這種進取精神取得今天的成就，並勇奪八項商業大獎。

她說：「從亞洲進口貨品的公司有一個共通點，就是力求以最相宜的價格，購入最優質的貨品，並在最短時間內提取。換言之，區內公司必須具備高效率的供應鏈管理系統。」

所謂良好的供應鏈管理系統，是指供應商有效率地把產品和資訊送交最後消費者。

要達到這個目標，必須資訊、應用科技和溝通這三大要素的配合。

她說：「Asian Sources皆能在服務和科技方面，提供資訊、應用科技和溝通三方面的資訊。」

Asian Sources 能透過電子聯繫，提供基本貿易、訂單處理，以及科技方面的資訊；舉例說，該公司擁有一系列供應商資料，進口商可透過 Asian Sources，尋找生產工廠掃描及包裝科技系統的供應商，以確保從生產線至銷售點的供應鏈皆得到妥善管理。

姚太說：「我們名單上的供應商數目，數以千計，並擁有詳盡的產品資料，方便大小公司瀏覽、搜尋、檢索和儲存。」

Asian Sources 亦擁有一系列電子商貿工具的資料，透過這些工具，商戶可促進貿易往來，幫助監察每天訂單處理的進度。

透過互聯網絡，該公司亦提供電子數據聯通應用程式的資料，讓企業能準確通訊、減少存貨、縮短周期，獲得更佳的成本效益。

And, for this to happen, there are three requirements – information, application and communication.

"Asian Sources services and technologies deliver them all. From basic trading information to order processing," she said.

Asian sources provides electronic links with current suppliers such as factory level scanning and packing technology that enables production to point-of-sale SCM efficiency.

"We have detailed information on thousands of suppliers and their products, designed for easy browsing, searching, retrieval and storage," she said.

Asian Sources also manages trade relationships with electronic commerce tools that enable the day-to-day tracking of orders.

They also supply Electronic Data Interchange (EDI) applications via the Internet that allow companies to achieve more cost effective operations by enabling accurate communication, tighter inventory and reduced cycle times.

Asian sources gathers information from thousands of companies every week. The result is a large database of Asian products and suppliers.

"Our Web site, www.asiansources.com, is designed for function and speed and features a unique email product notification service that gets new product information to the desktops of qualified buyers within hours," she said.

Asian Sources also creates electronic catalogues of current product and company information for buyers and

Asian Sources 每星期收集千百家公司的資料，建立了一個完備的亞洲產品及供應商資料庫。

她說：「本公司的網頁（網址：www.asiansources.com）功能全面、簡便快捷，並提供獨有的產品通訊電子郵遞服務，在短短數小時內，即可把最新的產品資訊傳送到買家的電腦系統。」

Asian Sources 亦製作最新產品的電子目錄和進出口商電子名冊。有關資料可以多種方式儲存或檢索。

姚太稱：「亞洲地區的中小型企業無需投入大量資金，即可藉著龐大的互聯網資料庫和先進的科技，盡享電子商貿活動的好處；若配以電子目錄，買賣雙方即可享用成本低、效率高的通訊方式。」

多年前，Asian Sources 已了解中國市場的潛力，率先在內地成立數個辦事處；至今，區域辦事處數目已增至 30 個，所聘用的專門人才，超過 300 名。

1984 年，《國際電子商情》創刊，成為內地首份經獨立第三者審核發行的刊物。■

suppliers. Data can be stored and communicated in a variety of buyer-seller formats

"Asia's SMEs can enjoy the benefits of large-scale e-commerce without the need for large-scale investment, using state-of-the-art Web databases and forms. These integrate seamlessly with electronic catalogs for high-speed, low cost highly efficient trade communications between buyer and seller," she said.

Asian Sources has long recognised the power and potential of the China market. Its on-the-ground presence in China has grown from a handful of pioneers in the 1980s to more than 300 professionals in more than 30 regional offices today.

"Electronics News for China was launched in 1984 and was the first publication to receive an independent audit for its circulation in there," she said. ■



Ms Theresa Yiu, Chief Technology Officer, Asian Sources.

Asian Sources 資訊總裁姚麥麗敏女士

If your company would like to be considered for a Member Profile please contact Louise Parkinson, Editor of The Bulletin Tel: 2823 1243, Fax: 2527 9843 and email: louise@hkgcc.org.hk

如貴公司希望本刊在「會員簡介」中專文介紹，請聯絡編輯白璐珊（電話：2823 1243；傳真：2527 9843；電郵：louise@hkgcc.org.hk）。

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PBEC taking centre stage in the Year of the Rabbit

Preparations for the Pacific Basin Economic Council (PBEC) 1999 International General Meeting (IGM), to be held in the Hong Kong SAR in May, were the focus of Chamber activities as the year of the Tiger ended and the new year of the Rabbit opened.

The Chamber, which operates the PBEC Hong Kong Committee, is responsible for arrangements for the 1999 IGM, which promises to be one of the highlights of the seminar and conventions programme for the SAR this year.

The Organising Committee for the IGM met several times during the month under review and the IGM programme is taking shape with many speakers already confirming that they will take part in May.

They include the SAR Chief Executive, Mr Tung Chee Hwa, Philippines President, Joseph Estrada, Mr John Bond of HSBC, Mr Lachlan Murdoch of News Ltd. and Mr Joseph Yam of the Hong Kong Monetary Authority.

Other speakers will be confirmed shortly.

Elsewhere during the month in review, the Chamber's divisions were generally kept busy preparing the annual report for the 1998 year and for the annual meeting to be held on April 27, as well as making arrangements for the Government's 1999-2000 Budget on March 3.

Another highlight of the month, however, was the Chamber's involvement in SME

Week, a special programme organised to highlight the role of small and medium enterprises in the local economy. More details are included in the full divisional reports below.

ECONOMIC AND LEGISLATIVE AFFAIRS DIVISION

All four committees active within the Economic and Legislative Affairs Division met during the month under review to discuss current issues, plan their programmes for the year ahead and set meeting schedules. In its other activities, the Division was kept busy preparing materials for the Chamber's 1998 annual report, overseeing production of the February issue of the Chamber magazine, *The Bulletin*, and the latest issues of the "One Country" and "Two Systems" newsletters.

The Chief Economist briefed visiting delegations from Australia, UK, France, Germany, Holland and Japan on the local economy. He also spoke to the Institute of Chartered Accountants in Australia (Hong Kong Branch) on the local economy and provided a similar briefing to the ANZ Banking Group. As usual, he periodically spoke to local and international media on economic and business issues.

The Chief Economist attended two meetings of the Hong Kong Retirement

Scheme Association (HKRSA), of which he is an Executive Committee member, and produced the latest issue of the HKRSA's newsletter. He also attended two meetings of the Pay Review Committees organised by the Employer's Federation to examine the prospects for wages in 1999 and 2000 and the Civil Service wage outlook.

Economic Policy Committee

The Economic Policy Committee met on Wednesday January 27 to review the 1998 calendar year and discuss the outlook for the 1999 Budget, which was presented to the Legislative Council on March 3. It also decided to undertake a major research initiative, an examination of the critical economic and business issues facing the Hong Kong SAR in the medium term. This project will be further discussed at the next meeting, scheduled for March 9, which will be attended by the Head of the Central Policy Unit of the SAR Government, Dr Edgar W K Cheng, the Committee also agreed on a meeting schedule for the year ahead, with meetings due to be held approximately every two months.

Taxation Committee

The Taxation Committee met on Thursday, January 28 to discuss taxation issues related to the Government's 1999-

太平洋地區經濟理事會 國際年會成兔年焦點

太平洋地區經濟理事會 1999 年國際年會將於五月在本港舉行。虎盡兔來之際，本會正密鑼緊鼓籌備這次大型國際會議。

本會負責太平洋地區經濟理事會香港委員會的工作，因此亦負責籌辦是次國際年會。年會勢必成為本年度特區最矚目的研討會和會議之一。

國際年會籌備委員會在月內已數度會晤，而多位講者亦答允出席，會議的項目安排已具雛型。

講者嘉賓包括：行政長官董建華、菲律賓總統埃斯特拉達、匯豐控股主席龐約翰、新聞集團的梅鐸及香港金融管理局的任志剛。

其他講者人選不久亦會確定。

月內，本會各部忙於籌備 1998 年度年報和 4 月 27 日的週年會員大會，並為 3 月 3 日公布的 1999 至 2000 年度財政預算案作好準備。

「中小型企業週」是月內本會參與的另一大事。該活動籌辦的目的，旨在剖析中小型企業在本港經濟體系中的角色。各部門的工作詳情，分述如下：

經濟及立法事務部

該部的四個委員會均於上月舉行會議，商討當前問題，並計劃來年活動及訂出開會日

期。此外，該部亦忙於為本會 1998 年度年報準備資料、監察《工商月刊》二月號的製作和最新一期的《兩制新知》。

首席經濟學家向澳洲、英國、法國、德國、荷蘭和日本的代表團簡介本港的經濟情況。他向澳洲會計師公會（香港分會）及澳洲紐西蘭銀行集團分析香港的經濟前景。一如以往，他定期向本地或國際傳媒講述經濟及商業事務。

首席經濟學家以執行委員會成員身份，出席香港退休計劃協會兩次會議，並製作該會最新一期通訊。此外，他亦參與香港僱主聯會兩次薪酬檢查委員會會議，研究今、明兩年的薪酬趨勢和公務員的薪酬展望。

2000 Budget, which was presented to the Legislative Council on March 3. It also discussed possible Chamber reactions to any tax initiatives that might be announced in the Budget. The Committee looked at other current tax issues and set a meeting schedule for the year ahead, with meetings due to be held approximately every two months.

China Tax Group

The China Tax Group, a key sub-group of the Taxation Committee, met on Tuesday, February 9, to discuss current China tax issues and cross-border tax issues that might be raised on the China Committee's imminent annual visit to the Mainland. It also set a meeting schedule for the year ahead, with meetings due to be held approximately every quarter.

Legal Committee

The Legal Committee met on Friday, January 29 to review legal developments during 1998, discuss some current legal issues and to set its meeting schedule for the 1999 year. It examined the Government's current legislative programme, including the various Adaptation of Laws Bills, and finalised a submission to the Securities and Futures Commission (SFC) on its Consultation Paper on Treasury Shares. The Submission was subsequently forwarded to the SFC on behalf of the Legal Committee. It also examined Securities (Disclosure of Interest) issues, the Rule of Law, Arbitration, Corporate Rescue and Small Claims Tribunal issues. A meeting schedule for 1999 was agreed to, with meetings due to be held approximately every two months.

經濟政策委員會

委員會於1月27日(星期三)開會,檢討1998年的工作,並展望1999年度的財政預算案。此外,委員會亦決定研究本港中期的重要經濟及商業事務。有關詳情將於下次會議(3月9日)商討,屆時政府中央政策組首席顧問鄭維健亦會出席。會上,委員會編訂了本年度的會議日期,會議約每兩個月舉行一次。

稅務委員會

委員會於1月28日(星期四)討論與財政預算案有關的稅務問題,並商討本會如何回應預算案中可能公布的稅務措施。委員會研究了目前其他稅務問題,並訂出來年的會議日期;會議約每兩個月舉行一次。

中國稅務小組

中國稅務小組是稅務委員會屬下的主要小組,於2月9日(星期二)召開會議,討論目前內地的稅務問題及跨越香港與內地的稅務事宜;有關問題或會在中國委員會稍後北上進行

INTERNATIONAL BUSINESS DIVISION

TRADE COMMITTEES

China

A Training Seminar on "Attracting Foreign Funds in China's SOE Reform" was held in Shenzhen on January 18-22. The Seminar was co-organised by the Chamber and the Chinese Enterprises Management Association. Dr Lily Chiang, Vice Chairman of the Chamber; Dr Eden Woon, the Chamber Director; Mr Zhang Yanning, Director-General of Chinese Enterprises Management Association; and Mr Wang Zhongming, Director General of Training Department, State Economic and Trade Commission attended the opening ceremony. Over 120 senior management level personnel from state-owned-enterprises (SOE) from 20 provinces and municipalities of Mainland China participated in the seminar.

The China Committee met on January 25. Ms Guo Xiaohui, Secretary General, Shenzhen Association of Enterprises with Foreign Investment, was invited to the meeting to brief members on the role of the Association and to discuss recent developments in the taxation and foreign exchange control policies in China.

A meeting with Mr Hao Zhaocheng, Deputy Commissioner of the State Administration of Taxation was held on January 22 and Mr Hao exchanged views with members on current taxation issues in China.

Mr Luo Zhaoqi, Deputy Director of the Guangzhou Foreign Investment Bureau, visited the Chamber on January 22 to discuss with the Chamber Director cooperation plans for 1999.

年度訪問時提出。會議期間,小組訂出了本年的開會日期;會議約每季召開一次。

法律委員會

委員會於1月29日(星期五)舉行會議,回顧去年的法律發展、討論當前的法律事務,並訂出會議日期。會上,委員會研究政府的立法工作(例如《法律適應化修改草案》),並為《庫存股份諮詢文件》的意見書作最後定稿,以便呈交證券及期貨事務監察委員會。會議上,委員討論了《證券(公開權益)條例》、法治、仲裁、公司拯救和小額錢債審裁等事宜,並編訂了會議日期;本年約每兩個月開會一次。

國際商務部

委員會動態

中國委員會

1月18至22日,「利用外資參與中國內地國有企業改造」研討班於深圳舉行。是次活動

A number of other important guests from China visited the Chamber during the month, including:

- Mr Dai Yuzhong, Deputy Director-General of the General Bureau Against Corruption and Bribery, Supreme People's Procuratorate (January 22);
- Ms Ma Qianli, Deputy Director of the Foreign Investment Bureau of Shijiazhuang, Hebei province (January 26);
- Mr Zhang Zhijian, Executive Vice President, National School of Administration (January 28);
- Mr Pan Dingqi, Deputy Chairman, Hainan Zhanzhou Chamber of Commerce (January 29);
- Ms Sun Xiaoping, Deputy Chairman of Guangzhou CCPIT (February 4);
- Mr Chen Dazhong, Deputy Chairman of Xiamen Chamber of Commerce (February 8); and
- Mr Hou Lin, Director of Trademark Office, State Administration of Industry and Commerce (February 11).

Asia

Mr Kingetsu Takeo, Director of Hyogo Prefectural Government, Hong Kong Representative Office visited the Chamber on February 12. His objective was to promote business cooperation between Hyogo Prefecture and Hong Kong.

A luncheon jointly organised by the Chamber's Asia Committee and the Hong Kong Japanese Chamber of Commerce and Industry was held on January 22. Mr Makota Ebina, Chief Research Associate and General Manager, Fuji Research Institute Corporation in Japan, was guest speaker. He addressed members on the Japanese

由總商會及中國企業管理協會合辦。總商會副主席蔣麗莉博士、總裁翁以登博士、中國企業管理協會理事長張彥寧及國家經貿委培訓司司長王忠明出席開幕禮。來自內地20個省市逾120名人士參加是次培訓班。

中國委員會於1月25日開會,並邀請了深圳外商投資協會秘書長郭小慧女士出席,簡介該會的工作,並分析內地最新的稅務及外匯管制政策。

1月22日,國家稅務總局副局長郝昭成與委員會會面,彼此交流對內地目前稅務問題的意見。

廣州市外商投資局副局長羅兆慈於1月22日到訪,與本會總裁討論來年的合作計劃。

月內,多位重要的嘉賓從內地到訪,包括:

- 最高人民檢察院反貪污賄賂總局副局長戴玉忠(1月22日)
- 石家莊市外商投資管理局副局長馬千里女士(1月26日)
- 國家行政學院常務副院長張志堅(1月28日)

economy and the outlook for 1999. Mr Joseph Poon, Chairman of the Asia Committee, and Mr Naoya Yokoyama, President of the Japanese Chamber, were co-chairmen of the meeting.

Europe

Two business delegations, from Hungary/Czech Republic and the Netherlands respectively, visited the Chamber during the month. Mr Manohar Chugh, Chairman of the Chamber's Europe Committee, and Mr Sidney Fung, Assistant Director for International Business encouraged delegates to explore the possibility of business cooperation with member companies.

Hong Kong International

On January 28, Dr Eden Woon, Chamber Director, met Mr Eugene Schreiber, Managing Director, World Trade Centre of New Orleans in the US and explained to him the Chamber's role in the Hong Kong business community.

During the month, Mr Sidney Fung met the following visitors and briefed them on the latest economic and business developments in Hong Kong: Mr Lars Kolte, Deputy Director, Agency for Development of Trade and Industry, Ministry of Business and Industry, Denmark, and Mr L B Woodward, Chief Executive Officer, Australian Customs Service.

HKTBC

Led by Prof Chiang Kao, Professor and Dean for the College of Management, a nine-member study mission from the National Cheng Kung University met with the Director

- 海南省儋州市總商會副會長潘汀濟 (1月29日)
- 中國貿易促進委員會廣州市分會部長孫小萍女士 (2月4日)
- 廈門總商會副會長陳大中 (2月8日)
- 國家工商局行政管理局商標局局長侯林 (2月11日)

亞洲委員會

2月12日，日本兵庫縣香港事務所所長金月武夫來訪，目的是促進該縣與本港的商業合作聯繫。

1月22日，委員會與香港日本人商會議所合辦午餐會。會上，富士總合研究所國際調查部長海老名誠擔任講者，分析日本經濟和展望本前景。委員會主席潘仲賢和商會議所會長橫山直也主持是次午餐會。

歐洲委員會

月內，匈牙利/捷克共和國及荷蘭商務代表團先後到訪。委員會主席文路祝和國際商務

on January 27. The objective of the mission was to learn about the latest business operation models and strategies used by Hong Kong companies to enhance their competitive edge in Asian economies.

Pacific Basin Economic Council

The PBEC IGM 1999 Organising Committee met on January 22 and February 4 to review organisational progress. The conference program is gradually taking shape. Confirmed speakers include the Chief Executive Tung Chee Hwa; John Bond of HSBC Holdings plc; Kosaku Inaba of Ishikawajima-Harima Heavy Industries Co Ltd; K C Kwong of Hong Kong SAR Government; Ernest Micek of Cargill Incorporated; Lachlan Murdoch of News Ltd, Joseph Yam of Hong Kong Monetary Authority and more. A final programme will be published this month.

BUSINESS POLICY DIVISION

CHAMBER BUSINESS POLICY

A wide range of business policy issues were considered by the Division in the past month including: competition through self-regulation; tourism potential of Mainland business visitors; promoting Hong Kong's maritime service sectors; promoting Hong Kong as an aviation hub; regulation of mobile telecommunications; timely economic statistics; Hong Kong's education system; Government housing policy; competition in the exhibition contracting industry; and liberalisation of trade in services under the WTO.

On February 5 Chamber Director, Dr Eden Woon, and HKCSI Secretary General

部助理總裁馮棟澤鼓勵各代表與本會會員公司尋求商業合作機會。

香港國際委員會

1月28日，翁以登博士會見新奧爾良世界貿易中心行政總裁施賴伯，並講解本會在香港商界的角色。

上月，馮棟澤會見了丹麥工商部貿易工業發展署副署長科爾和澳洲海關總主任伍德沃德，向他們介紹本港的最新經濟及商業發展。

香港台北經貿合作委員會

1月27日，台灣成功大學管理學院院長高強率九人考察團與本會總裁會面。此行旨在研究本港公司在提高區內競爭力方面所採用的最新商業運作模式和策略。

太平洋地區經濟理事會

1999國際年會籌備委員會於1月22日和2月4日開會，檢討籌備工作的進展。會議程序已大致確定。答允出席的講者包括：行政長官

Dr WK Chan attended a meeting of business sector representatives to discuss the review of Hong Kong's education system. The meeting was convened by Vision 2047.

Environment Committee

A Roundtable on "Costing the Environment" was organised on January 20. Mr Jonathan Samuel of ERM Hong Kong was invited to speak to the 15 members who attended the event. A press release calling on Government to take a more pro-active approach to reduce pollution in Hong Kong was issued on January 28. Dr W K Chan, Assistant Director, together with the Committee Secretary, Mr Simon Ngan, attended an Environmental Campaign Committee Working Group meeting on the Eco-Business Awards on February 11.

INDUSTRY AND SME

A Roundtable on the soon-to-be-created second board was held on January 19 and was well received by the 38 members attending. Mr Kennedy Liu of Arthur Andersen was the invited speaker. A regular meeting of the Committee was also held on January 19.

Preparations for SME Week were a highlight of the month with the creation of a dedicated Web site and the SME Award, the latter organised in conjunction with the Hong Kong Productivity Council. Winners of the Best Managed and New SMEs were decided at a judging session on January 22 and the finalists were honoured at a Award Presentation Dinner on February 12. The Dinner was attended by more than 330 people with Mr Francis Ho, Director General of Industry, as the guest of honour.

董建華、匯豐控股主席龐約翰、Ishikawajima-Harima 重工有限公司稻葉興作、資訊科技及廣播局局長鄺其志、Cargill Incorporated 的米切克、新聞集團的梅鐸、香港金融管理局任志剛等。會議程序將於三月落實及印製。

工商政策部

總商會商業政策

月內，該部研究了多方面的商業政策，詳情包括：如何透過自我監管競爭、內地商務旅客的旅遊發展潛力、推廣香港的航海服務業、推廣香港作為航空交通的樞紐、流動電訊的監管問題、目前經濟統計數據的有關問題、香港教育制度、政府房屋政策、展覽承辦服務的競爭問題，以及世貿組織服務貿易自由化政策等。

2月5日，本會總裁翁以登博士及香港服務業聯盟秘書長陳偉群博士出席一個商界代表會議，探討本港的教育制度；是次會議由展望2047協會主辦。



On October 15 Dr Eden Woon (right), Chamber Director, met with a delegation from the World Trade Centre in San Diego, USA. The Delegation was led by Mr Hugh Constant (centre, left), Vice President of the World Trade Centre.

10月15日，本會總裁翁以登博士（中右）與美國聖地牙哥世貿中心代表團會面。該團由世貿中心副主席康斯坦特（中左）率領。



On January 12 Ms Nancy Kontou (left), Member of Sir Leon Brittan's Cabinet, European Commission, addressed a Roundtable about the European Union's Policy on Anti-dumping and Other Trade Measures. She was met by Mr Manohar Chugh, Chairman, European Committee.

1月12日，歐盟歐洲委員會布里坦爵士的顧問團成員Nancy Kontou 女士（左）擔任小型午餐會講者，講述歐盟的反傾銷政策及其他貿易措施。她亦與總商會歐洲委員會主席文路祝會面。



A Roundtable meeting on Business Opportunities in Southwest China, hosted by Dr Eden Woon (right), Director of the Chamber, was held on November 27, 1998. The speaker was Mr Cornelis Mathias Keur (left), Consul-General for the United States in Chengdu. Mr Keur discussed with attendees the investment environment, policies and business opportunities in this booming area.

去年11月27日，「中國西南——商機無限」小型午餐會舉行，本會總裁翁以登博士（右）擔任主持。會上，美國駐成都總領事葛康講述當地的投資環境、政策及商機。



Mr Hao Zhaocheng (left), Deputy Director of the State Administration of Taxation called on the Chamber on January 22 and was met by Chamber Director, Dr Eden Woon, and 20 Chamber members. At the meeting Mr Hao answered members' questions on taxation issues including national treatment of taxation policies and the exempt, set-off and refund VAT tax system.

1月22日，國家稅務總局副局長郝昭成到訪，與本會總裁翁以登博士及20位會員會面。會上，郝昭成回答會員在稅務方面的提問，內容包括稅務政策的國民待遇問題和出口增值稅的「免、抵、退」辦法。



On January 20 Dr Eden Woon, Chamber Director, met with a business delegation from Estonia, led by Mr Jaak Leimann (left), Minister of Economic Affairs for Estonia.

1月20日，總裁翁以登博士接待愛沙尼亞商務代表團；該團領隊為愛沙尼亞經濟事務部部長萊曼（左）。

SME Week Exhibition

The Chamber, together with the HKFA and the HKCSI took up a joint booth at the SME Week Exhibition held in the Hong Kong Convention and Exhibition Centre from February 5-6. There were thirty exhibitors attracting more than 5,000 visitors.

HONG KONG COALITION OF SERVICE INDUSTRIES

"Services 2000" Study

A meeting was held on January 20 between the HKCSI and the City University team for the project "Opportunities from Liberalisation of Trade in Services – The Private Sector's Interest". The project includes, among other things, the publication of a bimonthly Newsletter "Services 2000". The first issue of the Newsletter was published in early February with the theme of electronic commerce.

Housing

An HKCSI "Position Paper on Housing Issues" was submitted to the Secretary for Housing and the Secretary for Planning Environment and Lands on February 2. The paper contains the Coalition's suggestions on some aspects of the Chief Executive's last Policy Address in relation to housing.

Management Consultancy Association

It was decided that a "Management Consultancy Association of Hong Kong" would be established to promote the sector and represent the collective interests of management consultants. A steering committee for the Association was formed and held its first meeting on January 21. Mr

環境委員會

1月20日，委員會主辦小型午餐會，探討環境污染的代價。會議由香港環境資源管理顧問的繆仲勤主講，共15名會員出席。1月28日，委員會發出新聞稿，呼籲當局採取更積極的方法減少污染。2月11日，助理總裁陳偉群博士與委員會秘書顏偉業出席環境保護運動委員會「環保商業大獎」工作小組會議。

工業與中小型企業事務

1月19日，有關「第二板市場」的小型午餐會舉行，反應不俗，共38名會員參加。安達信公司的廖達賢應邀主講。委員會的常務會議於1月19日舉行。

月內的重要工作是籌備中小型企業週，範圍包括製作網頁和與香港生產力促進局合辦首屆中小型企業獎。在1月22日的評審會議上，大會選出了「最傑出中小企業獎」及「新創辦中小企業獎」的得主。入圍機構獲邀出席2月12日舉行的頒獎典禮暨晚宴。當晚，超過330位嘉賓出席盛會，主禮嘉賓為工業署署長何宣威。

KK Yeung was elected Chairman of the steering committee.

Competition

A set of guidelines on "Codes of Practice on Competition" has been prepared and is being considered by HKCSI committees. The aim of the guideline is to encourage competition through a self-regulatory approach.

Committees and Sectoral Issues

A meeting of about 20 leading travel industry practitioners was convened by the HKCSI and the Hong Kong Policy Research Institute on January 25 to discuss the promotion of tourism to business travellers from mainland China. The Transport/Infrastructure Committee met on January 28 to discuss promotion of Hong Kong's maritime services sectors.

The Statistics Committee met on February 8 with the Commissioner for Census and Statistics and the Government Economist to discuss the development of statistics of the service sector as well as general economic statistics.

HONG KONG FRANCHISE ASSOCIATION

Forum on Franchising Opportunities

The Association organised a forum on franchising opportunities on February 9 and attracted 130 participants. The Forum provided an opportunity for franchisors to present their systems to potential franchisees. Eight franchise systems participated: 7-Eleven, Agfa Express, Futurekids, Japan Home Centre, Paperus, Saint's Alp, Pet Kingdom and Worldsites Greater China.

中小型企業週展覽會

展覽會於2月5至6日假香港會議展覽中心舉行，總商會與香港特許經營權協會和香港服務業聯盟合設展覽攤位。30家機構參與是次展覽，吸引了超過5,000名人士參觀。

香港服務業聯盟

「服務貿易2000年」研究

1月20日，聯盟與城大工作小組開會商討「服務貿易自由化的商機」計劃。計劃包括了多個項目，如製作《服務貿易2000年通訊》雙月刊。第一期通訊以電子商貿為題，於二月初印發。

房屋

2月2日，聯盟向房屋局局長及規劃環境地政局局長呈交房屋事務立場書。文件內，聯盟提出了對施政報告內房屋政策的建議。

管理顧問協會

為了推廣管理顧問服務，代表從業內人士的集體利益，聯盟決定成立香港管理顧問

OPERATIONS DIVISION

Membership

A new members' briefing, in English, was held on January 27 with 20 new members attending. An After Work Happy Hour was held on January 27 with a free wine tasting sponsored by Intertex Fashions Ltd. Some 33 members and guests attended the gathering.

An advance notice was issued to members announcing the opening of the "Chamber Club" on March 1. Members were invited to apply for the membership cards (corporate or personalised) or the BOC-HKGCC visa card to enjoy a waiver of the 10 per cent surcharge. The "Chamber Club" is located at the Cheung Kong Center in Central.

The China Tour Tournament at Luwu, Guangzhou on February 5 was attended by 13 golfers. The regular outing at Clearwater Bay Golf Club was held on February 12, with eight members and guests attending.

The first gathering of the Dinner Club this year was held on February 9 and attended by 70 members and guests. Promotional presentations were given by two members, Health Circle (HK) Ltd. and Worldsites Greater China Ltd.

Human Resources

A one day training course on "How to be an Outstanding Receptionist" was held on January 14 (11 participants). A one day training course on "How to Conduct a Selection Interview" was held on February 4 (11 participants). A one day training course on "How to Provide Excellent Customer Services" was held on February 5 (17 participants).

協會。協會的指導委員會已經成立，並於1月21日舉行首次會議。楊國強當選為委員會主席。

競爭

《競爭守則》的指引已經編製，並交予聯盟各委員會審議。守則旨在鼓勵業界人士透過自我監管競爭。

其他事務

1月25日，聯盟與香港政策研究社與大約20位旅遊業知翹楚共同商議如何吸引內地商務旅客來港。

運輸/基建委員會於2月8日與政府統計處處長及政府經濟顧問會面，討論服務業以至整體經濟的統計趨勢。

香港特許經營權協會

特許經營介紹會

協會於2月9日舉辦特許經營介紹會，共130人出席。會上，特許經營商介紹所屬公司

Administration

On the Chamber Web site, 26 tenders were announced for the Government Supplies Department and four tenders for other Departments. The February issue of the Discount Club Newsletter, announcing 12 offers, was sent to all Chamber members and listed on the Chamber Web site.

Two Roundtable luncheons were held on management issues. They were "Effective Meeting Solutions" by Mr Ray Chan of 3M Hong Kong Ltd. on February 3 and "Commercial Espionage and Countermeasures" by Mr Bruce Wimmer of Pinkerton (Asia) Ltd. on February 10. They attracted 24 and 20 participants respectively.

There were eight Race Meetings during the month with a total of 426 participants in the Chamber boxes.

Events

The Consul-General of the United States, Mr Richard A Boucher, spoke to 120 Chamber members on January 25 at the monthly subscription luncheon on: "The United States' Role in Asia's and Hong Kong's Recovery".

A financial seminar entitled "Euro 1999 and Beyond: Implications for Chinese and Hong Kong Enterprises" was held on February 4. The seminar was jointly organised by the Chamber, the Hong Kong Chinese Enterprises Association and the HR Education Group, and was attended by about 150 people. ■

的投資計劃。參與商號包括：香港七•十一便利店、愛克發快速沖印、富卓傑電腦學習中心、日本城、派派店、仙跡岩、龍貓仔專門店、世界聯網大中華。

營運部

會員事務

會員座談會（英語）於1月27日舉行，共20名會員出席。

歡樂時光聚會於1月27日舉行，由鍵德遠東有限公司贊助紅酒，共33名會員及嘉賓出席。

本會預先通知會員，總商會會所於3月1日開幕。持有總商會會員卡（公司會員卡或個人專用卡均可）或總商會中銀信用卡者，皆可在結帳時免收加一小費。歡迎會員申請上述各咭。總商會會所位於中區長江中心。

2月5日，13位高爾夫球愛好者前往廣州麓湖參加「中國巡迴賽」。高富會於2月22日在清水灣鄉村俱樂部舉行定期活動，8名會員及嘉賓參加。

3288晚飯會本年度首次聚會於2月9日舉行，共70名人士參加。會上，康富天然有限公司和世界聯網大中華有限公司負責推廣環節。

THE HONG KONG GENERAL CHAMBER OF COMMERCE ANNUAL GENERAL MEETING 27 APRIL 1999

- The Annual General Meeting of the Chamber will be held at 6:00 pm on Tuesday, 27 April 1999 in the Ballroom of the Island Shangri-la Hotel. Registration of members and a cocktail reception will start at 5:00pm.
- **SIX** members of the General Committee are required to retire this year and may stand for re-election. They are Mr Peter D A Sutch (John Swire & Sons (HK) Ltd), Mr Peter Barrett (Organisation Development Ltd), Mr Linus Cheung (Hong Kong Telecommunications Ltd), Mr Walter Kwok (Sun Hung Kai Properties Ltd), Mr Victor Li (Cheung Kong Holdings Ltd), Mr J B M Litmaath (Scarfell Enterprises Ltd).
- Any Chamber members intending to nominate for election to the General Committee should contact the Chamber Director, Dr Eden Y Woon, on telephone 2823-1211 or facsimile 2527-7886, **BEFORE APRIL 1**.

香港總商會 週年會員大會 一九九九年四月二十七日

- 本年度的週年會員大會將於一九九九年四月二十七日（星期二）下午六時假港島香格里拉酒店大禮堂舉行。會員登記及接待酒會將於下午五時開始。
- 今年，**六位**理事需要卸任，並可能參與重選。他們分別是薩秉達（香港太古集團有限公司）、畢烈（機構發展顧問有限公司）、張永霖（香港電訊有限公司）、郭炳湘（新鴻基地產發展有限公司）、李澤鉅（長江實業集團有限公司）及李馬（馬得利洋行）。
- 有興趣參與角逐理事職位的會員，請於**四月一日**前與總裁翁以登博士聯絡，電話：2823-1211；傳真：2527-7886。

人力資源

月內主辦的培訓課程如下：

- 「如何成為一位卓越之接待員」：1月14日舉行，為期一天，11名學員參加。
- 「如何甄選合適員工」：2月4日舉行，為期一天，11名學員參加。
- 「如何提供優質顧客服務」：2月5日舉行，為期一天，17名學員參加。

行政

總商會網頁轉載了26個政府物料供應處及4個其他部門的招標項目。

《會員折扣優惠計劃》二月號通訊已寄發給全體會員，並刊載於本會網頁上。今期刊載的優惠共12項。

2月3日及10日，兩個探討管理問題的小型午餐會舉行，分別由3M香港有限公司陳家偉及Pinkerton顧問服務的魏默安主講；前者的講題是「如何主持有效會議」，後者則為「反商業間諜活動」；出席人數分別為24及20人。

月內，共有八次賽馬聚會，參加者共426人。

大型活動

在1月25日的午餐會，美國駐港總領事包潤石向本會120名會員發表演說，主題為「美國在亞洲及香港的經濟復甦中所擔當的角色」。

2月4日，「歐元誕生對中港企業之影響」研討會舉行。是次會議由總商會、香港中國企業協會和尚賢教育機構合辦，約150人出席。■

CHAMBER FORECAST

COMING EVENTS

Mar 24-25, 99

The Chief Information Officers Forum – “Leading Change: Business Alignment Through Information Technology” (English)

Mar 24 - May 5, 99

Training Course: “Management Update on Labour Laws”
[session 1 - 7] (Cantonese)

Mar 25, 99

Symposium on Economic Cooperation and Projects Discussion
(Putonghua)

Mar 25, 99

Roundtable Luncheon: “Container Terminal 9 – Update of the Latest Developments” (English)

Mar 25, 99

Training Course: “Interrelationship-Communication and Expression Techniques” (Cantonese)

Mar 26, 99

Roundtable Luncheon: “The Impact of US/Canada Import Requirements for Shipments from China and Hong Kong Involving Wood Packaging Materials” (English)

Mar 30, 99

Seminar on “How employers can benefit from the new and improved services offered by the Labour Department” (Cantonese)

Apr 15, 99

Roundtable Luncheon on “Human Resources Management in PRC – Session I: Selection & Recruitment of Local Staff in China” (English)

Apr 22, 99

Training Course: “Professional Selling Techniques for Sales Teams – How to Succeed in Face-to-Face Selling”
(Cantonese with English Manual)

Apr 23, 99

Joint Conference: Hong Kong-Taiwan Economic Forum 1999

Apr 23, 99

Training Course: Coaching & Teambuilding Skills for Managers & Supervisors – How to inspire commitment, cooperation and build winning teams (Cantonese with English Manual)

COMMITTEE MEETING

Mar 22, 99	General Committee Meeting
Mar 24, 99	Hong Kong Franchise Association Committee
Mar 25, 99	Shipping Committee Meeting
Mar 26, 99	Americas Committee Meeting

(Regular committee meetings open to respective committee members only, unless otherwise specified.)



Diary Dates

Mar 24-25, 1999

**The Chief Information Officers
Forum
“Leading Change:
Business Alignment Through
Information Technology”
2 days Conference**

*Regal Hong Kong Hotel
(Enquiries: Ms Yvonne Kwan,
Tel 2823 1269)*

Apr 23, 1999

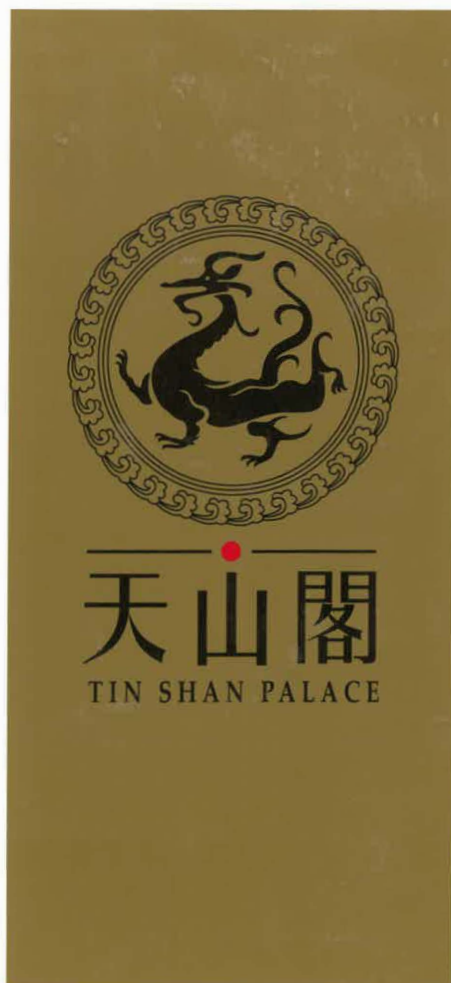
**Joint Conference: Hong Kong
Taiwan Economic Forum 1999
Session 1 – Cooperation between
Hong Kong and Taiwan in
weathering through the
financial turmoil
Session 2 – Opportunities for
business cooperation and
developments between Hong Kong
and Taiwan in the field of
hi-tech industries
(In Putonghua)**

*HK Convention and
Exhibition Centre
(Enquiries: Ms Ann Cheng,
Tel 2823 1229)*

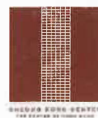
May 14-19, 1999

**Pacific Basin Economic Council
32nd International
General Meeting**

*HK Convention and
Exhibition Centre
(Enquiries: Ms Polly Leung,
Tel 2823 1202)
Website: www.pbecigm99.org*



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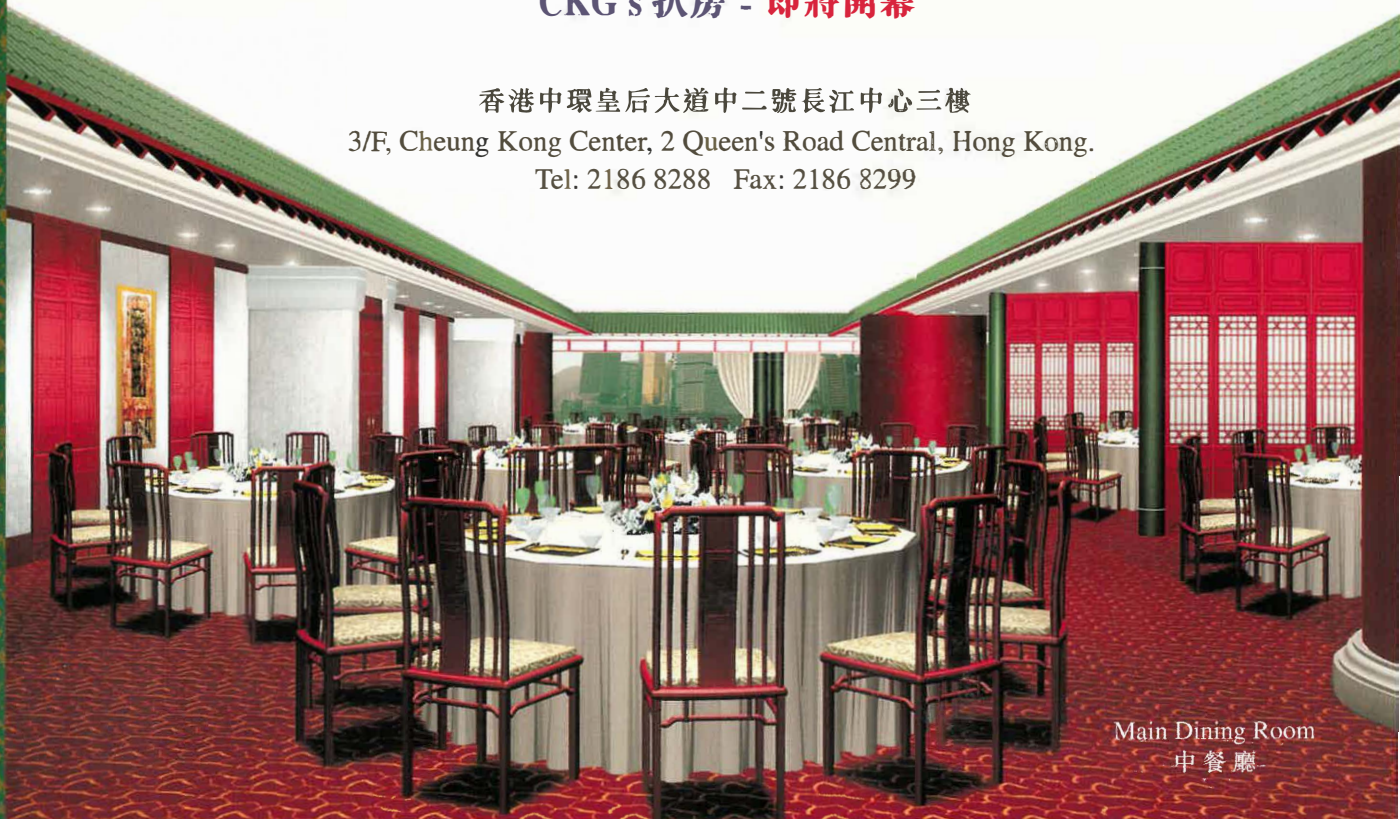
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以最具競爭力的成本生產最優質的產品已不足以取勝。要於現今的市場上獨佔鰲頭，速度及效率都是非常重要的。可否以最快捷及最具成本效益的方法將產品推出市場，是閣下產品成功與否的關鍵因素。

今天，製造商可能要費煞思量，才可將一件產品送到消費者的面前，就以這個洋娃娃為例，它的設計是源自歐洲，配件及原料是來自亞洲五個不同的供應商，生產資金是來自新加坡，而生產地點則是在深圳。但這只是一個開始而已，接下來的工序還包括倉存管理、訂單處理、開立

運輸文件、以至最終的包裝及分發至全球的買家。

若這個洋娃娃是閣下的產品，閣下需要一些可將所有工序組織起來的工具。這些工具可以有效地管理供應鏈資訊流程，從而使貿易夥伴節省數天、以至數星期的時間，提早完成訂單及將產品遞送到市場。

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