



英國特許房屋經理學會亞太分會

Chartered Institute of Housing Asian Pacific Branch



Striving For *Excellence,*  
Expanding *Horizon*

精益求精・擴闊領域



**2017** Year Book



publications

[www.cih.org.hk](http://www.cih.org.hk)





Asian Institute of Built Environment

亞洲建築環境學院

# 進修專業學位 邁向專業里程

## 學士及碩士課程 現正招生



- ✓ 房屋學  
Housing Studies
- ✓ 設施管理  
Facilities Management
- ✓ 屋宇裝備工程  
Building Services Engineering
- ✓ 三維建築資訊模型  
3D Building Information Modeling (BIM)
- ✓ IES Energy Modeling Workshop

接受大專畢業生  
及在職人仕報讀

Bachelor  
Degree

Master  
Degree

Registered  
Professional

Student  
Membership

Chartered  
Membership

### 逢一月、九月開班<sup>1</sup> 立即報名

<sup>1</sup>若1月收生人數不足或其他特殊情況，AIBE保留取消開辦課程的權利，課程將可能延至來年9月開課

查詢  
及  
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It is a matter of discretion for individual employers to recognize any qualification to which this course may lead.  
個別僱主可酌情決定是否承認本課程可令學員獲取的任何資格。

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CHAIRMAN'S REPORT

主席報告



Dear Members:

2017 is an important year for the housing management industry in Hong Kong. Following the enactment of the Property Management Services Ordinance (PMSO) in May 2016, the Property Management Services Authority (PMSA) was established at the end of the year. In 2017, APB has been closely participating in the discussion of the PMSO and actively submitted our views on the formulation of licensing criteria, codes of conduct, assessment of qualification, etc. to the PMSA. Also, we continue to promote APB and professional property management standard, so as to foster good communication with other professional bodies and related government departments in the Asia-Pacific region.

On this auspicious occasion, I would like to thank our Executive Committee for their contributions and our members for your active engagement, without which we would not be able to enhance the service level of property management and be recognized by the industry in the Asia-Pacific region. We will continue to promote the professional status of housing managers and collaborate with fellow counterparts to meet the upcoming opportunities and challenges.

Below please find the highlights of some of our achievements we have accomplished:

## 1 Promoting Business in the Asia Pacific Region

In September, APB delegates visited Hanoi, Vietnam to meet the officials of the local housing authorities, including the Head of Housing Department of Hanoi Construction Department, the Director of Vietnam Institute of Architecture, Ministry of Construction and the Head of Research and Development Division of Hanoi Urban Planning Institute to learn more about the public housing schemes and private housing projects of Hanoi.

In October, China Property Management Association invited APB to participate in the first international Property Management Industry EXPO. The EXPO provided an excellent platform for property management companies and relevant service providers to communicate directly, and demonstrated innovative ways to improve property management

各位會員：

2017 年是香港房屋管理重要的一年，隨著在 2016 年 5 月通過的「物業管理服務條例」，物業管理業監管局亦於 2016 年底成立了。在 2017 年，亞太分會一直緊密參與這條法例的討論，並在制定發牌條件、專業守則及審核資歷等事宜上，適時向監管局提出專業的意見，為推動及提升行業的專業地位而努力。同時我們亦秉承學會的使命，以推廣學會及提升物業管理業質素為己任，致力與亞太各地的專業團體、政府部門等緊密溝通。

藉此，我特別感謝各執行委員會在今年所付出的努力和各會員的積極參與，令我們達到提升物業管理服務水平的目標，更得到了亞太區業界的認同。本會將繼續肩負起推動房屋經理的專業地位，與各同業攜手合作，迎接新的機遇和挑戰。

謹向各會員簡報年內完成的主要工作：

## 1 推動亞太區業務，成果豐盛

今年 9 月，我們帶領了會員到訪越南河內，並與河內市幾位主理房屋事務的政府人員會面，包括河內市建設部主管，越南建築署署長及河內市城市規劃院發展及研究部主管。通過這次的交流，令我們對河內的公共房屋體系和私人住宅項目有進一步了解。

在 10 月，中國物業管理協會邀請了亞太分會，參與在深圳舉辦的首屆國際物業管理產業博覽會。這次的博覽會提供了一個非常好的平台，讓物業管理公司、相關的服務企業和合作伙伴，進行面對面的交流，展示物業行業發展的成果和技術，促進物業管理行業品質的全





service performances. Apart from joining APB to visit Shenzhen, Ms. Julie Fadden, immediate past President of CIH, also delivered a speech in the China Property Management Innovation and Development Forum. It was learnt that “Guangdong, Hong Kong and Macao Region” would form a cluster leveraging our strength to foster overall development in the area. In the forum, participants also discussed the possibility to collaborate for better property development and management opportunities, which would in turn benefit our members in the long run.

## 2 Collaboration with Headquarters in UK

As always, APB maintains a close collaboration and a good communication with the Headquarters all the time. In August, Mr. Paul Fung, our Deputy Chairman, visited Coventry to meet the Executive Team of the CIH Headquarters. We also conducted video conference meetings with CIH headquarters to exchange views and explain the new laws in the Mainland and Hong Kong, such as “Property Management Services Ordinance” in Hong Kong and “The People’s Republic of China outside the non-governmental organizations Management law”. These new legislations will bring new challenges and opportunities on the property management industry in Hong Kong and the development of our Institute in Mainland China.

## 3 Local Property Management Legislation

The Property Management Services Ordinance was enacted in May last year. Property Management Services Authority (PMSA) was also established to examine the licensing mechanism and procedures for property management companies and property management practitioners. APB was invited by PMSA to attend two focus meetings along with other professional bodies in October 2017. We will continue to take part in relevant meetings and reflect the views of the industry.

In addition, the Building Management Ordinance is currently under review by the government. APB attended a meeting of the Panel on Home Affairs of the Legislative Council earlier this year, and submitted our views about the amendments.

面提升，會員都覺得獲益良多。前任學會會長費德宜女士更隨亞太分會到訪了深圳，並擔任中國物業管理創新發展論壇的演講嘉賓。透過這次的參與，我們更深入了解到「粵港澳大灣區」是國家的重點物業發展地區，而論壇中亦有討論到區內的融合發展及物業服務定位等議題，相信日後會員在大灣區會有更好的發展機會。

## 2 與英國總部合作無間

一如既往，亞太分會與英國總部合作無間，時刻保持緊密聯繫。今年8月，常務副主席馮寶光先生到訪了總部，與總部的管理團隊交流分享。亞太分會亦經常以視頻會議與英國總部交流意見，讓總部了解到中國內地及香港的新法案，包括：本港的「物業管理服務條例」、《中華人民共和國境外非政府組織境內活動管理法》等，而有關法案分別對本港物業管理行業及本會在國內推廣學會業務增加了挑戰及機會。

## 3 本地物業管理行業立法

「物業管理服務條例」於去年5月正式通過，物業管理業監管局亦已於2016年底成立，並正研究訂立物業管理公司和從事物業管理服務人員的發牌機制和程序，並向業界收集意見。於本年10月，本會獲監管局邀請與相關專業團體代表進行兩場聚焦小組會議。我們會繼續積極參與相關會議，踴躍反映行業意見。

此外，政府正檢討《建築物管理條例》，立法會民政事務委員會早前舉行一個特別會議，討論有關《建築物管理條例》（第344章）的檢討事宜。本會已就是次檢討內容向立法會作出回應，就有關的修訂及行政措施的內容提出意見。



#### 4 Continuing Professional Development (CPD)

It is with pleasure to receive an enthusiastic support from members on our Continuing Professional Development (CPD). In 2017, we held a number of seminars, workshops, professional forums and other activities to provide an access to new industry information and a platform to share knowledge and generate innovative ideas for our members. We are glad to see that a positive attitude has been developed among members to cope with the needs of the ever-changing demand on our industry from the society.

#### 5 Validation of Professional Training Programmes

APB has been professionally implementing the educational and training policies of CIH HQ. This year, we validated the “Higher Diploma in Surveying, Quantity Surveying and Property & Facility Management Stream” and “Bachelor of Science (Honors) in Surveying, Quantity Surveying and Property & Facility Management Stream” of The Technological and Higher Education Institute of Hong Kong (THEi), Vocational Training Council.

#### 6 Membership Promotion and Management

In order to manage membership affairs effectively, we re-formulated various policies such as professional codes of conduct, complaints handling mechanism and application for Re-admission to or Re-instatement of Membership by Ex-members.

We are glad to announce that our membership has exceeded 3,000 this year, including members from Hong Kong, Mainland China, Taiwan and Macao. Although we expect there may be challenges from the new statutory requirements in Mainland China, Hong Kong and Macao in the foreseeable future, we are still confident that APB will keep moving forward to achieve sustainable development with the concerted efforts of the Executive Committee and our members.

#### 4 持續專業發展計劃

強制性的持續專業發展實施以來得到會員踴躍的支持。在2017年，我們舉行了多個研討會、工作坊和專業論壇等活動，除了讓會員更新行業資訊，也提供了一個推動會員作業內交流的平台，不斷創新求變，以積極的態度及步伐去迎接瞬息萬變的行業需求。

#### 5 專業課程認證

我們執行由英國總會制定的教育及培訓政策，並評核了由職業訓練局香港高等教育科技學院舉辦的「測量學高級文憑 — 工料測量和物業及設施管理專業主修」及「測量學(榮譽)理學士 — 工料測量和物業及設施管理專業主修」。

#### 6 會籍推廣及管理

我們制訂了一系列政策，有效地管理會員事務，包括會員專業守則、投訴處理機制、前會員重新申請會籍機制等。

今年亞太分會會員數目整體已超過3,000名，當中包括本地及來自國內、台灣及澳門地區的會員。在可見的未來，即使中國、香港、澳門的新政策法例有機會為本會發展帶來影響，在執行委員會及會員的同心協力下，我們有信心本會定能繼續邁步向前，持續發展。





Looking ahead to year 2018, there are full of opportunities and challenges in the field of property management. We will continue to collaborate with fellow professional institutes to monitor government's progress in legislation, make every effort to uphold the professionalism of the industry, and update our members on any latest development in our newsletters on a timely basis.

**Chow Chun Ling, Kenny**

*Chairman*

*Chartered Institute of Housing Asian Pacific Branch*

展望2018年的房屋管理業務充滿機遇和挑戰，我們會繼續與各專業團體合作，緊貼政府的政策發展，竭力捍衛行業的專業地位，並會適時在會訊內向會員報告有關進展。

**周駿齡**

*主席*

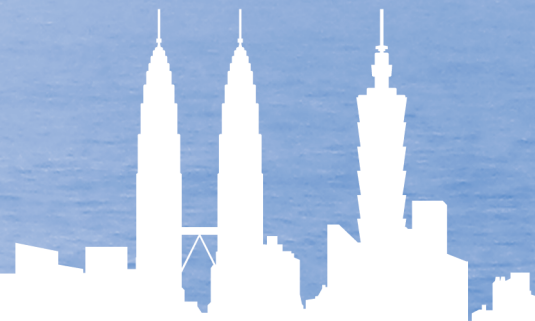
*英國特許房屋經理學會亞太分會*





ABOUT CIH & CIHAPB

關於英國特許房屋經理學會及亞太分會



## About Chartered Institute of Housing & Asian Pacific Branch 關於英國特許房屋經理學會及亞太分會

The Chartered Institute of Housing (CIH), with headquarters in the United Kingdom, is a professional body for housing managers. Throughout the years, CIH actively advises governments on housing management policies, promotes the code of ethics among housing practitioners, educates and nurtures housing professionals, and works to advance the development of the profession.

With a primary aim to promote the art and science of housing, CIH offers training programmes, provides professional advice and disseminates technical information to its members and the public. Moreover, it serves as a common platform for members of its branches to exchange views and to share experience on housing management with other housing organizations.

The Hong Kong Branch of the Institute was first established in Hong Kong under the Societies Ordinance in 1966. In 1988 it was registered under the Companies Ordinance as an overseas representative office of CIH and was later renamed as Asian Pacific Branch (APB) in 2001 to reflect the wider spectrum of services it renders.

CIH has over 22,000 members worldwide, with over 3,000 from the APB. Its members work predominately in government housing authorities, educational institutions, private corporations and non-governmental organizations in both the UK and the Asia Pacific Region. Professional qualifications validated by the CIH are widely recognized by both the public and private sectors in the UK and Hong Kong.

英國特許房屋經理學會(學會)為房屋管理的專業團體，總部設於英國；學會積極為政府的房屋管理政策提出建議、推廣房屋管理的專業操守、為房屋專業管理培訓人材，以至推動行業的專業發展等。

學會一直以推廣房屋管理的科學與藝術為使命，為有志投身房屋管理之人士提供專業指導及資訊，及透過各分會，為各地會員及有關房屋團體交流房屋管理的知識和經驗。

「英國特許屋宇經理學會香港分會」於1966年根據《社團條例》在香港成立。香港分會在1988年根據《公司條例》註冊為學會海外辦事處，並在2001年，改名為英國特許房屋經理學會亞太分會，以反映分會服務範圍的改動。

學會全球現時有會員約22,000人，其中由亞太分會服務的會員超過3,000人。會員在公營房屋管理機構、教育機構、私人機構及非政府團體服務。學會的專業資格受到英國及香港特別行政區之公營及私人機構廣泛承認。





EXECUTIVE COMMITTEE

執行委員會





## Executive Committee 執行委員會



Mr Chow Chun Ling, Kenny  
Chairman

周駿齡先生  
主席



Mr Fung Po Kwong, Paul  
Deputy Chairman

馮寶光先生  
常務副主席



Mr Wu Yicheng  
Vice Chairman

吳沂城先生  
副主席



Mr Ng Kwong Ming, Paul  
Immediate Past Chairman

吳光銘先生  
前任主席



Ms Chiu Chi San, Angela  
Honorary Secretary

趙梓珊女士  
義務秘書



Mrs Li Lam Chin Ching, Rita  
Honorary Treasurer

李林展青女士  
義務司庫



Mr Ng Hoi Ching, Matthew  
Training Officer

吳海清先生  
培訓主任



Mr Lai Yuk Tim, Tim  
Membership Officer

黎玉添先生  
會籍事務主任



Professor Yip Ngai Ming  
Policy Officer

葉毅明教授  
政策主任



Mr Kwong Lap Shun, Keith  
Chairperson of  
Activities Committee

鄭立信先生  
活動委員會主委



Mr Chan Wai Kong, Frankie  
Chairperson of External  
Affairs & PR Committee

陳偉光先生  
對外事務及公共關係委員會主委



Mr Fung Ping Yan  
Chairperson of  
IT Committee

馮炳欣先生  
資訊科技委員會主委



Mr Tsang Tak Ho, Kenneth  
Chairperson of Professional  
Development Committee

曾德豪先生  
專業發展委員會主委





Mr Cheung Shu Yan, Edmond  
Chairperson of Professional  
Practice Committee

張樹仁先生  
專業實務委員會主委



Mr Wong Ying Kit, Romulus  
Chairperson of Publications  
Committee

黃英傑先生  
刊物委員會主委



Mr Chiu Sin Hung, Bonny  
Co-opted Member

趙善雄先生  
增選委員



Mr Chui Ming Man, Jackey  
Co-opted Member

崔銘文先生  
增選委員



Mr Chung Chik Leung, Eric  
Co-opted Member

鍾藉良先生  
增選委員



Mr Ko Kwok Kei, Ken  
Co-opted Member

高國基先生  
增選委員



Mr Luk Wai Lun, Stanley  
Co-opted Member

陸偉倫先生  
增選委員



Mr Ng Mei Chuen, Frederick  
Co-opted Member

吳美全先生  
增選委員



Mr Poon Yuen Fong, Sanford  
Co-opted Member

潘源舫先生  
增選委員



Mr So Yik Chung, Sidney  
Co-opted Member

蘇奕聰先生  
增選委員



Mr Tsang Kwai Leung, Francis  
Co-opted Member

曾貴良先生  
增選委員



Mr Wong Kai Sang, Cliff  
Co-opted Member

黃繼生先生  
增選委員



Mr Wong Kam Tong, Vincent  
Co-opted Member

黃錦棠先生  
增選委員



Ms Wong Siu Ling, Linda  
Co-opted Member

王小玲女士  
增選委員



Dr Wan Tak Fai  
Co-opted Member

尹德輝博士  
增選委員



Dr Yuen Wai Kay, Ricky  
Co-opted Member

阮偉基博士  
增選委員



## Regional Representatives 地區代表



Dr Valentino Lin  
Southern China

練均華博士  
華南區



Mr Kenneth Chau Ying Lung  
Central China

鄒應龍先生  
華中區



Dr Chao Ka Chon  
Macau

周嘉進博士  
澳門區



Professor Chen Jiann Mou  
Taiwan

陳建謀教授  
台灣

## Representative in China 駐中國區代表



Ms Guo Li  
郭立女士

## Branch Office 亞太分會辦事處



Mr Wong Hin Nang  
General Manager

黃顯能先生  
總經理



## Honorary Advisors

### 名譽顧問

Honorary Legal Advisors 名譽法律顧問	Mr Chung Pui Lam, GBS, OBE, JP 鍾沛林先生
	Mr Lam Kin Hung, Patrick 林健雄先生
Honorary Advisors 名譽顧問	Mr Chan Ping Woon, SBS, MBE, JP 陳炳煥先生
	Mr Lee King Chi, Joesph, BBS, JP 李敬志先生
	Mr Li Pak Ho, MBE, JP 李百灝先生
	Mr Tsai Chin Lung 蔡錦隆先生
	Ms Wong Lai Chun, BBS 王麗珍女士
	Mrs Wong Ng Wenh Ky, Julia 黃吳詠琪女士

## Administration Support

### 行政支援

General Manager 總經理	Mr Wong Hin Nang 黃顯能先生
Administrative Officer 行政主任	Ms Yung Po Kwan, Patsy 翁寶君女士
Administrative Assistant 行政助理	Mr Chan Wai Yin, Wayne 陳韋延先生



# COMMITTEE ANNUAL REPORTS

委員會報告



## Activities Committee 活動委員會



Chairperson : Mr Kwong Lap Shun, Keith  
Vice Chairperson : Ms Wong Siu Ling, Linda  
Members : Mr Cheung Shu Yan, Edmond  
Ms Chiu Chi San, Angela  
Mr Chiu Sin Hung, Bonny  
Mr Fung Ping Yan  
Mrs Li Lam Chin Ching, Rita

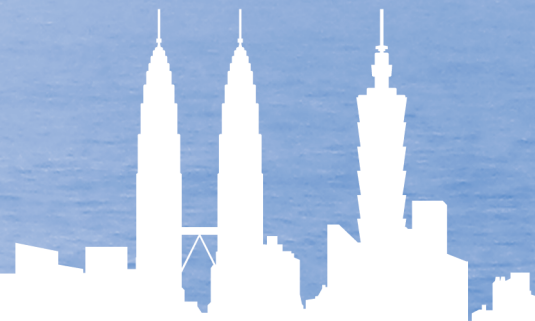
主委 : 鄭立信先生  
副主委 : 王小玲女士  
委員 : 張樹仁先生  
趙梓珊女士  
趙善雄先生  
馮炳欣先生  
李林展青女士

### Missions and Objectives

To arrange logistics and support on local and overseas conferences / seminars / talks / study tours and technical visits for members and Chartered Institute of Housing Asian Pacific Branch (CIHAPB) Executive Committee.

### 工作目標

負責會員及分會執行委員會在香港及境外研討會、講座、訪問交流團等場地及後勤安排。



## Achievements in the Year

### Overseas

- Arranged members to attend:
  - Visit to Macao Housing Bureau in April
  - International Conference of Property Management and Properties Exhibition at Shenzhen in May
  - Study tour to Shenzhen in May
  - Manchester Conference & Exhibition in June
  - Hanoi Study Tour in September
  - Guangzhou Visit in November
  - Hong Kong-Zhuhai-Macao Bridge Visit in November

### Hong Kong

- Arranged logistics for:
  - Monthly CIHAPB Executive Committee Meeting
  - Spring Cocktail Reception of the Hong Kong Professional Property Services Alliance in February
  - CIHAPB Annual General Meeting in January
  - CIHAPB Executive Committee Brain Storming Session in February
  - Joint Annual Dinner with the Hong Kong Institute of Housing in November
  - Various seminars/talks/workshops/local visits organized by CIHAPB External Affairs & Public Relations Committee and Professional Practice Committee

## 年內完成工作

### 境外

- 安排會員參加：
  - 4月拜訪澳門房屋局
  - 5月深圳國際物業管理產業博覽會
  - 5月深圳訪問交流
  - 6月英國曼徹斯特房屋會議及展覽
  - 9月外訪越南河內
  - 11月外訪廣州
  - 11月參觀港珠澳大橋

### 香港

- 後勤安排：
  - 分會執行委員會月會
  - 2月香港房地產專業服務聯盟春節酒會
  - 1月分會周年大會
  - 2月分會執行委員會集思會
  - 11月與香港房屋經理學會聯合周年晚宴
  - 支援分會對外事務及公共關係委員會、專業實務委員會舉辦之研討會、講座、工作坊、本港訪問交流



## China Membership Service Committee 中國區會員事務委員會



Chairperson : Mr Wu Yicheng  
Vice Chairperson : Mr Chen Zhiping William  
Mr Liu Zheng  
Members : Mr Chow Chun Ling, Kenny  
Mr Fung Ping Yan  
Mr Ng Kwong Ming, Paul  
Dr Wan Tak Fai, Danny  
Mr Wong Hin Nang  
Professor Yip Ngai Ming  
Mr Zheng Xiao Ming

主委 : 吳沂城先生  
副主委 : 陳之平先生  
劉政先生  
委員 : 周駿齡先生  
馮炳欣先生  
吳光銘先生  
尹德輝先生  
黃顯能先生  
葉毅明先生  
鄭曉明先生

### Missions and Objectives

- Implement the development and service policies for CIHAPB members in China region
- Organize activities for China region members, including visits, workshops, conferences and Annual Meeting to strengthen members' connection
- Co-operate with professional magazines and periodicals in China to set up a CIH column to strengthen the professional communications among members and practitioners
- Assist the membership development in Mainland China and the payment and collection of membership fee

### 工作目標

- 執行學會確定的中國大陸會員發展和服務政策
- 組織中國區會員參觀學習、開辦沙龍、舉行論壇、舉辦年會等活動，加強會員的聯繫
- 與中國大陸專業期刊合作，設立CIH專欄，加強會員之間和同業之間的专业交流
- 協助發展中國區會員、收繳會費



### Achievements in the Year

- Maintained co-operation with “Housing and Real Estate” to set up a CIH column and to share members’ professional articles and research regularly.
- Invited CIH President Julie Fadden to join China Property Management Institute’s Hangzhou Council Member Meeting of April 2017
- Co-organized a Forum named “The Development and Management of Skyscraper” relating the latest development and management experience of high-rising buildings in April 2017.
- Acted as a supporting organization for “The Guangdong, Hong Kong and Macao Bay Area Modern Property Services Innovation and Development Forum”, in which our Past Chairmen, Dr. Ricky Yuen, Professor Yip Ngai Ming, and our Vice-Chairman Mr. Wu Yicheng were invited to deliver key talks as well as led members to join “The First International Property Management Industry Expo” at Shenzhen in October 2017.
- Consulted the setting-up of a China region branch office at Qian Hai Shenzhen.
- Planned to hold the Annual Meeting 2017 for Mainland China members in December 2017.

### 年內完成工作

- 繼續與《住宅與房地產》雜誌社合作，開辦雜誌CIH專欄，發表會員專業研究報告和文章
- 促成英國總會會長 Julie Fadden 首次參加中國物業管理協會理事4月杭州大會
- 4月在廣西南寧參與主辦“超高層建築發展與管理論壇”
- 10月在深圳支持舉辦粵港澳大灣區現代物業服務業創新發展論壇，在論壇上有阮偉基前主席、葉毅明前主席、吳沂城副主席發佈了主旨演講。並組織會員參加了同期在深圳舉辦的首屆國際物業管理產業博覽會
- 諮詢在深圳前海設立學會大陸分支機構事宜
- 計劃在12月在深圳舉辦2017年度中國區會員年會



## Education and Training Committee 教育及培訓委員會



Chairperson : Mr Ng Hoi Ching, Matthew  
Vice Chairperson : Mr So Yik Chung, Sidney  
Members : Mr Au Tai Ming, Johnny  
Mr Chui Ming Man, Jackey  
Mr Fung Po Kwong, Paul  
Mrs Li Lam Chin Ching, Rita  
Mr Ng Kwong Ming, Paul  
Mr Tsang Kwai Leung, Francis  
Mr Wan Tak Fai, Danny  
Mr Wu Yicheng  
Dr Yuen Wai Kay, Ricky

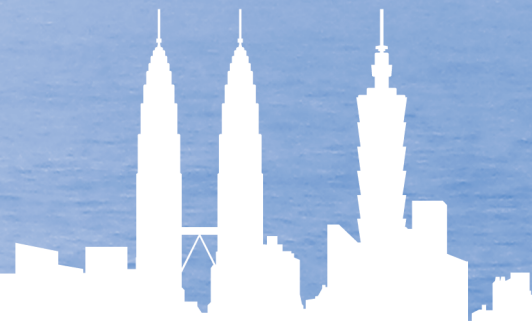
主委 : 吳海清先生  
副主委 : 蘇奕聰先生  
委員 : 區大明先生  
崔銘文先生  
馮寶光先生  
李林展青女士  
吳光銘先生  
曾貴良先生  
尹德輝先生  
吳沂城先生  
阮偉基博士

### Missions and Objectives

- To implement educational and training policies formulated by the institute's headquarters in UK
- To assist the Institute in validating/re-validating housing/property management courses in Asia Pacific Region
- To liaise and work with the universities and other academic/vocational institutions in Asia Pacific Region for the provision of housing/property management training courses

### 工作目標

- 執行由英國總會所制定的教育及培訓政策
- 協助總會評核及重核亞太區的房屋／物業管理課程
- 與亞太區的大學及其他教育／職訓機構聯絡，協助提供房屋／物業管理的培訓課程



- To arrange/assist educational and training activities with other committees and institutions as and where required

### Achievements in the Year

- **Participated in the Academic Committees and/or Graduation Ceremony of the following courses:**
  - Master of Housing Management (Professional Stream), Department of Urban Planning & Design, The University of Hong Kong (HKU)
  - Master of Arts in Housing Studies, Department of Public Policy, City University of Hong Kong (City U)
  - Professional Diploma in Housing Management, School of Professional and Continuing Education (SPACE), HKU
  - Bachelor of Social Science (Honours) in Public Policy and Politics — Housing and Urban Studies, Department of Public Policy, City U
  - Bachelor of Social Sciences (Honours) in Administration and Public Management, Department of Public Policy, City U
  - Bachelor of Arts (Honours) in Housing Management, School of Professional Education and Executive Development (SPEED), The Hong Kong Polytechnic University (Poly U)
  - Joint Graduation Ceremony 2017 of the School of Professional Education and Executive Development (SPEED) and Hong Kong Community College (HKCC)
  - Graduation Ceremony 2016, Vocational Training Council

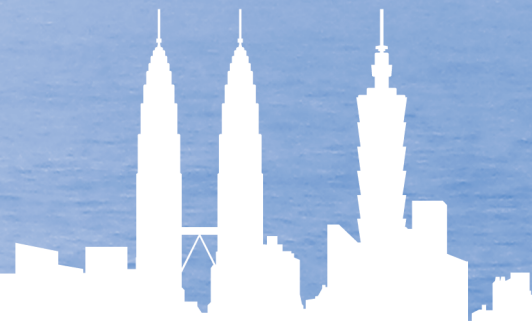
- 於須要時與分會其他委員會及其他機構安排／協助安排教育及培訓課程

### 年內完成工作

- **出席下述課程的學務會議及／或畢業典禮：**
  - 香港大學城市規劃及設計系房屋管理碩士(專業課程)
  - 香港城市大學公共政策學系房屋學文學碩士
  - 香港大學專業進修學院房屋管理專業文憑
  - 香港城市大學公共政策及政治系(房屋及城市研究)社會科學學士
  - 香港城市大學公共政策學系行政及公共管理(榮譽)社會科學學士
  - 香港理工大學專業進修學院房屋管理學文學士
  - 香港理工大學專業及持續教育學院與香港專上學院2017年度聯合畢業典禮
  - 職業訓練局2016年度畢業典禮



- **Participated in the selection on admission of students to:**
  - Bachelor of Social Science (Honours) in Public Policy and Politics — Housing and Urban Studies, Department of Public Policy, City U
- **Conducted Briefing on Practical Experience Requirement (PER) to students of the following courses and vetting of PER Booklets:**
  - Master of Housing Management (Professional Stream), HKU
  - Master of Arts in Housing Studies, City U
  - Professional Diploma in Housing Management, HKU SPACE
  - Professional Diploma in Property Management, SCOPE, City U
  - Bachelor of Arts (Honours) in Housing Management, SPEED, Poly U
  - Bachelor of Arts (Honours) in Public Administration and Management, SCOPE, City U & De Montfort University
- **Liased with academic and other institutions on validation of the following courses:**
  - Higher Diploma in Surveying, Quantity Surveying and Property & Facility Management Stream, The Technological and Higher Education Institute of Hong Kong (THEi), Vocational Training Council
  - Bachelor of Science (Honours) in Surveying, Quantity Surveying and Property & Facility Management Stream, The Technological and Higher Education Institute of Hong Kong (THEi), Vocational Training Council
- **出席／參與下述課程的新生入學申請篩選：**
  - 香港城市大學公共政策及政治系(房屋及城市研究)社會科學學士
- **向下述課程的學生簡報「實務訓練」及核對手冊：**
  - 香港大學房屋管理碩士(專業課程)
  - 香港城市大學房屋學文學碩士
  - 香港大學專業進修學院房屋管理專業文憑
  - 香港城市大學專業進修學院物業管理專業文憑
  - 香港理工大學專業進修學院房屋管理學文學士
  - 香港城市大學專業進修學院及德蒙福特大學公共行政及管理榮譽文學士
- **聯絡教育及其他機構，評核下列課程：**
  - 職業訓練局香港高等教育科技學院測量學高級文憑 — 工料測量和物業及設施管理專業主修
  - 職業訓練局香港高等教育科技學院測量學(榮譽)理學士 — 工料測量和物業及設施管理專業主修



- **Implemented new Practical Experience Requirement (PER) Booklet with a total of eight subject areas for Chartered Membership. The preset two Compulsory Main subject areas are marked with an asterisk. Candidate is required to select one more subject area from the remaining 6 subject areas as Main subject area and to select three subject areas as Secondary subject areas from the remaining 5 subject areas. That is, candidate must complete 3 Main subject areas and 3 Secondary subject areas in total:**

- Housing\*
- Legal Studies\*
- Building Technology
- Housing Finance
- Social Structure, Social Services & Community Building
- Management Studies
- Environmental Management
- Facility Management

- **為特許會員推行新「實務訓練」手冊，共有八項學科範疇，標示有星號的為兩個預選的必修主科目，學員須從餘下的六個科目選擇多一個科目為主科目，然後再從餘下的五個科目選取三個為副修科目，即學員須完成三個必修主科目和三個副修科目：**

- 房屋\*
- 法律研究\*
- 建築技術
- 房屋財政
- 社會結構、社會服務及社區建設
- 管理學研究
- 環境管理
- 設施管理



## External Affairs and Public Relations Committee 對外事務及公共關係委員會



Chairperson : Mr. Chan Wai Kong  
Vice Chairperson : Mr. Luk Wai Lun, Stanley  
Members : Mr. Chow Chun Ling, Kenny  
Mr. Fung Ping Yan  
Mr. Kwong Lap Shun, Keith  
Mr. Lai Yuk Tim, Tim  
Mr. Ng Mei Chuen, Frederick  
Mr. Wong Kai Sang, Cliff  
Mr. Wong Kam Tong, Vincent  
Ms. Wong Siu Ling, Linda  
Mr. Wong Wai Yin, Steven  
Mr. Wu Yicheng

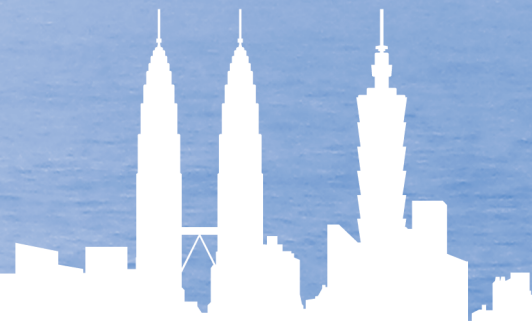
主委 : 陳偉光先生  
副主委 : 陸偉倫先生  
委員 : 周駿齡先生  
馮炳欣先生  
鄭立信先生  
黎玉添先生  
吳美全先生  
黃繼生先生  
黃錦棠先生  
王小玲女士  
王偉賢先生  
吳沂城先生

### Missions and Objectives

1. To participate and support housing management events in order to promote the presence of Chartered Institute of Housing (CIH) and the professional development of the industry.
2. To actively establish close relationship and interaction with other professional housing management institutes as well as universities and academic bodies in the Asia Pacific region so as to continue development of the image and status of professional housing management.

### 工作目標

1. 致力參與並支持有關房屋管理活動以提升學會之專業發展地位。
2. 主動及積極於亞太地區專業房屋管理學會、大學及學術機構之交流並建立密切關係以持續提升房屋管理之專業形象。



3. To co-ordinate with other Chartered Institute of Housing Asian Pacific Branch (CIHAPB) committees for enhancing the professional brand of CIH.
4. To explore more platforms through web, publications or events for enhancing the presence of CIH in the property management industry of Asia Pacific region, in particular Mainland China.
5. To assist other CIHAPB committees relating to members activities, membership recruitment and professional training in order to strengthen the CIHAPB's position in the Asia Pacific region.

### Achievements in the Year

In the past year, CIHAPB has enhanced better and closer relations with professional housing management institutes in Asia Pacific Region such as the Mainland China, Macao, Taiwan, Korea, Japan and Vietnam through technical visits, conferences, workshops and seminars.

We have carried out professional interactions with other professional housing institutions and practitioners in Hong Kong through various programs such as acting as supporting organization for more than 20 seminars and workshops for promoting professional housing management practice as well as sustainable development for the society. Furthermore, we participated in more than 30 events, including consultation workshop on Property Management Services Ordinance, organized by the government and professional housing institutes to promote and enhance professional housing management in Hong Kong.

3. 與分會各委員會緊密協調合作以加強學會之專業品牌。
4. 探索開發更多網絡平台、書刊雜誌、社交活動等，以提升學會在亞太地區，特別是中國大陸，之積極參與。
5. 協助其他分會委員會以推廣各相關會員活動、招募會員、專題講座及專業培訓等事務，以強化學會於亞太地區之專業地位。

### 年內完成工作：

在過去壹年，分會與亞太地區，包括：中國大陸、澳門、台灣、韓國、日本及越南的房屋管理專業團體互相拜訪，舉行工作會議及專題講座，提升彼此的聯繫和合作。

分會與其他香港房屋專業學會及業界進行多項的專業交流或作為支持機構：包括支持超過20多個業界所舉辦的房屋管理及社區持續發展研討會、交流會及講座等。分會同時參加30多個專業房屋機構及政府部門所舉辦的活動以促進香港的專業及房屋管理，包括：物業管理服務條例諮詢研討會。



## Information Technology Committee 資訊科技委員會



Chairperson : Mr Fung Ping Yan  
Vice Chairperson : Mr Pang Kwok Wah, Derek  
Members : Mr Chan Wai Kong, Frankie  
Mr Cheung Shu Yan, Edmond  
Mr Chiu Sin Hung, Bonny  
Mr Lam Yiu Kwong, Michael  
Mr Luk Wai Lun, Stanley  
Mr Mau Kwok Sheung, Jeff  
Mr Ng Mei Chuen, Frederick  
Mr Sze Wing Luen, Wesley  
Mr Wong Kam Tong, Vincent  
Mr Wong Ying Kit, Romulus

主委 : 馮炳欣先生  
副主委 : 彭國華先生  
委員 : 陳偉光先生  
張樹仁先生  
趙善雄先生  
林耀光先生  
陸偉倫先生  
繆國相先生  
吳美全先生  
史永聯先生  
黃錦棠先生  
黃英傑先生

### Missions and Objectives

- To uphold and promote the professional image of the Chartered Institute of Housing Asian Pacific Branch (CIHAPB);
- To leverage the use of Information Technology and the Branch website to strengthen our communications with our members, housing professionals, Government officials and the public;

### 工作目標

- 確立及提升英國特許房屋經理學會亞太分會之專業形象及地位；
- 透過資訊科技及分會網站，加強與各會員、房管專才、政府官員及公眾人士之聯繫；



- To facilitate housing professional bodies in Asia Pacific region, Government officials, property management counterparts and the public to have a better understanding of CIHAPB; and
- To provide IT support to CIHAPB.

### Achievements in the Year

With the dedicated support of the Committee Members, we have kept on promoting the use of email, electronic newsletters and website to communicate with our members. Furthermore, content of the website are updated regularly to keep members abreast of the latest development of the Branch. Members are advised to change their corresponding email address in their personal account to their frequently used email account; or to forward their CIHAPB email address to their frequently used email account so as to receive the updated information of the Branch. Work completed/in progress in the year:

- Establish a new payment platform to facilitate members in Mainland China to pay their fees. The new payment platform has completed in early 2017 and members in Mainland China start using the new payment platform.
- Increase the use of WeChat to communicate with members in Mainland China.
- Go 'green' in extensively use of email to dispatch notice, message and publication to members including "Housing Express".
- Regularly update the Branch website including the "Membership List", "CPD Program", "Application Form" for viewing of the members and general public.
- Provide technical support to Branch Office and upgrade its IT system.
- Produce and dispatch electronic seasonal greeting cards to members and our counterparts.

Our website is an important means of communication between the Branch Office and its members as well as dissemination of information, such as study tour, visits, seminars, news, announcement etc. Members are encouraged to browse the website of the Branch regularly at [www.cih.org.hk](http://www.cih.org.hk).

- 增強亞太區房屋專業團體、政府官員、業界以至公眾人士對本會的認識；及
- 為分會提供資訊科技支援。

### 年內完成工作

過往一年，在各委員的支持下，我們繼續透過電郵、電子刊物和分會的網站，加強分會與會員的聯繫。這不但大大縮短郵寄信件所需的時間和減省郵費，更進一步推動環保。為方便分會與各會員聯繫，我們呼籲各會員能抽空到分會網站內的「會員專區」，把「通訊電郵帳戶」一欄設定為會員常用的電子郵件帳戶；或把分會分發給各會員的電郵帳戶轉發至會員常用的電子郵件帳戶，以便各會員接收分會發出的最新資訊和電郵。年內完成項目和正在籌劃的工作：

- 增加了一個新的網上支付平台，以方便內地會員繳交費用。新的支付平台已於2017年初完成，內地會員亦已開始使用新的支付平台。
- 增加使用微信和國內會員溝通。
- 廣泛使用電郵，發放通告和訊息，包括把『房管專訊』以電郵形式發放給各會員，以推動環保。
- 定期更新分會網站內容，包括『會員名錄』、『會員申請表格』、『持續專業發展計劃』等，以便各會員和公眾人士查閱。
- 提供技術支援和提升分會的電腦系統。
- 節日期間，製作及發出電子賀卡予各會員及其他專業團體。

分會網站是分會與各會員溝通和發放信息的主要平台，如外訪、參觀、研討會、講座和分會最新信息等，希望各會員能定期抽空瀏覽分會網站[www.cih.org.hk](http://www.cih.org.hk)。



## Membership Committee 會籍事務委員會



Chairperson : Mr. Tim Lai Yuk Tim  
Vice Chairperson : Mr. Ng Mei Chuen, Frederick  
Members : Mr. Cheung Shu Yan, Edmond  
Mr. Chui Ming Man, Jackey  
Ms Fan Chui King, Agnes  
Mr. Fung Ping Yan  
Ms Hung Wai Man, Amy  
Mr. Kwok Sai Hung, Eric  
Mr. Lee Chi Hung, Stephen  
Mr. Lee Kwong Yiu, Ernest  
Ms Li Man Chi, Wendy  
Mr. Tam Wai Po, Jerry  
Mr. Tsang Tak Ho, Kenneth

主委 : 黎玉添先生  
副主委 : 吳美全先生  
委員 : 張樹仁先生  
崔銘文先生  
樊翠琼女士  
馮炳欣先生  
洪惠敏女士  
郭世雄先生  
李志雄先生  
李光耀先生  
李敏芝女士  
譚偉葆先生  
曾德豪先生

### Missions and Objectives

- To recruit members from Asia Pacific region.
- To vet and approve applications for membership.
- To vet Chartered Membership applications through the Direct Final and recommend to the Executive Committee of APB for endorsement.
- To liaise closely with CIH Headquarters from time to time and keep the Head of Membership updated regarding membership affairs.

### 工作目標

- 於亞太區內招募會員。
- 審閱及批核會員申請。
- 審閱經直接途徑成為專業會員的申請，然後向亞太分會執行委員會審議批核。
- 與CIH總部保持緊密聯繫，並就會籍事宜之最新訊息向會籍主管反映。



- To update membership database and monitor collection of annual subscription.
- To work closely with the IT Committee on setting up of communication platform at website and enhancing new membership services.
- To work with Education and Training Committee in membership drive.
- To work with Professional Practice Committee in implementation and monitoring of the CPD programme for members.
- To optimize the corporate governance of the secretarial office in membership duties/areas.
- To target the membership growth by 2%.
- 更新會員資料及監察會費繳交狀況。
- 與資訊科技委員會緊密合作，提供網上溝通平台及優化會員服務。
- 與培訓及教育委員會合作致力推展會籍事宜。
- 與專業實務委員會合作，協助推行及監察持續專業發展計劃。
- 提升秘書處於會籍事務之企業管治。
- 定下會員增長目標為2%。

### Achievements in the Year

- **Membership Recruitment and Applications Processing**

In 2017, we worked with the Professional Development and Education & Training Committee in membership drive locally as well as in Mainland China, Taiwan and Macao. Members of the sub-committee have taken part in the interview panel for applicants through Direct Final Route in Mainland and Taiwan in addition to the routine vetting of local applications.

- **Membership Drive and Corporate Governance**

We liaise closely with CIH Headquarters in order to update our members on policy and membership issues. Various policies such as Professional Codes of Conduct, Policy & Procedure of Complaint against Members, Policies and Procedures of Application for Re-admission to and Re-instatement of Membership by Ex-members etc. were reviewed and formulated.,

### 年內完成工作

- **會員招募及處理會籍申請**

於2017年，聯同專業發展及培訓／教育委員於本地、國內、台灣及澳門等地推展會員招募工作。會籍小組委員會成員除審核本地之會籍申請為年內恆常工作外，亦參與審核於國內及台灣之直接途徑申請面試工作。

- **會籍推展及企業管治**

小組與CIH總部保持緊密聯繫，致使會員能就政策及會籍事宜上不時獲得最新資訊。今年度更檢討及制訂一系列政策，包括會員專業守則、投訴處理機制、前會員重新申請會籍機制等。

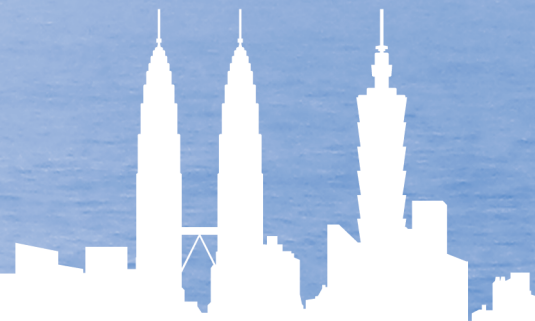


- **Membership Sustainability**

The number of our members in October 2017 was increased by 7%, comparing with December 2016 and reached at 2970 which comprises local members and members from Mainland China, Taiwan and Macao. CIHAPB Executive Committee and the Membership Committee will keep on working diligently in membership growth as well as provision of more comprehensive services to our members. To enhance the membership sustainability, membership fee for those members of career retirement for 2018 will be reduced to around 20% of the rate of normal members.

- **會籍持續發展**

至2017年10月本會會員人數較去年12月增長7%，已超逾2970人，其中包括本地及來自國內、台灣及澳門地區。亞太分會執行委員會及會籍小組會繼續致力招收更多會員及為會員提供更多元化的服務。為增強會員持續發展，事業退休會員的會費於2018年將減至同級會籍之20%水平。



## Policy Committee 政策委員會



Chairperson : Prof. Yip Ngai Ming  
Vice Chairperson : Mr. Fung Po Kwong, Paul  
Members : Mr. Cheung Shu Yan, Edmond  
Ms. Chow Pui Gee, Gigi  
Mr. Ng Kwong Ming, Paul  
Mr. Poon Yuen Fong, Sanford  
Mr. Wong Kai Sang, Cliff

主委 : 葉毅明教授  
副主委 : 馮寶光先生  
委員 : 張樹仁先生  
鄒佩芝女士  
吳光銘先生  
潘源舫先生  
黃繼生先生

### Missions and Objectives

- To coordinate the response to policy and professional practice consultation documents from the Institute and local government;
- To develop and maintain links with, as appropriate, Regional Development Agencies / other Professional Bodies;
- To develop and maintain links with the Institute's Policy Officers in order to share information;
- To liaise with institute Officers to ensure an effective working relationship between Institute officers and the branch; and
- To develop strategies / opportunities to facilitate branch members involvement in the policy advocacy of CIH

### 目標

- 回應學會及本地政府有關政策及專業實務的諮詢文件；
- 與相關機構及專業團體建立並保持聯繫；
- 與其他分會政策主任保持聯繫，以分享資訊；
- 聯絡總會各部門，以確保分會與總會能保持良好工作關係；及
- 製訂策略與創造機會，讓分會會員更能投入本會的政策倡議



### Important issues throughout the year:

- Representing the Executive Committee, the Policy Committee continually kept contacts with the Chief Executive and her executive team of the headquarters in Coventry to review the current operations, membership drive and further development in the Region. In September, Mr Paul Fung, the vice policy officer (also in his capacity as the Deputy Chairman) paid a visit to Coventry and had an informal sharing with the Executive Team of the Head Quarters.
- The Property Management Services Authority (PMSA) has set up in late 2016 and Mr Paul Ng, member of the Policy Committee and the Immediate Past Chairman of APB, was appointed a member of the Authority. In October 2017, PMSA held two focus group meetings with respectively property management companies and professional property management institutes. APB was represented by Mr Kenny Chow, Chairman of the Executive Committee on the first meeting and by Prof Yip Ngai Ming, the Policy Officer and Mr Edmond Cheung, member of the Policy Committee and Chairman of the Professional Practice Committee on the second meeting.
- The Panel on Home Affairs of the Legislative Council has held a special meeting on the Review of the Building Management Ordinance (Cap.344). APB has issued a response to the proposed amendments in BMO. Mr Edmond Cheung, member of the Policy Committee (and also Chairman of the Professional Practice Committee) represented APB to speak on the special meeting

### 今年重要的事項：

- 政策委員會代表執行委員會今年繼續與 CIH 總部及行政總裁及其管理團隊檢討本會在日常運作、會員增長以及在亞太區未來的發展。今年9月，本委員會副主席馮寶光先生(同時以常務副主席的身份)專程到訪總部，並與總部的管理團隊進行非正式的交流分享。
- 物業管理業監管局(監管局)已於2016年底成立，政策委員會委員及本會前任主席吳光銘先生獲委任為監管局成員。本會於2017年10月獲監管局邀請，與相關專業團體代表進行兩場聚焦小組會議。本會由執行委員會主席周駿齡先生代表出席首場聚焦小組會議，本委員會主委葉毅明教授及委員張樹仁先生(同時以專業實務委員會主委的身份)出席第二場聚焦小組會議。
- 立法會民政事務委員會早前舉行一個特別會議，討論有關《建築物管理條例》(第344章)的檢討事宜。本會就是次檢討內容向立法會作出回應，就有關進一步立法及行政措施的內容提出意見。政策委員會委員張樹仁先生(同時以專業實務委員會主委的身份)代表本會出席是次會議及於會議上發言。



## Professional Development Committee 專業發展委員會



Chairperson : Mr. Tsang Tak Ho, Kenneth  
Vice Chairperson : Dr. Yuen Wai Kay, Ricky  
Members : Mr. Chow Chun Ling, Kenny  
Mr. Lee Chi Hung, Stephen  
Mr. Ng Kwong Ming, Paul  
Dr. Wan Tak Fai, Danny  
Mr. Wong Hin Nang  
Professor Yip Ngai Ming

主委 : 曾德豪先生  
副主委 : 阮偉基博士  
委員 : 周駿齡先生  
李志雄先生  
吳光銘先生  
尹德輝博士  
黃顯能先生  
葉毅明教授

### Missions and Objectives

- To focus on developing the professional housing management practice in Asia Pacific Region.
- To bring CIH, Asian Pacific Branch (APB) into China on the basis of the establishment of legal entity.
- To keep and maintain the efficient and good relationship with existing members within the Asia Pacific Region.

### 工作目標

- 專注在亞太區推廣專業房屋管理
- 帶領CIH亞太分會(APB)建立有法律效能的工作單位於中國境內
- 繼續保持與現有在亞太區域各會員的有效聯繫及良好關係



## Achievements in the Year

- We continue to honour our partnership agreement with parties concerned and provide our professional support to the working partners when they have organized the courses.
- 2017 we have to keep and run the membership development very hard in China as we have still tried our very best to seek for the CIH, Headquarters, U.K. to confirm the establishment of the legal entity in China through the joined effort from the Chairman and EC members. Nevertheless, the responses from the working parties of CIH, Headquarters, U.K. are very positive and encouraging. We anticipate that on a without commitment basis, the legal entity will be established in 2018.
- On 22 June, Chairman of APB, and Chairperson of our committee, APB had a touch-base meeting with delegates from the Les Clefs dor U.I.C.H. (China) in Kowloon Bay Branch office. The APB's stance to explore partnering endeavour at appropriate times later was conveyed to the visiting delegates. We also stressed that we must have obtained the consent from both CIH, APB council members and final approval from CIH, Headquarters U. K. when they become one of our working partners.
- On 11 October, Chairman and members of P.D.C. were participating the opening ceremony of The First International Property Management Industry Expo held at Shenzhen. We were one of the co-organizers. This Expo was very successful and welcomed by all property management companies in China.

## Future Outlook

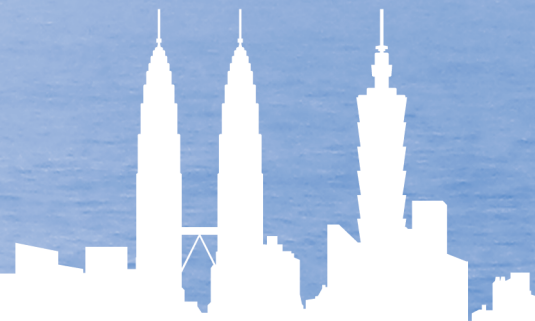
- We have slow down to organize the activities in the past year due to the clarification of our legal entity in China. We, therefore aim at speeding up the movement to expand our membership development and at the same time to take this golden opportunity to promote CIH APB in China once all uncertainties are clear in the coming year.

## 年內完成工作

- 繼續履行有關與友好工作單位之一切協議及提供有關會員培訓的專業支持
- 2017 我司非常艱苦地保持發展在中國境內之會員發展網絡，事由我司經本會主席及委員努力不懈地向英國總會解釋及爭取確立 APB 在中國境內有法律效能之工作單位；雖然如此，我司獲悉到英國總會對事情進展及回應非常正面和鼓勵性；我司預計在沒有承諾下於 2018 有關之有法律效能的工作單位將會成立
- 於 6 月 22 日，我司主席及主委在九龍灣分部接見了中國金鑰匙協會代表團；在會面時，我司表達對中國金鑰匙協會之意向成為其中之一於中國境內發展 CIH 協辦機構，但一切安排必須經過香港分會委員審視才能繼續發展有關協辦事宜及最終還要獲得英國總會之審批才能生效
- 於 10 月 11 日，我司主席及專業發展委員成員參加了於深圳舉辦首屆國際物業管理產業博覽會之開幕儀式，我司 CIHAPB 乃此項博覽會其中之一的協辦成員，此博覽會吸引全國多個物業管理公司參展，可為場面鼎盛及成功

## 未來意向

- 在過去的一年，我司在亞太區的業務發展有所限制，進度緩慢；所以來年消除有關不明確因素之後，我司藉此黃金機遇訂立目標加速發展中國境內會員網絡安排和增加相關區內同業交流房管經驗。



## Professional Practice Committee 專業實務委員會



Chairperson : Mr Cheung Shu Yan, Edmond  
Vice-Chairperson : Mr Chiu Sin Hung, Bonny  
Members: : Mr Chau Wing Kit, Nelson  
Mr Cheung Yiu Chuen, Billy  
Mr Chung Chik Leung, Eric  
Mr Hui Kam Ming, Edwin  
Ms Kwok Sze Nga, Esther  
Mr Kwong Lap Shun, Keith  
Ms Lam Ka Wai, Deby  
Ms Ng Bik Yan, Betty  
Mr Ng Mei Chuen, Frederick  
Mr Tam On Tok, Arthur  
Mr Tsang Kwai Leung, Francis  
Ms Wong Siu Ling, Linda  
Mr Wong Ying Kit, Romulus

主委 : 張樹仁先生  
副主委 : 趙善雄先生  
委員 : 周永傑先生  
張曜銓先生  
鍾藉良先生  
許甘銘先生  
郭詩雅女士  
鄭立信先生  
林嘉慧小姐  
吳碧茵小姐  
吳美全先生  
談安鐸先生  
曾貴良先生  
王小玲女士  
黃英傑先生

### Missions and Objectives

- To exchange best housing management practices with counterparts in Asia Pacific Region
- To provide professional comments to the government on housing-related policies and issues
- To promote good housing management by actively participating in government and local community activities

### 工作目標

- 與亞太區同業交流最佳房屋管理實務經驗
- 向政府提供有關房屋政策的專業意見
- 積極參與政府及社區活動藉以推動優質房屋管理



- To collaborate with relevant professional bodies and other committees of the APB for organizing workshops and seminars on topics relating to housing management

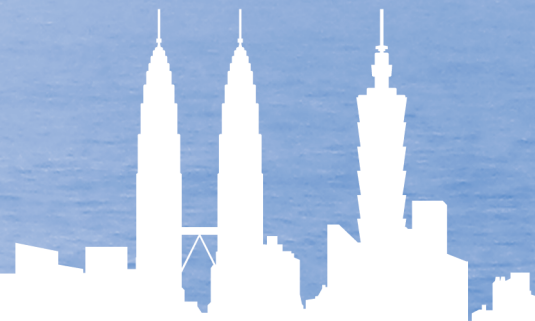
### Achievements in the Year

- Monitored and reviewed the implementation of CPD programme
- Organized legal talks and technical seminars on various topics
- Organized technical visits in both Hong Kong and Mainland China
- Acted as panel judges for Quality Building Management Competition of Wong Tai Sin District
- Expressed views on “Review of Building Management Ordinance” to the Legislative Council Panel on Home Affairs on behalf of the Branch
- Expressed views on licensing matters for property management practitioners to the Property Management Services Authority on behalf of the Branch

- 與相關專業團體及分會其他委員會聯繫推動香港專業房屋管理

### 年內完成的工作

- 監察及檢討「持續專業發展計劃」的執行
- 舉辦法律講座及多項不同主題的技術研討會
- 於本港及內地舉辦不同專題考察
- 出任黃大仙區優質大廈管理比賽評審工作
- 代表本分會向立法會民政事務委員會表達有關檢討《建築物管理條例》之意見
- 代表本分會向物業管理業監管局表達有關物業管理人牌照事宜之意見



## Publications Committee 刊物委員會



Chairperson : Mr Wong Ying Kit, Romulus  
Vice Chairperson : Mr Ko Kwok Kei, Ken  
Members : Ms Cheuk Sze Man, Sandy  
Mr Chow Chun Ling, Kenny  
Mr Chui Ming Man, Jackey  
Mr Fung Ping Yan  
Mr Fung Po Kwong, Paul  
Ms Kwok Pik King, Theresa  
Mr Lai Yuk Tim, Tim  
Ms Lam Mei Sze, Janet  
Mr Ng Kwong Ming, Paul  
Mr Tsang Kwai Leung, Francis  
Mrs Wong Julia  
Mr Wu Yicheng  
Professor Yip Ngai Ming  
Dr Yuen Wai Kay, Ricky

主委 : 黃英傑先生  
副主委 : 高國基先生  
委員 : 卓思敏女士  
周駿齡先生  
崔銘文先生  
馮炳欣先生  
馮寶光先生  
郭碧琮女士  
黎玉添先生  
林美詩女士  
吳光銘先生  
曾貴良先生  
黃吳詠琪女士  
吳沂城先生  
葉毅明教授  
阮偉基博士

### Missions and Objectives

- To enhance APB's professional status and to promote the best housing management practice in Asia Pacific Region

### 工作目標

- 加強分會專業地位及於亞太區推廣卓越房屋管理經驗



- To publish e-Housing Express regularly and link it to CIHAPB's website to dispatch to all members and working partners through email, creating a communication platform between CIH and members, and between members and to promote CIH to other institutes and external organizations
- To Publish APB Year Book 2017
- To facilitate a prompt upload of Event Review for members' better knowledge on CIHAPB's activities and to propose convenient record and data storage
- Set up a system for better photo management for APB events
- 定期出版電子刊物，與學會網站連接，透過電子郵件定期發送給全體會員和合作機構，讓電子刊物成為學會與會員、會員與會員交流的平台，並成為友會和外界了解學會的渠道
- 出版亞太分會 2017 年年報
- 協調適時上傳活動回顧供會員掌握亞太分會活動，及建議便捷紀錄及資料儲存及保存方法
- 建立系統更有效地管理及保存亞太分會活動的照片

### Achievements in the Year

- Published regular issues of "e-Housing Express" to update members of the property management news
- Published APB Year Book 2017
- Successfully built up a template for activity owners to provide event review, speed up and smoothen the preparation of e-housing Express; and kept the said records and data more systematically.
- Initially carried out cloud base photo management of APB events. Implementation will be further reviewed in near future.
- Update promotion leaflet of APB
- 出版定期電子「房管專訊」更新會員有關物業管理資訊、並對近期時事與會員分享
- 出版亞太分會 2017 年年報
- 已設立標準表格供活動負責人於活動舉辦後填寫，加快電子「房管專訊」的工作流程，以及更有效地儲存及保存有關活動記錄
- 初步實踐以雲儲存方式保存亞太分會活動相片，未來將進一步檢討有關實行的情況
- 更新亞太分會宣傳單張



PHOTOS – ACTIVITY SNAPSHOTS  
活動剪影





Jan



12-Jan-17



2017 Annual General Meeting  
2017 會員周年大會

Feb



07-Feb-17



HKPPSA Spring Cocktail  
香港房地產專業服務聯盟丁酉年新春酒會



18-Feb-17



Brainstorm Session  
執行委員會集思會





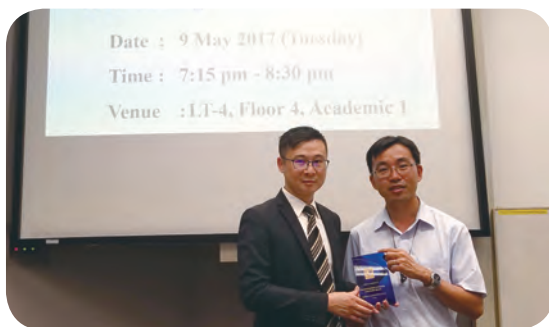
Apr



03-Apr-17

 Visit to Macao Housing Bureau  
拜訪澳門房屋局

May



09-May-17

 Talk on Tree Caring and Maintenance  
樹木護養講座



13-May-17

 Shenzhen Study Tour  
深圳專題交流考察 — 荔枝苑公寓



Jun



22-Jun-17

 Meeting with the CFO of Golden Key Association, China  
與中國金鎖鑰協會代表會面



28-29/6/2017

 人工智能與物業技術革命(廣州)論壇

Jul



06-Jul-17

 Program Validation — THEi  
課程評核 — 香港高等教育科技學院

Sep



21-24/9/2017

 Hanoi Study Tour  
越南河內考察團





Nov



04-Nov-17



Hong Kong-Zhuhai-Macao Bridge Visit  
參觀港珠澳大橋

11-Nov-17



Talk on Elevator Systems for Super High-Rise Buildings  
技術講座：超高層建築的升降機系統



Nov



16-Nov-17



Joint Annual Dinner  
2017 年與香港房屋經理學會聯合周年晚宴





MEMBERSHIP –  
COURSES LEADING TO MEMBERSHIP  
會籍 — 學會認證課程





## Courses Leading to Membership

### 學會認證課程

#### Hong Kong 香港

Institution 院校	Programme 課程	Duration 年期	Completion of Practical Experience Requirements 完成「實務訓練」	Type of Membership 會籍類別
School of Professional and Continuing Education (SPACE) The University of Hong Kong 香港大學專業進修學院	Professional Diploma in Housing Management 房屋管理專業文憑	3 years (Part-time) 3年(兼讀)	Compulsory for Membership 入會必須條件	Chartered Member 特許會員
Department of Urban Planning and Design (DUPAD) The University of Hong Kong 香港大學城市規劃及設計系	Master of Housing Management (Professional Stream) 房屋管理碩士(專業課程)	2 years (Part-time) 2年(兼讀)	Compulsory for Membership 入會必須條件	Chartered Member 特許會員
School of Continuing & Professional Education (SCOPE) City University of Hong Kong 香港城市大學專業進修學院	Professional Diploma in Property Management 物業管理專業文憑	1 year (Part-time) 1年(兼讀)	Compulsory for Membership 入會必須條件	Member 會員
School of Continuing & Professional Education (SCOPE) City University of Hong Kong – De Montfort University, UK 香港城市大學專業進修學院 – 德蒙福特大學	BA (Hons) Public Administration and Management 公共行政及管理榮譽文學士	2 years (Part-time) 2年(兼讀)	Compulsory for Membership 入會必須條件	Chartered Member 特許會員
Department of Public Policy City University of Hong Kong  香港城市大學公共政策學系	Bachelor of Social Sciences in Public Policy and Politics (Housing and Urban Studies Stream) 社會科學學士(公共政策與政治) – 房屋及城市研究	2 years (Full-time) 2年(全日制)	Compulsory for Membership 入會必須條件	Chartered Member 特許會員
	Bachelor of Social Sciences (Honours) in Administration and Public Management 行政及公共管理榮譽社會科學學士	2 years (Full-time) 2年(全日制)	Compulsory for Membership 入會必須條件	Chartered Member 特許會員
	Master of Arts in Housing Studies 房屋學文學碩士	1 year (Full-time) 2 years (Part-time) 1年(全日制) 2年(兼讀)	Compulsory for Membership 入會必須條件	Chartered Member 特許會員

Institution 院校	Programme 課程	Duration 年期	Completion of Practical Experience Requirements 完成「實務訓練」	Type of Membership 會籍類別
School of Professional Education and Executive Development (SPEED) The Hong Kong Polytechnic University  香港理工大學專業進修學院	Bachelor of Arts (Honours) in Housing Management  房屋管理學(榮譽)文學士	2 years (Full-time)  2年(全日制)	Compulsory for Membership (i) completion of attachment type of PER during study (ii) completion of PER after graduation 入會必須條件 (i) 完成在學時「外派學習」或「實務訓練」 (ii) 於畢業後完成「實務訓練」	(i) Member (ii) Chartered Member  (i) 會員 (ii) 特許會員
The Technological and Higher Education Institute of Hong Kong (THEi) Vocational Training Council  職業訓練局香港高等教育科技學院	Higher Diploma in Surveying — Quantity Surveying and Property & Facility Management Stream 測量學高級文憑 — 工料測量和物業及設施管理專業主修	2.5 years (Full-time)  2.5年(全日制)	Compulsory for Membership  入會必須條件	Member  會員
	Bachelor of Science (Honours) in Surveying — Quantity Surveying and Property & Facility Management Stream 測量學(榮譽)理學士 — 工料測量和物業及設施管理專業主修	4 years (Full-time)  4年(全日制)	Compulsory for Membership  入會必須條件	Chartered Member  特許會員
Department of Business Administration Hong Kong Institute of Vocational Education (Shatin) Vocational Training Council 職業訓練局香港專業教育學院(沙田) — 工商管理	Higher Diploma in Real Estate Management  產業管理高級文憑	2 years (Full-time) 3 years (Part-time)  2年(全日制) 3年(兼讀)	Compulsory for Membership  入會必須條件	Member  會員
	Professional Diploma in Property & Facilities Management (Customer Services) 物業及設施管理專業文憑(顧客服務)	286 hours (Part-time)  286小時(兼讀)	Compulsory for Membership  入會必須條件	Member  會員
Department of Business Administration Hong Kong Institute of Vocational Education (Haking Wong) Vocational Training Council 職業訓練局香港專業教育學院(黃克競) — 工商管理	Professional Diploma in Property & Facilities Management (Facility Services) 物業及設施管理專業文憑(設施服務)	286 hours (Part-time)  286小時(兼讀)	Compulsory for Membership  入會必須條件	Member  會員





Institution 院校	Programme 課程	Duration 年期	Completion of Practical Experience Requirements 完成「實務訓練」	Type of Membership 會籍類別
Institute of Professional Education And Knowledge (PEAK) Vocational Training Council 職業訓練局高峯進修學院	Professional Diploma in Practical Property and Facilities Management 實務物業及設施管理專業文憑	240 hours (Part-time) 240小時(兼讀)	Compulsory for Membership 入會必須條件	Member 會員
Asian Institute of Built Environment (AIBE) — Leeds Beckett University, UK 亞洲建築環境學院 — 英國利茲貝克特大學	Foundation Degree of Arts in Housing (intake in year 2016 only) 房屋學基礎學士課程 (2016年入學)	2 years (Part-time) 2年(兼讀)	Compulsory for Membership 入會必須條件	Member 會員
	Bachelor of Arts (Hons) in Housing Studies (intake upto year 2018 only) 房屋學(榮譽)學士課程 (至2018年入學)	1.5 years (Part-time) 1.5年(兼讀)	Compulsory for Membership 入會必須條件	Chartered Member 特許會員
Hong Kong Nang Yan College of Higher Education 香港能仁專上學院	Associate in Real Estate Management 房地產管理副學士	2 years (Full-time) 4 years (Part-time) 2年(全日制) 4年(兼讀)	Compulsory for Membership 入會必須條件	Member 會員

## Macau 澳門

Institution 院校	Programme 課程	Duration 年期	Completion of Practical Experience Requirements 完成「實務訓練」	Type of Membership 會籍類別
Institute of Professional Education And Knowledge (PEAK) Vocational Training Council 職業訓練局高峯進修學院	Professional Diploma in Property Management for Practitioners – Macao	310 hours – about 7 months	—	Member
	澳門物業管理專業技術人員專業文憑課程	310小時 – 約7個月	—	會員

## Taiwan 台灣

Institution 院校	Programme 課程	Duration 年期	Completion of Practical Experience Requirements 完成「實務訓練」	Type of Membership 會籍類別
Graduate School and Department of Assets and Property Management Hwa Hsia University of Technology, Taiwan  台灣華夏科技大學資產與物業管理系暨研究所	Bachelor of Commerce in Housing Management  房屋管理商學士	4 years (Full time)  4年(全日制)	Compulsory for Membership (i) completion of attachment type of PER during study (ii) completion of PER after graduation 入會必須條件 (i) 完成在學時「外派學習」或「實務訓練」 (ii) 於畢業後完成「實務訓練」	(i) Member (ii) Chartered Member  (i) 會員 (ii) 特許會員
	Master of Commerce in Housing Management  房屋管理商碩士	2 years (Part-time)  2年(兼讀)	Compulsory for Membership (i) completion of attachment type of PER during study (ii) completion of PER after graduation 入會必須條件 (i) 完成在學時「外派學習」或「實務訓練」 (ii) 於畢業後完成「實務訓練」	(i) Member (ii) Chartered Member  (i) 會員 (ii) 特許會員

## Mainland China 中國大陸

Institution 院校	Programme 課程	Duration 年期	Completion of Practical Experience Requirements 完成「實務訓練」	Type of Membership 會籍類別
School of Business Administration Fujian Jiangxia University  福建江夏學院工商管理學院	Bachelor of Business Administration  工商管理學學士	4 years (Full-time)  4年(全日制)	Compulsory for Membership (i) completion of attachment type of PER during study (ii) completion of PER after graduation 入會必須條件 (i) 完成在學時「外派學習」或「實務訓練」 (ii) 於畢業後完成「實務訓練」	(i) Member (ii) Chartered Member  (i) 會員 (ii) 特許會員





Institution 院校	Programme 課程	Duration 年期	Completion of Practical Experience Requirements 完成「實務訓練」	Type of Membership 會籍類別
School of Economics and Managerial Engineering Beijing University of Civil Engineering and Architecture  北京建築大學經濟與管理工程學院	Bachelor of Business Administration  工商管理學學士	4 years (Full-time)  4年(全日制)	Compulsory for Membership (i) completion of attachment type of PER during study (ii) completion of PER after graduation 入會必須條件 (i) 完成在學時「外派學習」或「實務訓練」 (ii) 於畢業後完成「實務訓練」	(i) Member (ii) Chartered Member  (i) 會員 (ii) 特許會員
Construction Management Department School of Business Guangzhou University, Guangzhou  廣州大學商學院工程管理系	Bachelor of Management  管理學學士	4 years (Full-time)  4年(全日制)	Compulsory for Membership (i) completion of attachment type of PER during study (ii) completion of PER after graduation 入會必須條件 (i) 完成在學時「外派學習」或「實務訓練」 (ii) 於畢業後完成「實務訓練」	(i) Member (ii) Chartered Member  (i) 會員 (ii) 特許會員
School of Continuing Education Guangzhou University, Guangzhou  廣州大學繼續教育學院	Bachelor of Management  管理學學士	3 years (Part-time)  3年(兼讀)	Compulsory for Membership (i) completion of attachment type of PER during study (ii) completion of PER after graduation 入會必須條件 (i) 完成在學時「外派學習」或「實務訓練」 (ii) 於畢業後完成「實務訓練」	(i) Member (ii) Chartered Member  (i) 會員 (ii) 特許會員
CB Richard Ellis  世邦魏理仕有限公司	Property Management Training Course for Housing Professionals (For Chartered Membership through Direct Final route) 高級培訓班 (特許會員直接途徑)	About 40 hours  約40小時(兼讀)	Not necessary  毋須	Chartered Member  特許會員
	Property Management Training Course for Housing Practitioners 物業管理從業員培訓班	About 80 hours  約80小時(兼讀)	Compulsory for Membership  入會必須條件	Member  會員

Institution 院校	Programme 課程	Duration 年期	Completion of Practical Experience Requirements 完成「實務訓練」	Type of Membership 會籍類別
Beijing VENCI Standard Construction Culture Center, China  北京萬喜基準建築文化中心	Property Management Training Course for Housing Professionals (For Chartered Membership through Direct Final route) 高級培訓班 (特許會員直接途徑)	About 40 hours (Part-time)  約40小時(兼讀)	Not necessary  毋須	Chartered Member  特許會員
Guangzhou Wanzhi Investment Management Co Ltd  廣州萬智投資管理有限公司	Property Management Training Course for Housing Professionals (For Chartered Membership through Direct Final route) 高級培訓班 (特許會員直接途徑)	About 40 hours (Part-time)  約40小時(兼讀)	Not necessary  毋須	Chartered Member  特許會員
Chongqing Bozhong Real Estate Management and Research Institute 重慶博眾房地產管理研究院	Master of Business Administration (Property Management) 物業管理碩士課程班	1.5 years (Part- time)  1年半(兼讀)	Not necessary  毋須	Chartered Member  特許會員

#### Remarks 備註

Apart from additional requirements via Direct Final route and the above criteria, at least 3 years of relevant working experience is required for application for the grade of Chartered Member.

特許會員之申請人必須擁有最少三年相關工作經驗，並須符合上述指定條件或經由直接途徑申請之額外要求。





MEMBERSHIP –  
MEMBERSHIP GRADE & FEE  
會籍 — 會籍類別及費用

## Fees 費用

Annual membership fees for Year 2017 & 2018:  
二零一七年度及二零一八年度會員年費如下：

### Hong Kong and Macau Members 本地及澳門會員

Membership Grade 會員類別		Annual Subscription 會員年費 HKD 港幣	
		2017	2018
<b>CIH Member</b>	<b>會員</b>	<b>580</b>	<b>600</b>
• Studying for a CIH accredited course in Hong Kong	• 在本地正修讀本會認可房屋管理課程的人士	580	600
• Studying for a CIH accredited course in Macau	• 在澳門正修讀本會認可房屋管理課程的人士	Free	Free
• Cert CIH	• Cert CIH	580	600
• Career break and retired CIH member	• 暫休及退休會員	600	120
<b>CIH Chartered Member</b>	<b>特許會員</b>	<b>1,650</b>	<b>1,650</b>
• Career break and retired chartered member	• 暫休及退休特許會員	600	330

### China and Taiwan Members 國內及台灣會員

Membership Grade 會員類別		Annual Subscription 會員年費					
		2017			2018		
		HKD 港幣	RMB 人民幣	TWD 台幣	HKD 港幣	RMB 人民幣	TWD 台幣
<b>CIH Member</b>	<b>會員</b>	<b>470</b>	<b>400</b>	<b>1,900</b>	<b>490</b>	<b>420</b>	<b>1,900</b>
• Studying for a CIH accredited course in China and Taiwan	• 在國內及台灣正修讀本會認可房屋管理課程的人士	Free	Free	Free	Free	Free	Free
• Cert CIH	• Cert CIH	470	400	1,900	490	420	1,900
• Career break and retired CIH member	• 暫休及退休會員	400	345	1,620	100	85	390
<b>CIH Chartered Member</b>	<b>特許會員</b>	<b>880</b>	<b>760</b>	<b>3,560</b>	<b>880</b>	<b>750</b>	<b>3,410</b>
• Career break and retired chartered member	• 暫休及退休特許會員	400	345	1,620	190	165	750





## Administration Fee for Membership Reinstatement 恢復會員資格的行政費用

Region	會員所屬地區	HKD 港幣
• Hong Kong	• 香港	1,000
• China, Macau, Taiwan	• 國內、澳門、台灣	500

### Notes:

- \* New members can enjoy payment of membership fees by pro-rata in the first year if they do not join the full year membership. Membership fees are to be paid from next month of application submission. Application Form and cheque payment should be sent to the following address:

**Chartered Institute of Housing Asian Pacific Branch**  
**Units 2008-2010, Telford House,**  
**16 Wang Hoi Road, Kowloon Bay,**  
**Kowloon, Hong Kong**

- \* Please note that **Student Application Form** should be signed by the appropriate Course Director.
- \* Applicants residing overseas:  
By bank draft drawn in Hong Kong Dollars in favour of the "Chartered Institute of Housing Asian Pacific Branch"  
Any enquiries please check with Branch Secretariat (Tel: 2356 8680).

### 請注意：

- \* 新會員費用按照月份比例收費，故支票面額按交表月的下一個月起計算。申請表連同支票請寄往：

**英國特許房屋經理學會亞太分會**  
**香港九龍灣宏開道16號德福大廈2008-2010室**

- \* 所有**學生會員**的申請需得課程總監簽署。
- \* 海外申請人之入會費請以港幣匯票支付，抬頭人請寫 **Chartered Institute of Housing Asian Pacific Branch**。  
如有任何查詢，請聯絡本會秘書處(電話：2356 8680)。



OUTSTANDING DISSERTATION  
最佳碩士論文





## The Contribution of Home Ownership to Male Attractiveness in Mate Selection in Hong Kong



From left-to-right, Lam Choi Mei, Catherine (林采微) (Left); Lee Lap Kwan, Eden (李立群) (Middle); Yu Hiu Sang, Jason (余晓昇) (Right)

**Choi Mei LAM**  
**Lap Kwan LEE**  
**Hiu Sang YU**

**Department of Public Policy**  
**City University of Hong Kong**

### Introduction

Who said 'Love is simple'? Love is cruel, love is full of calculation and comparison, love is a war. Before we can enter the love market to enjoy all the fruitful and sweetness of love, there is a cruel process called courtship we should go through first.

About 5 million years ago our ancestors acquired a mate after a brutal fight or killing. If we look at the animal kingdom, we can see bloody fighting, biting and killing in front of the gate of love. After so many years humans became more civilized, we do not bite anymore but we still contend for love.

Wars become invisible while much more complex. There are criteria, there is selection, there is a calculator in each women's head but they do not tell you that. She would only smile at you and reply 'You are such a nice guy, however, we can just be friends.'

Some said Hong Kong is an opportunistic society, and personal relationships are complex in this city. Hong Kong women are accused of being materialistic and money-oriented. There is a popular saying that Hong Kong women will marry only if her boyfriend is a homeowner. Here comes the tragedy. The tragedy is, it is nearly impossible for Hong Kong people to buy a dwelling. According to 12th International Housing Affordability Survey 2016 (Day 2015), property prices are equivalent to 11.4 times the median annual household income in Hong Kong, which means that housing price has reached an extremely unaffordable level.<sup>1</sup>

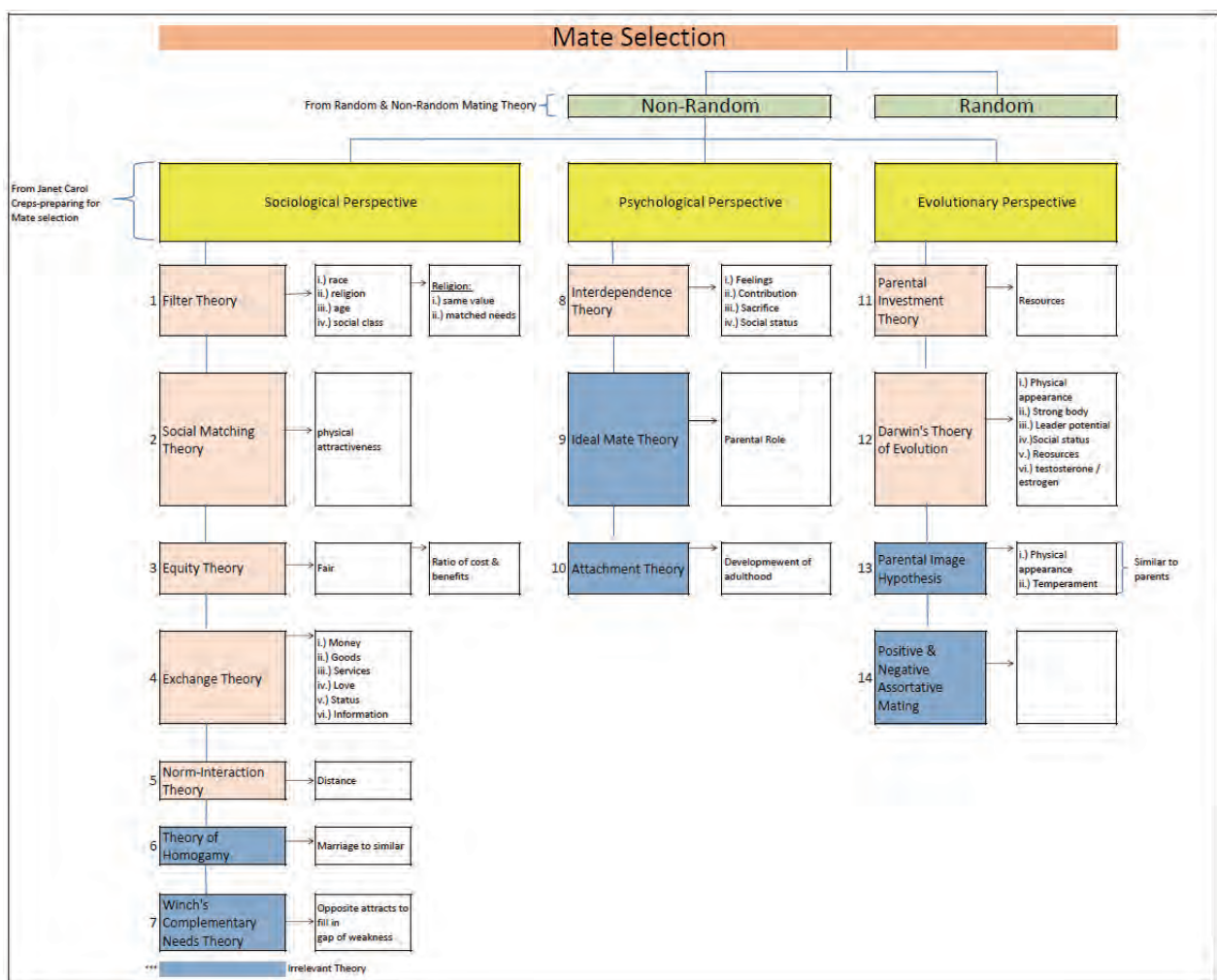
<sup>1</sup> Senator, B. D. 2015, 12th Annual Demographia International Housing Affordability Survey: 2016 Rating Middle-Income Housing Affordability. New Zealand: Performance Urban Planning.

If the foresaid popular saying is true, it will be obvious that most younger people in Hong Kong (without parental support) are going to be squeezed out from the love market. Providing young people graduate from university, after saving for 21 years to become a homeowner, clearly that will be too late. Luckily, the above is still a saying only. There has not yet been much research to support it. How true is the perception that homeownership contributes to male attractiveness in mate selection in Hong Kong? How do women rank homeownership in mate selection? We are going to find out the answers in this research.

## Literature Review

For the overview of the literature, we will look into 14 theories, which are: Interdependence Theory, Parental Investment Theory, Parental-Image Hypothesis, Attachment Theory, Filter Theory, Winch's Complementary Needs Theory, Darwin's Theory of Evolution, Equity Theory, Exchange Theory, Ideal Mate Theory, Non-Random & Random Mating, Positive & Negative Assortative Mating, Theories of Homogamy and Norm-Interaction Theory. By interpreting and evaluating those theories and concepts, we will apply those theory concepts into our research questions, and formulate our conceptual framework. After interpretations of each theory, we have concluded all the theories we studied in the conceptual framework as follows: —

Chart 1 — Conceptual framework of research







## Research Methodology

### Research Question

*The research question for our study is: is there a significant difference in male attractiveness as a marriage partner between homeowners and non-homeowners in Hong Kong? Our assumption, based on anecdotal information about Hong Kong, and drawing on the international literature, is that socio-economic status is important in mate selection and home ownership is an important marker of socio-economic status in Hong Kong, as well as providing for a couple to live alone and raise a child (or children) in a nuclear family setting.*

We decided to use semi-structured, open ended questions to explore the sequences of criteria and the reason behind the thinking of the respondents. Furthermore, it is appropriate to use in depth, qualitative interviews to understand values, emotions and feelings. A qualitative research

can ensure the interviewee can be described and identified accurately, as well as to show the complexities between the variables. Also, we can demonstrate and explore factors that affect male attractiveness of being a homeowner. Based on such consideration, we decide to employ a qualitative method to answer the research question.

Finally, we have chosen 11 traits from the 18 traits we derived from our theories in the literature review. After adding the criteria of Homeownership, the 11 traits we are going to further extend in our qualitative research will be: Religion; Age; Social Class/Status; Same Value; Physical Attractiveness; Money; Services/Contribution; Love/Feelings; Information; Leadership Potential; and Homeownership.

We designed an in-depth interview guideline with questions that are related to the above 11 traits and let interviewee compare the traits and the reasons behind their choices. A copy of our interview guidelines are as follow:

Collection of demographic data first:

Age/Occupation/Educational Level/Living Arrangement/If Boyfriend is a homeowner

State clearly before interview:

We are going to tape record our interview, would you feel comfortable with this?

The interview will last about for an hour.

Our research is about how Hong Kong people make their decision before their wedding.

In-depth Interview (Questions):

1. What are your preferences when you select a boyfriend?
2. I would like to know the reasons why you stay with your present boyfriend/husband? What are the characteristics which attract you? What if these characteristics change? Will you still stay with him?
3. Do you think your present boyfriend would become your future husband? Why would you think so? What would make him more attractive as a marriage partner? What would make him less attractive?
4. Are you concerned about what his religion is? Why is it important/not important?
5. Are you concerned about his age? What is the range that is acceptable to you? How about if he is old but his outlook is young? Why is it important or not important?

6. Would you accept it if you partner has different values from yours? If so, what is the widest range that you can accept? Is it important to marry someone with similar values and opinion on ethical issue/politics/child-rearing as an important concern for your mate selection?
7. Are you concerned about the occupation of your partner in mate selection? Why is it important/ not important?
8. Are you concerned about the outlook of your partner in mate selection? Why is it important/not important?
9. Are you concerned about the economic resources/salary of your partner in mate selection? Why is it important/not important?
10. Are you concerned about your partner's contribution in this relationship? How about if you and he does not contribute equally? What is the largest proportion you can accept?
12. Are you concerned about the educational background of your partner? How about if he does not have a high educational background but knows a lot and could provide you with lots of information? Why is it important/not important?
13. Are you concerned if he has leadership qualities or not? Will you find it more attractive if a man is a leader? Why so/why not?
14. Would you think a man is more attractive if he owns a car?
15. Would you think a man is more attractive if he owns a flat?
16. There are practical and unpractical criteria in mate selection. Which group of criteria is your preference?
17. There are criteria which related to resources in mate selection while there are not. Which group of criteria would you prefer? In criteria that linked with resources, which criteria would you prefer most?
18. Any comments of male selection criteria from Hong Kong women in popular culture or those you know?
19. Being Homeowner is more attractive than non-homeowners?
20. Love can be calculated?
21. Tell me one moment that you are being attracted and describe it in detail. Why do you think you are so attracted in that moment?
22. Have you reject anyone in your experience? Why you reject them? What did this man have to change so you would not reject him anymore?
23. Do you believe in true love?





24. Would you plan to have children after marriage?
25. What will you expect about your living standard after marriage? Will it be better or worse than the one that you currently have? Why?
26. Have you ever discussed the question of mate selection with others? Who are they? To what extent and how their opinions affect you?

*All answers are going to be recorded for further in-depth studying.*

Before conducting the interview, we recorded the interviewee's demographic and background characteristics. Then, we had an in-depth discussion (by asking semi-structured in-depth questions) about their mate selection criteria related to the 10 traits above. Each interview lasted for about an hour. Interviewees were not told about the focus of our research, namely the importance of home ownership in marriage partner selection. This meant that interviewees considered all aspects of mate selection asked in the questions and did not prioritize their views with regard to home ownership. Since the focus of our study is masked from the participants, therefore we can reduce or eliminate bias and also dishonesty. Finally, since our research question involves sensitive and rather personal issues, we conducted the interviews privately. The importance of the study was stressed and the respondents were assured that the information was confidential and that they would remain anonymous. This can ensure respondents to be more honest and talk more about what they truly think.

We identified our interviewees using snowball sampling. The interviews lasted on average about one hour and therefore we drew on our network of friends to help us identify women who would be willing to give up a considerable amount of time to conduct the interview. Our research strategy was to interview ten women. Our indication would be to interview until our interviewees stopped telling us anything new about the research question.

### **In-depth Interview with Ten Women in Hong Kong about Mate Selection**

To investigate our research topic, we conducted 10 qualitative in-depth interviews with semi-structured in-depth questions that addressed the 11 traits identified in the Conceptual Framework. We have interviewed 10 women living in Hong Kong who currently have a boyfriend and are in a stable and serious relationship from 2 to over 10 years. Our interviewees ranged in age range from 22 to 42 years old.

According to the Literature Review, Mate Selection is divided into Random Mate Selection and Non-Random Selection. Since we are living in the human society, cultural values and social rules guides us to the Non-Random Mate Selection scenario. In Non-Random Mate Selection, there are different theories to explain what women look for when they are choosing their partners. After reviewing all the theories in the Literature Review, we identified 3 key aspects: Sociological Perspectives, Psychosocial Perspectives & Evolution Perspectives. In each of the perspectives, there are different theories which view different criteria that make men attractive to women. In order to know which perspective can more truly describe the mate selection reality among HK women, evaluate the importance of the criterion 'Homeownership' in HK woman's heart, we summarize and present all our interviewee answers according to different criteria chosen from our Literature Review (except for criterion 'Homeownership' which is from our research topic) as below.

## Key points from our interviewee answers

From the answers from the open questions (without pre-set any criteria) asking our interviewees about their mate selection preferences, it shows that same values within partners is the most important criteria, and Homeownership (or even related criteria – Money/Social Class/Status) is relatively unimportant when compared to criteria like Physical Attractiveness and Love/Feelings. But criteria related to homeownership — Money/Social Class/ Status is relatively more important than Information, Age, Religion, Leadership Potential. Homeownership independently was rarely mentioned when interviewees talked about their mate selection preferences.

For questions links interviewee's preference in mate selection to their real situation. We can learn from their answers that personality, characteristic, similar thoughts, physical appearance, outlook are still relatively important criteria for them. Not meeting the criteria of Social Status, Service/ Contribution, Information, Money, Religion, Leadership Potential & Homeownership was never mentioned to be one of the reasons to reject a guy among our interviewees.

Our research showed that homeownership is a relatively important criterion for them according to the interview result. We learn that Homeownership is a subtle criteria in mate selection, as interviewee rarely mentioned it in the open question. However, when asking them if they are attractive criteria exactly, less than half of them denied. There might be two reasons behind. Firstly, as the HK housing price is so unaffordable, few of the interviewee feel that it is unlikely for boyfriend/or any other guys (similar to their ages) to be a homeownership in the upcoming future. So they rather just ignore the criteria. Secondly, they might have line homeownership to other criteria like Money, Social Class/Status or Information. As guys with lots of savings/high income, a good job or being highly educated are more much easily to become a homeowner, as a result, they just use those criteria to represent the guy's potential to become a homeowner.





Finally, to conclude the 10 in-depth interviews, we have drawn a table as below: —

Conclusion of the 10 in-depth interview						
Perspectives		Sociological		Psychosocial	Evolution	Research Topic
Theory		Filter Theory	Exchange Theory	Inter-dependence Theory	Darwin's Theory	—
Religion	Filter Theory	1				—
Age	Filter Theory	3				—
Social Class/ Status	Filter Theory/ Exchange Theory/ Darwin's Theory	2	2		2	—
Same Value	Filter Theory	3				—
Physical Attractiveness	Social Matching Theory/Darwin's Theory				3	—
Money	Exchange Theory		3			—
Services/ Contribution	Exchange Theory/ Inter-dependence Theory		3	3		—
Love/Feelings	Exchange Theory/ Inter-dependence Theory		2	2		—
Information	Exchange Theory		2			—
Leader Potential	Darwin's Theory				1	—
Homeownership						1
Total		22		5	6	1

\*\* Relatively More Important = 3

\*\* Relatively Less Important = 2

\*\* Relatively Not Important = 1

## Conclusion

Our study aims to look further and focus on the criteria of home ownership and discover how this factor, which we treat as one kind of economic resource, will contribute more attractiveness or not which influence Hong Kong women's consideration and mindset, since modern Hong Kong women are accused of being materialistic and money-oriented and we would like to investigate this phenomenon.

We conducted a comprehensive review of the international literature into mate selection, and identified 14 theories. In these theories we selected 8 that the relevant to our research question and identified 11 criteria relevant to our research question from these theories. They incorporates the sociological, psychological and evolutionary perspectives. Given the nature of our research, we would benefit more from depth qualitative interviews with a small number of women than a large structured survey.

On the basis of our ten in depth interviews we found there is a trend that women with higher social status or better economic resources background place less importance on the contribution of home ownership as they are less dependent on others. While women with lower educational level and social status see home ownership as an important consideration in choosing a marriage partner. Women with lower educational level and social status usually look for a secure life after marriage, expecting a better living and being protected by their partner financially.

Within the 11 traits except homeownership, there are several traits that also play an important role, such as having the same value with partner, physical attractiveness, age, contribution in maintaining the relationship are also critical considerations. Overall our interviewees concerned about many non-material aspects in their relationship with their current boyfriends.

The results show that the statement that men who are not homeowners will be squeezed out from the love market might not be true. As our study provides no evidence that a man without the contribution of homeownership will have none or a slim chance of attracting others and being someone's partner. Most of the interviewees reckon that homeownership is an important factor at some point that will improve a male's attractiveness, but not the reason for them to fall in love with someone.

However, there are some limitations to this research, as our project has only sampled 10 interviewees with similar status (having a stable relationship over a specific period) which might not reflect female with other relationship status such as single, frequently changing relationship or even lesbians across Hong Kong. As their mate selection criteria might be totally different, further comprehensive research is needed.

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## A Study on the Impact of the Disposal of Privatized Public Assets on the Community: The Case of Link REIT



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### Introduction

The Hong Kong Housing Authority (“the HA”) builds and manages public rental housing and subsidizes sale flats across Hong Kong. The housing estates are small communities by themselves and basic needs of the estate residents are supported by the estate ancillary retail facilities, which also provide the residents with business and job opportunities to build a self-sufficient community.

The Hong Kong Government announced in 2003 a plan to sell the HA’s retail and car-parking facilities aiming to alleviate the HA’s stringent financial situation and re-focus its resources on providing public rental housing. The divestment plan transferred the HA’s title of the public assets to Link Real Estate Investment Trust (“Link REIT”), which later became publicly listed on the Stock Exchange of Hong Kong in November 2005.

In 2014, Link REIT announced the disposal of privatized public assets to property investors, including four sets of the privatized shopping centre and car park for HK\$1.24 billion. A total of 28 of the privatized assets were sold for HK\$11.96 billion so far.

Figure 1: Link REIT’s Asset Disposal Since 2014

Fiscal year	No. of disposed properties	Total area (sq ft)	Total transacted price (HK\$ million)
2014/15	9	308,992	2,956
2015/16	5	181,055	1,716
2016/17	14	749,300	7,288
<b>Total</b>	<b>28</b>	<b>1,239,347</b>	<b>11,960</b>

Source: Link REIT (2017a), Annual Results Presentation of Link REIT 2016/17.



Not long after the transactions, some new owners carried out renovations to shopping centres and some of the disposed of car parks were strata-titled and disposed of individually at market value by the new owners. These new owners were seen to be more aggressive than Link REIT in looking for higher return from the privatized assets. However, management of some shopping centres were somehow neglected. As such, the disposal by Link REIT has aroused vigorous opposition from the society on the ground that the disposal had basically transformed the neighbourhood shopping centres into investment tools and public interest was ignored.

### Research Question

This study will identify and evaluate the impact of the disposal onto the community, in particular the tenants and the shoppers, by examining the positive and negative effects of the disposal on the community. Whether the community is indeed disadvantaged or benefited from the disposal will also be discussed.

### Goal and Objectives

The goal of this dissertation is to find out and then evaluate impacts of the disposal of the privatized public assets on the community with the following objectives:

- (i) to identify and evaluate any changes in operation of the privatized properties before and after the disposal;
- (ii) to investigate impacts of the disposal on the shop tenants and the local residents; and
- (iii) to compare the impacts and conclude the research study.

The hypothesis of this study is that the disposal of the privatized public assets by Link REIT has more benefits than damages to the community.

### Scope of this Study

Since shopping centres are more direct in providing goods and services as well as business opportunities to the residents than the car parks, this study will be confined to the disposal of the shopping centres, and car-parking facilities will be excluded.

This study will concentrate on evaluating the impact of the disposal on individual shop tenants and shoppers. Chain store tenants with stronger financial background are expected to have higher bargaining power than the more reliant independent retailers. As such, this study will include only independent retailers, while chain store tenants will be excluded.

### Literature Review

#### Definition and Impact of Privatization

Evans (1998) suggested that privatization shifted the management or ownership of assets from government to private sector while Starr (1988) defined privatization as a withdrawal from the public sphere or a shift of public action to private concerns. Privatization could be done through franchising the management function without privatizing the assets, or retaining the management by selling stock that carries no voting rights.

Privatization affects the change in objectives of an organization from welfare to profit maximization (Martin and Parker, 1997). Lau (2014) summarized that privatization would (i) increase revenue of the government in the short run; (ii) increase productivity; (iii) improve services efficiency; (iv) reduce financial burden of the government; and (v) improve organization performance. In the meantime, privatization would however decrease revenue of the government in the long run and reduce job opportunities in the public sector. The loss of ownership and control of the privatized assets or organizations would render the government's control of the management performance more difficult.



### Public Concerns on the HA's Privatization

Before the privatization of HA's assets, tenants of the retail facilities were mostly individuals and also residents of the estates. Rents charged by the HA were generally lower than those by the market-oriented private developers. The Government anticipated initial resistance from existing retail and car-parking facilities tenants to the divestment and it would take an approach to ease the concern on new owner's adoption of commercial principles in operating the facilities by emphasizing the initial focus of the divestment on the control of bottom-line costs, but not growing the top-line revenue (Legislative Council Secretariat, 2003).

The tensions between Link REIT and the society had become stronger and stronger at the time when Link REIT raised the rentals and eventually led to the displacement of many independent retailers by chain stores (Yog and Wong, 2017). The Permanent Secretary for Housing, Planning and Lands (Housing) however advised that the divestment would not unduly affect the commercial tenants but rather enhance the operational efficiency of the assets (Legislative Council Secretariat, 2004).

Some members of the Legislative Council also pointed out that the HA had no empowering mechanism in the privatization proposal to ensure the new company would address the above concerns and requests raised by stakeholders. The members considered it difficult if not impossible to insure social obligation of the new company. They envisaged that while the new company would be more eager to increase rents than the HA because of the higher priority to achieve good financial returns, the burden would eventually pass onto consumers in terms of higher prices of goods and services (Legislative Council Secretariat, 2004).

### Lack of Control over the Privatized Public Assets

The Government had made itself clear at various occasions not to hold shares in or control over the operation of Link REIT. At the meeting of

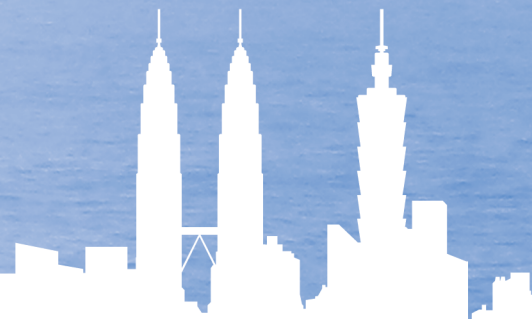
Legislative Council Panel on Financial Affairs on 14 December 2005, a member enquired about the reasons for such arrangement as the Government adopted an opposite policy in another privatization case by remaining the largest shareholder of the listed Mass Transit Railways Corporation Limited ("MTRCL"). Not to mention the Chairman of the Boards of Directors of the MTRCL was appointed by the Chief Executive. Another member also suggested that the Government should regulate the sale of Link REIT's assets or retain the HA the controlling shareholder to safeguard public interests (Legislative Council Secretariat, 2006).

Albeit the members' concern, to affirm a free economy in Hong Kong, the Government reiterated not to acquire any units of Link REIT from the equity market. The Government considered that the multiple layers of regulation on a REIT were sufficient to address the concerns. The Government also quoted Link REIT's business strategy of raising return through improving the facilities and savings in operation rather than substantial rental increase (Legislative Council Secretariat, 2006).

### Implications on the Research Question

While privatization would provide several advantages to the society as a whole, like the improvement of productivity and services efficiency of the government, the loss of ownership and control of the privatized assets would render the government's control of the management performance more difficult (Lau, 2014).

Since the original purpose of the privatized public assets from the HA is to accommodate the daily needs of the nearby residents in public housing estates, the lack of control over the privatized public assets from the government has resulted in public concerns and social impacts on the community. In particular, the subsequent disposals of properties from Link REIT to new owners further complicated the issue as both the government and Link REIT would no longer be responsible for those assets.



## Methodology

In this study, a qualitative approach will be adopted. Focus group discussions of customers and interviews with independent retailers will be carried out based on a set of key performance indicators aiming to understand the impacts of the disposal on the community. An in-depth interview with the senior management of Link REIT will be conducted to collect the views from the landlord's perspective.

The key performance indicators setting the framework for this study are (Powell and Allan, 2009):

- Rental level
- Management and maintenance
- Communication with local community
- Tenancy management
- Trade mix and variety of goods provided
- Price level of goods
- Customer service

For the selection of shopping centres in this study, there are several criteria: the transaction date, size of the shopping centre, the existing condition of the shopping centres at the date of this study and the identity of the new mall owner. Upon analysis, Tin Ma Shopping Centre in Wong Tai Sin and Tsui Lam Square in Tseung Kwan O are considered the most appropriate samples for this study.

## Discussion and Findings

### Impacts of Disposal on the Community

Five positive and eight negative impacts of the disposal on the community of Tsui Lam and Tin Ma are identified in our focus group discussions of customers and interviews with independent

retailers. The results show that there are more negative than positive impacts of the disposal on the community.

#### Positive impacts of the disposal:

- (i) Better environment for shopping and business in the case of Tsui Lam;
- (ii) Better trade mix and wider variety of goods in the case of Tsui Lam;
- (iii) Better customer service in the case of Tsui Lam;
- (iv) Better communication with local community in the case of Tsui Lam; and
- (v) Reduced price of goods and services in the case of Tsui Lam.

#### Negative impacts of the disposal:

- (i) Unaffordable increase in rent in the case of Tin Ma;
- (ii) Deteriorated environment due to lack of proper management and maintenance in the case of Tin Ma;
- (iii) Fewer shops of independent retailers in the case of Tsui Lam;
- (iv) Less organized management and maintenance in the case of Tsui Lam;
- (v) Lack of communication with local community in the case of Tin Ma;
- (vi) Poor and uncertain tenancy management in the case of Tin Ma;
- (vii) Increased price of goods and services in the case of Tin Ma; and
- (viii) Poorer customer services in the case of Tin Ma.

## **Key Findings from the Impacts of the Disposal**

### ***Asset Enhancement is a Key Factor of the Positive Impacts***

Since Link REIT's portfolio has been so large that not every property could be allocated resources for asset enhancement, some of the properties were being left with no input of additional resources for physical improvement or upgrade of the tenancy management. The new owners could be more focused on investing capital for upgrading the shopping centres in return of better business performance. The disposal would open up opportunity for the disposed of privatized properties for asset enhancement by the new owner.

### ***Impacts are More Significant to Public Rental Housing Tenants***

It is important to distinguish public housing tenants from the residents of HOS developments. Public rental housing tenants are immobile under the current public rental housing system and they must bear with the better or worse shopping facilities in their neighbourhood. The residents of public rental housing estates are also low-income families and more in need of affordable goods and services provided at the nearby shopping centres. It would put a great burden on them if cost of living is increased due to unnecessary travel for buying daily necessities or high cost of goods and services from neighbourhood shopping centre.

The immobility of the primary catchment sets the fundamental difference between a privatized public asset from the HA and other shopping centres built by private developers. The impact of the disposal is therefore more significant to public rental housing tenants than the other HOS development residents.

### ***Tenants are More Flexible in Coping with the Disposal***

With no doubt, the tenants are concerned about how their businesses would be affected by the business environment of the shopping centres. If

the environment is no longer suitable, they would relocate and continue their businesses in other locations.

When compared to the shoppers, particularly public rental housing tenants, tenants have higher flexibility in coping with the disposal and the impacts of disposal on them would eventually reduced to money terms only.

### ***Different Impacts of the Disposal on Shoppers of Different Ages***

Focus group discussions have been carried out with shoppers in two different age groups. While the younger shoppers paid more attention to the management and maintenance of shopping centres, the elder shoppers were more concerned about price level and the variety of goods and services. In general, the younger shoppers had more vigorous comments on the disposal than the elder shoppers.

### ***Lack of Communication Intensified the Negative Impacts of the Disposal***

Both the focus group discussions and interviews with tenants revealed that communication between new owner of Tin Ma and the community was terribly weak. While the tenants and shoppers were used to directly communicate with Link REIT, the new way of communication by the new owner only through the management company did not meet the community's expectation.

The negative sentiment of the community was aggravated because of a lack of communication. The disposal of Tin Ma has eventually turned into hot topics on the mass media and discussion of public forums. The lack of communication could be explained by the inadequate experience of the new owners in managing the privatized public assets which would attract a lot of attention from the general public, media and political parties. This is uncommon when compared to other shopping centres normally owned by other private developers.





### ***The Two Disposed Projects Have Different Impacts on the Community***

This study revealed that the impacts of disposal could be very extreme and it would not necessary be a win-win situation. To explain, the different operation strategies could cause various performance of the shopping centres and diverse impacts of disposal on the community. The ultimate effect of disposal is highly dependent on the new owner who would determine its own operation strategy of the disposed privatized assets.

In addition, timing of the study may be a factor to the different measurement of impacts of the disposal on the community. The renovation works had been completed in the case of Tsui Lam, while the termination of shops and the building works suggested early stage of asset enhancement works for Tin Ma. The impacts measured could possibly be complicated or distorted by the different timing of the study along the timeline of the renovation works.

### **Relevancy of this Study to Disposal of Other Privatized Malls by Link REIT**

While Link REIT has already sold 28 shopping centres over the past few years, the results of this study on Tin Ma and Tsui Lam should be able to represent the impact of Link REIT's disposals of other shopping malls on their community. Link REIT's properties were basically acquired from the HA with very similar neighbourhoods that composed of public rental housing estates and HOS developments.

While Tsui Lam could represent those disposed shopping centres which had been renovated by the new owner, Tin Ma serves as a typical example of the remaining disposal of shopping centres. The subsequent operation and management of the shopping centre by the new owner of Tin Ma could represent another type of strategy of the new owners who might consider that renovation is not a must for asset enhancement.

### **Analysis of Link REIT's Responsibilities in the Disposal**

While Link REIT's disposal has opened up opportunities for new owners to carry out asset enhancement to the shopping centres, it would be too optimistic to assume that the community must benefit from the enhancement works. While the privatized shopping centres carry a social value in providing goods and services to low-income families, the study of Tin Ma suggested that both the tenants and shoppers cared more about the basic management and maintenance of the shopping centres rather than any asset enhancement.

Link REIT has launched community programmes to ease public concern about its asset enhancement works (Link REIT, 2017b). Such programmes enhanced the communications with the community and reduced opposing noises from the society with regard to the large scale renovations. Link REIT should consider extending its programmes to include the disposals in order to build a better connection between the new owners and the communities. Given Link REIT's experience in handling the mass media and political parties, the community programmes could mitigate some negative impacts of the disposals on the community.

### **Analysis of the Government's Responsibilities in the Disposal**

Since Link REIT is the sole legal owner of the privatized public assets, Link REIT has the discretion to dispose of any of its properties without consulting the Government. Moreover, Link REIT is only held accountable to its unitholders. As the Government does not hold any units of Link REIT, what could be done by the Government to mitigate the negative impacts of the disposal is very limited.

Nonetheless, in response to the strong appeal from the society and without interfering Link REIT's operation, the Government is urging Link REIT to be more socially responsible. The Legislative Council and the District Councils could play an

important role in this aspect by closely monitoring the operation of the disposed shopping centres.

## Conclusion

### Results of this Study

The results of this study rejected the hypothesis that the disposal of the privatized public assets by Link REIT has provided more benefits than damages to the community. It could be explained by the lack of experience in managing those assets by the new owners. The negative effects were intensified because of inadequate communication between the new owners and the communities. The new owners had also overlooked that shoppers of different age groups have varying needs.

The population in the neighbourhood of the privatized public assets from the HA comprises mainly public rental housing tenants who are being more affected by the disposal than the other shoppers as most public housing tenants are low-income families who rely on the goods and services provided at the neighbourhood shopping centres at affordable prices. Tenants of the shops, in comparison, have higher flexibility in coping with the disposal as they could relocate their businesses away from the poor shopping environment.

### Suggestions and Recommendations

#### ***Post-Disposal Operation of the Properties by Link REIT***

Link REIT should coordinate with the new owners in bridging the transitional operation of the properties in the future disposal. Unlike Link REIT, many of the new owners did not have any experience in managing the privatized public assets. It would help ensure the least impact of the disposal to the community if the new owner is supported by Link REIT with its extensive experience in operation of the privatized assets. Link REIT should also extend its community programmes to the disposal of properties in order to enhance the communications between the new owners and the communities.

### ***Asset-Light Strategy for Link REIT's Disposal***

Link REIT should consider adopting an asset-light strategy to dispose of its assets in the future while maintaining its mall management for the new owners under management contracts. As Link REIT possesses strong expertise in managing those privatized public assets and handling the political parties, such strategy would help avoid the possible disturbances from the change of mall owner on the community.

On this, since REITs listed in Hong Kong are restricted from managing assets owned by any third parties, amendments must be made to the existing REIT code before Link REIT could adopt this strategy (Securities and Futures Commission, 2014).

In fact, the suggested asset-light strategy is getting more popular. For example, CapitaLand, the largest listed developer in Singapore by market capitalization, decided to expand its asset-light strategy by adopting the third-party management contract model for retail properties in China in August 2016 (CapitaLand, 2016).

#### ***Future Approach in Privatization of Assets from the Government***

The Government had intended to safeguard the best interest of the society by only emphasizing the initial focus of the divestment on cost controls rather than growing the top-line revenue (Legislative Council Secretariat, 2003). However, the results of this study suggested that the above was impracticable.

In view of the strong relevance between a privatized public asset and the local community, particularly the public housing tenants, it is suggested that the Government should consider a partial privatization of public assets in the future (Starr, 1988). A possible option is to maintain a controlling share in the privatized asset as in the case of MTRCL as such the Government could involve in the management decisions of the privatized assets to achieve a balance between public and private interests.



### **Further Improvement of this Study**

In view of the limited time and resources, this study has focused on the impacts of disposal of two shopping centres by Link REIT. The study could be improved by extending the primary data collection to all disposed properties with more tenant interviews and focus group discussions.

### **Acknowledgements**

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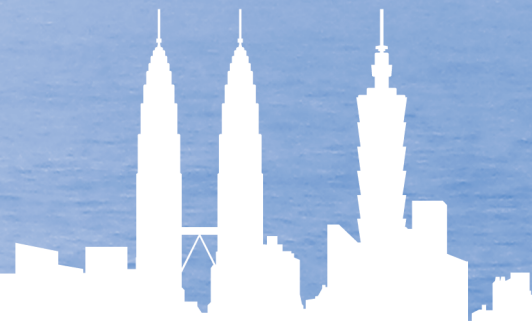
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COVER STORY

主題文章



## Proposed Reduction of DMC Managers' Remuneration on Review of BMO

**KY Kwok**

**Li, Kwok & Law, Solicitors & Notaries**

### Introduction

The Consultation Paper on the review of the Building Management Ordinance ("**BMO**") was published in 2014, inviting the public to express their views on the proposed amendments of the BMO. Later, in 2016 and 2017 respectively, the Legislative Council Panel of Home Affairs ("**HAD Panel**") has published their up-dated views on the proposed amendments. One of the proposals is about reduction of the remuneration of DMC Managers. This article will discuss the proposal generally and the reasoning behind.

### Reducing MR rates year by year

The 2014 Consultation Paper proposed to reduce the remuneration of DMC Managers in different ways. Firstly, for developments of more than 100 residential units and car-parking spaces, the ceiling of the manager's remuneration ("**MR**") will be reduced from 10% by 0.5% per year down to 8%. The reasoning in support of this proposal is not quite apparent. It was said some owners took the view that the existing mechanism of linking up the MR with the management expenses "*induces the DMC Managers to spend more so as to increase their remuneration*". However, the proposed reduction of the percentage will not induce the DMC Manager to spend less. On the contrary, if there were anyone intending to inflate their MR, they may have to spend even more to cover up the deficit caused by the reduction.

It was also mentioned in the 2014 Consultation Paper that the DMC Manager should be more familiar with the estate they manage as time goes by, and the "*service and overhead costs may*

*decrease with accumulation of experience*". Firstly, service and overhead costs should presumably be dealt with on reimbursement basis. If the amount is reduced, the benefit will go to the owners anyway. Secondly, if it is said that the Manager's job becomes easier, and this may justify reduction of their remuneration, this will be quite contrary to the common understanding that a more experienced service-provider should be paid more. A more senior and experienced solicitor may solve a legal issue more easily and swiftly than a trainee solicitor. Nevertheless, nobody would venture to suggest that the senior solicitor should be paid less than the trainee for performing the same job. In any event, there is no scientific evidence published to justify the reduction (i.e. 0.5% annually down to 8%) which looks quite arbitrary to laymen.

It is only when there is concrete proof of firstly, widespread abuse of the mechanism by DMC Managers spending more than they ought to so as to inflate their bills, and secondly, the lack of remedies offered by the law at its present state over such mischief or real difficulty for owners to resort to the remedies available, that the Legislature should intervene by lowering the ceiling percentage. We see no such proof offered by the HAD Panel.

It should be noted that according to the DMC Guidelines ("**the DMC Guidelines**") issued by the Legal Advisory and Conveyancing Office ("**LACO**") of the Lands Department who approves most of the DMCs, there might already be a provision in the DMCs permitting the Owners' Committee (or Management Committee if an Owners' Corporation has been formed) to vary from time to time the percentage of MR. Strangely, there is no limit as to the extent and frequency of the variation. Reading the provision literally, the Owners' Committee or Management Committee would already have wide power to adjust the MR payable to the DMC Manager without any legislative intervention or



further amendment of the DMC Guidelines. The author has seen some actual cases when the Owners' Committee or Management Committee, consisting of some ten persons in an estate with hundreds of units, purported to reduce the percentage of MR drastically to an extremely low level. In those cases, the Manager may need to resort to arguments like there should be an implied term that the adjustment should be reasonable, when the DMC Guidelines do not say anything expressly to that effect. It is quite difficult to understand why there should still be further intervention by imposing a seemingly arbitrary and automatic reduction schedule universally on all DMC Managers in future.

As the DMC Guidelines' provision permitting adjustment mentioned above has been in existence since 1987, presumably buildings having their DMC drafted after then would have such a provision in place. Of course, there may well be some older buildings still managed by the DMC Manager which do not have the protection of the said adjustment provision. However, as the proposed amendments will only affect new buildings and apply during the first four years of the DMC Manager's management, these older buildings will not be better off after the amendment in any event.

#### **Items of Expenditure with no "Value-added Services"**

Another amendment proposed in the 2014 Consultation Paper is to exclude some expenditure items from calculating the MR of the DMC Manager. It was said that expenditure like electricity charges and water bills of common parts and facilities do not involve any "value-added services" of Managers who therefore should not charge on them. According to the 2014 Consultation Paper, "*only those items which*

*genuinely involve management supervision (e.g. payments for garbage disposal, security services etc.) should be counted as the total expenses, costs and charges necessarily and reasonably incurred in the management of the development*".

Firstly, it seems the ceiling percentage prescribed by LACO is for a package deal applying to all management expenditure. For many years, the property management industry works on such basis with the building owners. If that ceiling is too high, and there is convincing evidence to support that, the problem may be dealt with simply and directly by adjustment of the ceiling, which is what the HAD Panel is suggesting to do as discussed above.

More importantly, the issue may well bring in uncertainties and arguments in the interpretation of future DMCs as to the meaning of "value-added services" and services which "genuinely involve management supervision" of the Manager. If the Manager receives an electricity bill, writes a cheque, arranges it to be signed and sends it out, and records the payment in the ledger, will he be providing management services on that item? If not, what is the minimum level of services which entitles him to remuneration? In the 2014 Consultation Paper, it was said that arranging for garbage disposal or security services would be regarded as providing management services (presumably even if these are to be done through contractors and not the Manager's staff as no such distinction was drawn in the Consultation Paper). The reasoning seems to be that the Manager would need to arrange for the tendering of the jobs and oversee the contractors' performance. On the other hand, if the Manager has to ensure that the wires, the pipes, the light bulbs and the water taps etc. used in connection with electricity and water supply of the common parts and facilities of the building are in good repair and condition, so





that at the end those supplies and services will not be interrupted, which eventually lead to electricity charges and water bills being payable, it may be arguable whether the Manager is providing some services relating to the electricity and water charges. If the DMC Guidelines and the DMC simply adopt what the Consultation Paper said without due and careful elaborations, this may well invite litigation for the owners and the property management industry. At the end, one will ask this simple question after considering all these complicated issues, “why should we make simple things complicated?”

### **HOO and Transparency**

The 2014 Consultation Paper also mentioned the need for transparency of certain kinds of expenditure, like those incurred by “*the headquarters or parent company of DMC Manager (e.g. services provided by the DMC Manager’s accountants who serve more than one development)*”. It was proposed that “*the DMC Manager should provide the owners with a detailed breakdown on how the service fee of the headquarters/parent company is apportioned among the developments they serve*”.

It is well-known to experienced property managers that “Head-Office Overhead” (sometimes known as “**HOO**”) is included in the management expenses which attract MR. It is not the mere fact of inclusion of the HOO which arouses queries and attacks. As quite rightly said in the Consultation Paper, it is the lack of the transparency which has caused some disputes. Both the CEO of a property management company serving 100 housing estates working in his spacious office in the headquarters, and a caretaker working in a small and congested management office in one of those estates are directing their care and attention to serving the owners. In the CEO’s case, however, his salary may require apportionment amongst all the 100

estates. The property management company may be reluctant to disclose how much he (or each of the other staffs in the head office who serve those estates) earns, how many estates require whose attendance, and how the apportionment is made amongst various estates. Some of such information may well be regarded as confidential from the perspective of the property management company. However, even without the proposed amendments of the DMC Guidelines, if the owners are required to pay HOO and MR on HOO, they may be entitled to proof of the sums concerned. It is doubtful whether the Manager could simply come up with a lump sum and force it upon the heads of the owners without further particulars and proof.

### **2016 and 2017 Consultation Papers**

It is not surprising that the above proposals were not well received by the building management profession. In the 2016 Consultation Paper, it was said that “*over 70% respondents objected to the proposals of reducing the ceiling on the remuneration rates of DMC Manager by a specified percentage each year and excluding payments for and on behalf of owners from the formula for calculating DMC managers’ remuneration*”. However, it was also said that the objections largely came from the property management industry, and the majority of the District Council members and the public endorsed the proposal. Therefore, the HAD Panel said it would propose to the Lands Department to amend the DMC Guidelines to implement the above proposals. If that is the case, it will not be a matter of amending the BMO, but the DMC Guidelines which will only apply to new DMCs of future developments. This also brings out the interesting question of what if the Lands Department refuses to implement these recommendations after all these studies and efforts.

In the 2017 Consultation Paper, it was added that the above proposal of gradual reduction of MR rate by 0.5% per year would also apply to new small developments, when the 2014 Consultation Paper left open the position for developments with 100 units (residential units and carparks) or less. For developments of 20 residential units or less (including carparks), the MR rate would be reduced from the present ceiling of 20% to 16% by 0.5% per year, and for developments with 21 to 100 units (including carparks), the reduction would be from 15% to 12% also at 0.5% yearly.

### Other Proposed Amendments

In the 2014 Consultation Paper, it was suggested that the threshold for terminating the appointment of DMC Managers should be lowered. According to the 2016 Consultation Paper, this proposal will, however, no longer be pursued. Instead, the HAD Panel proposed that the term of appointment of DMC managers would be automatically terminated five years after the formation of OC, when the OC may enter into a new contract with the existing DMC manager or engage a new manager/service provider through open tender.

There are various other proposed amendments which would affect Managers (whether DMC or Contract Managers). These include: —

- (i) specifying in the BMO that the Manager should make a declaration on conflict of interest in procurement processes which should cover any business, pecuniary or other relationship between the Manager and any of the members of the management committee as well as the two with any tenderers etc.;
- (ii) imposing criminal liability on Managers for failing to produce, keep and handle audited accounts, minutes of meetings and tender documents; and
- (iii) requiring the chairman of the management committee and the DMC Manager to sign a checklist confirming compliance with the procedure for convening a meeting and disclosure of information relating to proxies.

The above list may not be exhaustive. Members of the building management profession should pay proper attention to the development of the proposed amendments, and the precise contents and effects of the new ordinance when it comes into operation.

Although the amendments about remuneration of DMC Managers, if implemented, may only apply to DMC Managers of new developments, it is not known whether this may lead to any significant reduction of the revenue of the building management profession, and if so the extent. Any adverse impact on the size of the cake, if substantial, may at the end affect individual members of the profession and contract managers, although it seems the impact may not be that great when they have no application to existing developments.



## 也是資產管理：物業範圍內樹木的有效管理

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### 樹木功能的老生常談，及被忽略的二三事

或許是老掉牙的題目——樹木對我們的好處——在不同的分享、課堂或研討會上我都喜歡問與會者這個問題。很多朋友即時的答案是樹蔭、改善空氣質素；當我再追問「如何改善空氣質素？」接著便幾乎是「光合作用製造氧氣」之類，然後場內便開始靜了下來。似乎是簡單的問題，但可以得到準確的答案卻是少得可憐，到底是樹木的實際功能太少，還是我們習慣Take it for granted (老奉)呢？

都市人最為「老奉」的，就是喜愛在樹木提供的林蔭下活動，卻不知道樹木正在為樹蔭下面的人們有效地降低達十度或更多的氣溫。另一方面，樹木固然是氧氣的製造者，但它們改善市區空氣的能力更在於其潮濕的葉面不斷地過濾著空氣中的懸浮粒子(即塵埃)，不信的話可以徒手觸摸一下馬路邊的樹葉便會知道。

還有更多的功能是更容易被忽略的，包括減低都市排洪系統在大雨期間的壓力、支持在城市內野生動物的生活、降低精神病的病發率等等。更多的資訊可以到以下網址，在此不贅：[www.treesaregood.org](http://www.treesaregood.org)

以上的好處不是其他植物也可以辦到的嗎？市區的環境狹窄，「人都唔夠住，仲要種樹？種其他植物不是一樣嗎？」

大體上其他植物也有相似的功能，但以每平方地面面積計算的效益大概沒有其他植物可以超越樹木。試想像一棵種植於路邊一平方米樹穴(地下泥土不只一立方米)，高6米寬5米的樹，它的樹冠表面面積便可達78.5平方米，若仔細計算其總葉面面積則更大了(可以說是「地積比」相當高)。葉片越多其降溫除塵功能則越大，因此，樹木所佔的地面空間很多時並不多，但為人類可提供的服務並不少，可見效益是很高的。因此，空間越見不足

的地方，越應該至少提供到足夠樹木生長的环境以達到我們希望的效果，這樣相比種植其他植物對附近的用家效益大得多了。

所以，對物業本身來說，樹木是一項重要的資產，若有人傷害樹木，業主／管理人其實是可以向對方提出索償的！

### 天生天養，為何要管起樹來？

既然如此，在我們周邊種更多和更大的樹不是就更好嗎？邏輯上沒錯，但前題之一是必須有基本樹木所需的地下(土壤，不是地面)空間。若地下空間足夠大，縱使地面的空間小如一平方米也能長得大樹。可是，在擠迫的都市——尤其是屋苑有限的地方(平台花園、天台為甚)，單單是泥土的深度已非常不足，這樣我們就不能期望種下的樹可以長得像在郊外那麼大。更重要的是，除了地下，地上的空間亦可能相當有限，樹木稍稍高一點、一點便有機會阻礙到居民的正常活動或設施。地下的情況亦如是，部份樹木喜水的根部甚至會穿越排水管或結構，對設施造成很大的破壞。對樹木來說，只要根部找到水源(可能是出乎我們意料之外的地方)，地方淺窄，它們還是有能力長得很大的。

因此，在擠迫的人工環境，我們不應讓樹木「天生天養」，無止境的長大，反而應提供周全的管理和護養(如修剪)，使它們既可提供人們所期望的功能，其生長又不會為周邊的使用者構成妨礙。

### 物管的責任和法規的要求

政府發展局在2016年推出了一份\*《樹木管理手冊》，當中列明業主及其委託的管理人對樹木管理的責任。當中著墨很重的部份在於樹木風險管理，以致不少業主及管理公司聞樹色變，大概覺得物業範圍內種植有樹木便是埋了一個計時炸彈似的。筆者對這推廣的方向不以為然，反而覺得有點違背「人樹共融」的原則。

\* [https://www.greening.gov.hk/tc/tree\\_care/Handbook\\_on\\_Tree\\_Management.html](https://www.greening.gov.hk/tc/tree_care/Handbook_on_Tree_Management.html)

然而，讓業主及管理人了解其法規上的責任並無不妥，但我反而希望用資產管理的角度讓各位更積極的去回應這份文件。在此分享兩個重要的概念：



- (1) 很多地契條款內，都列明土地上的樹木是受到保護的，不可受不必要的干擾(如傷害或砍伐)。
- (2) 任何人都要妥善管理好自己的財物及資產(如樹木)，以免對他人構成不便或危害。這概念可套用在衣食住行的各方面，就是民事上的謹慎責任；

其實，按地契的原則，物業範圍內的樹木(不論是野生的還是任何人種植的——包括住戶私下種植的果樹)其實是公眾(整個社會)的資產，政府是在土地契約期內將樹木交由業主去照顧。當然，樹木改善環境、甚至舒適的園林令物業升值，業主其實也直接或間接地受惠於這安排。對業主來說，照顧好樹木就好像照顧好自己的窗戶一樣——它為室內遮風擋雨，業主當然也不希望有一天窗戶會飛墜樓下，就算不傷及途人也需重新安裝吧。

以上的闡釋應該令問題變得簡單很多了。但應當如何照顧(管理)好樹木這重要的資產？根據謹慎責任的概念，物業管理方面應該按社會或行業的普遍標準／做法去管理物業範圍內的樹木。至於甚麼是普遍標準／做法，則需要按照當時的行業要求或指引文件作參考。因此，既然政府發表了《樹木管理手冊》，則其內容就是最基本的處理方法，當然亦可參照業界或國際上的慣常做法。

### 做好各項工作的分工

樹木是很特別的植物——特別之處在於它們生長期很長(正常來說大多比我們的壽命都長)，而且可以很高很重。照顧樹木因此就有別於其他花草——死了換了便算。首先，樹木枯萎了要再重新種植一棵在很多時候並不是想像中的容易，尤其是種植在屋苑平台或天台的位置，既可能要動用大型機械(建築期過後有時不大可能)，又可能在起挖樹頭時傷及建築物結構或設施；另一方面，保養樹木也不能像保養其他植物一樣有人有剪便成，胡亂的修剪對樹木的結構是極為不利的。灌木的結構我們不會太過在乎(不喜歡也可以更換)，但結構不良的樹木就有可能構成公眾不便或危險。

因此，管理樹木我們需要三類專業人員：(一)檢查樹木健康和結構並提供可行建議的**樹藝師**；(二)負責將樹藝師建議付諸實行而且執行正確的**技術人員**；(三)負責編定合適的樹木管理對策、制定妥善的聘用條件及作出合理決策的**管理人**(很多時候亦即物業管理從業員)。緊記，三者缺一不可。

樹藝師應該是對樹木有非常深入認識的專業人士，他們要清楚各種常見樹木的特性、常見的問題和病徵，才可以準確了解樹木的狀態，不至誤判。另外，他們要為管

理人提供專業的建議，有時按情況可能需要提供多個方案以供選擇，並清楚地以書面形式紀錄在案。

技術人員(或合資格的樹木工人)則是受過足夠而專業訓練的樹藝工人，他們必須正確地將樹藝師的建議執行，修剪樹木的位置及方法必須嚴謹，工作期間更需顧及自身和週邊人物的安全。除了去除枯枝等簡單工作外，物業範圍內大多數的樹藝工作(如修剪、拉纜等)都涉及很高的技術，且要因地制宜，因此經常需要在樹藝師和技術人員一同協調下進行，並非單憑報告上的三言兩語或圖片便可以辦妥。

### 不要將未處理的報告放入抽屜

管理人是樹木管理上的第三個重要的角色，而且極為重要。他們的專業(如物業／設施管理)未必是在樹藝方面，但能否作出明智的管理決策就顯示到他們的專業「功架」。筆者的客戶不少是物業管理人員，在我的經驗裡專業的管理人員都有以下的特質：

- (1) 不單是問題出現了或在年度末有預算剩餘時才聘用樹藝師或技術人員，而是將樹木管理放於必須定期進行的項目之內；懂得做預防性保養工作的更是值得尊敬；
- (2) 對制定物業範圍內的樹木管理方案／相關標書不會只抄襲公司的Template(範本)，遇到疑問會諮詢樹藝師，使資源用得其所；
- (3) 不會只在意業主的想法，更會將其難處坦誠的跟樹藝師討論，找出一個妥善而高效益的方案；
- (4) 不會把樹藝師的報告當作完成的功課放進抽屜，而是用心了解其建議再按緩急決定行動的次序，有效地降低各方面(包括他的管理公司)的風險；
- (5) 懂得選擇高質素的樹藝師作為其顧問，並欣賞樹藝技術人員的專業操作。

縱使樹木估值在香港並不如西方地區般流行，但樹木作為物業內的重要資產這一點是不容置疑的，有時更需要物業管理人員向業主進行這方面的教育(管理「人」才是更大的學問)。實際上，專業的樹藝和物業管理從業是很緊密的伙伴關係，能夠把樹木管理得好，不單管理人員可以放心，為樹藝從業來說，更是非常大的滿足感。

我不清楚其他行業是否一樣，但很多樹藝師和樹藝技術人員都有一個習慣——就是當完成一項滿意的工作後都會很自豪的四處跟別人分享：「那個盆(物業)的樹是我主理的啦！」



## 《競爭條例》是否對付物業維修招標被「圍標」的靈丹妙藥！？

### 鍾沛林律師

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### 對樓宇維修的影響

#### 1. 香港法例第619章《競爭條例》(「競爭法」)

立法目的：禁止妨礙、限制或扭曲競爭行為，令每個人能享有更佳的价格，更優質的產品，更多樣的選擇。

#### 2. 樓宇管理、保養及維修

物業管理業從業員的基本職能是為建築物的眾多業主提供良好的樓宇管理、保養、維修、設施更新，令業主有一個環境舒適及安全的居所。

同時，盡力協助業主在最佳經濟效益之下能得到最好的效果於維修、保養的項目，尤其是關於樓宇復修(大維修)的工程。眾所周知，業主們備受「圍標」的困擾。

無奈地，雖然競爭法已於2015年全面實施，在建築物大維修的招標過程中，「圍標」的出現，似仍是無日無之。怎樣杜絕，恐怕路途艱難遙遠，但可否減少，相信不難，需要各持份者配合。既然是無法杜絕，各方惟有在預防被圍標方面多做工夫，令圍標行為變得不吸引。政府與公營機構提供支援及適當介入是不可缺少的。

#### 3. 物業管理業從業員(「經理人」)

經理人作為物管專業人士是有責任在大維修過程中協助及提供意見給業主立案法團(「法團」)。如是公契經理人，更直接面對業主，盡力做好可以避免或減少被圍標的可能性，與及懷疑已被圍標，減少其傷害性。建議經理人考慮以下各點：—

- (1) 確保符合建築物管理條例(344章)有關取得供應品或服務的20A條款及44條款下所發出的「工作守規」；

- (2) 跟隨廉政公署及競爭委員會發出有關於誠信反圍標的指引；
- (3) 參加市區重建局提供的「招標妥」——樓宇復修促進服務計劃(下稱「招標妥」)。招標妥的服務包括協助法團聘請獨立專業人士提供一般樓宇維修事項的專業及技術意見，並作出復修工程的估價；審閱由認可人士的勘察報告、招標文件及標書分析報告；及提供招標平台，委任會計師或獨立專業人士以處理招標程序。
- (4) 避免與擬投標的維修顧問公司(「維修顧問」)或承判商非公事上必須的接觸，包括款待；
- (5) 不可向擬投標的維修顧問或承判商提供招標文件以外而涉及大維修的敏感資料以防不自覺地作出涉嫌協助及教唆圍標行為；
- (6) 經理人應向法團申報利益衝突事宜；
- (7) 如發現有可疑圍標行為，應與經理人公司高層人士研究對策；適當時向競爭委員會或其他相關政府部門舉報；
- (8) 法團與維修顧問簽署的顧問合約乃一份重要的文件，其重要性往往被忽視。現在的做法是法團或管理人在報章刊登廣告，招聘維修顧問，從承投眾多顧問公司中，由管理委員會或經理人或如費用可能超過管理費年度支出的20%，則需經過業主大會議決揀選維修顧問。被選中的維修顧問負責起稿提供給管委會一份顧問合約，經管委會批准後由主席或指定的委員與維修顧問簽署。看似簡單，實則很多法團的管委會對此份合約的條文表面了解，但深度不足，令維修顧問的代理人身份權力過大等，對法團保障不足，導致該份合約「出賣」了法團及業主。甚至合約並無清晰訂明維修顧問要確保政府發出的維修命令所涉及的工程未能完成至政府部門批核滿意，完成證明及令業主可獲市區重建局／房屋協會的補助。很多訴訟出現在於法團發覺工程進度、工程質量、更換物料、完工證明



等重要事項上有極大爭議，但法團站在極不利的地位，時間及金錢上，損失巨大。如申請加入招標妥計劃，最好等市區重建局批准加入計劃後，才進行招聘維修顧問，因該計劃包括提供對合約的意見。

(9) 獨立法律顧問的重要性

(a) 再談上述第(8)項，管委會當發現維修顧問合約有問題想諮詢律師的意見，坊間的手法是維修顧問預早安排免費提供或推薦一位法律從業員以象徵式代價作為法團大維修的法律顧問。管委會對該法律顧問的職責是否包括對維修顧問合約的內容或隨後的工程承判商的合約作出檢閱全不關心。管委會基於已投入了信任亦沒有考慮其獨立性及存在的利益衝突，效果及後果可想而知。

(b) 工程顧問的職責包括協助法團招聘工程承判商。在招標文件中，其中一份文件應該是法團與承判商將來簽署工程合約的草稿本。該草稿本應分開兩部份：一部份是法律條款，另一部份是工程項目細則及工料規格等。別小看這份草稿本，因承判商以它為基礎作出整個工程的評估及計價，作出投標。從法律角度看(有法庭判例支持)這份草稿於投標的承判商被通知成功中標那刻(連同在招標過程各方的書面查詢與回應)，即成為法團與該承判商的有效合約，不容修改，雙方同意者例外。其實，除非招標文件另有規定，正式簽約只不過是形式上的手續。這份草稿的法律條款部份，應與顧問合約互相呼應或制衡。法團管委會往往亦忽視此份草稿的重要性，及至出現問題，亦已經太遲(例如：糧單的批核，工作進度，物料的改變，後加工程的處理，完工檢驗等)。此份草稿理應由律師或其它專業人士預先審核後才作為招標的工程合約草稿較妥。

(10) 遇到法團與維修顧問或工程承判商在工程進程中產生嚴重意見分歧時，經理人應向法團建議從速找另一獨立的相關專業人士提供協助，較有保障。

(11) 「圍標」不外乎是投標者合謀及串通而令其中一位投標者中標，並且操縱價格。根據坊間資料，很多時被圍標的個案，最低標的價格都可能比市場合理價高出大比數或以倍數計。如對投標者的投標價懷疑相對市場合理價是太高或太低，經理人可向法團建議聘請工料測量師或相關專業人士對價或由法團業主大會議決重新招標。政府或公營機構能提供對價服務給所有法團，應是一項「德政」，「招標妥」正是其中之一。

**4. 很多業主對現有招標的制度很有微言，就是究竟現行的投標制度是否最佳？如是最佳為何會產生如目前在市場出現圍標情況的普及？有人提議在招聘維修顧問及承判商時可考慮下列做法：**

- (1) 由維修顧問回應政府發出的維修令不論驗樓驗窗及／或改善工程作出報告及相關工程項目及細則及預算工程費用；
- (2) 由另一專業人士作出工程費用的覆核評估或對價；
- (3) 招聘工程承判商時，以上述兩項工程預算費用的平均價作為招標工程價格的基礎，競投的對象並非工程(連工包料)的總費用，而是上述已評定了的工程總費的一個百分比，即利潤率(例如5%，8%或10%)或該總費的一個折扣率，例如：總費用為\$10,000,000.00，有投標者的折扣率為總費的10%，即他願意以\$9,000,000.00承造此工程；如15%，即\$8,500,000.00。投石問路，行得通與否有待商確；及
- (4) 怎樣防止顧問及承判商合謀式的合作，「偷工減料」或「轉換物料」，如工程款項達至某一數額(例如：3千萬以上)，倡擬及鼓勵法團另外聘請獨立工程監督或優化「招標妥」代法團安排招標工程監督，向法團直接負責。政府舉辦若干課程，灌輸監察工程進度及物料使用的基本知識予法團委員，管委會委任的「工程監察小組」及經理人加強知悉怎樣監察，減低合謀的可能性，發揮「正能量」。

《競爭條例》於2015年全面實施，競委會在有限的資源下，已盡其最大努力廣泛宣傳，展開調查及執法。當然我們不能祈望短期帶來驚喜的效果，據悉競委會已收集很多可進





一步調查的個案及已首次引用該條中的瓜分市場及合謀定價條文，向競爭事務審裁處，檢控一批業務實體機構。如被判違反競爭條例，最高懲罰為業務實體全年營業額的10%或更高，受損害人士可透過「後續訴訟」追討賠償。長遠而言，違反競爭法是否需刑事化可能尚言之過早，將來有考慮的必要，因事實上偵查很大困難，通常有賴受害者或合謀者內鬨，但很多合謀的行為在香港境外進行，令執法部門更難追查。

## 5. 「招標妥」優化版

上文3(3)段的招標妥計劃是因應原先「樓宇更新大行動」資助計劃由房屋協會及市區重建局推出的服務演變而來。招標妥是一個甚受歡迎的計劃，其服務對象包括非單一業主的私人住用樓宇或綜合用途樓宇(商住用途)，但不包括樓3層或以下的樓宇或新界豁免管制屋宇。服務費用依樓宇住用單位的差餉的平均數計算，約為\$25,000.00至\$160,000.00不等，在政府財政預算津貼下，還有特惠減半。服務範圍包括但不限於上文3(3)段所提及的各項，減少圍標的可能性。

招標妥是否能夠對避免大維修被圍標，答案是言之尚早。經集合各方意見，招標妥可以優化令其功效更大：—

- (1) 招標妥計劃在協助招聘維修顧問及承判商時，只是以公開形式招標，並沒有經由市區重建局評定認為具誠信商譽的維修顧問及承判商的名單，故此法團及經理人收到的投標書，明眼看可能是信譽不佳或有傳媒早前廣泛報導曾涉嫌參與大廈被圍標的工程或有很多與法團的工程官司。能否訂出參與投標公司的較高的門檻，相信有助於避免被圍標，如：年資、經驗、專長、財政實力、信譽等，才可具投標資格，或是否會就大維修顧問及承判商設立一套登記制度。
- (2) 招標妥安排法團及經理人聘請的獨立專業人士為相關維修項目作出市場估算價格。既如此，可否以此估算價格作為招標聘用維修顧問或承判商的價格基礎(該基礎價)。承投的維修顧問或承判商只可就該基礎價給予一個折扣率 discounted rate，作為其承投的工程價格。如此，相信圍標的可能性會大減。上文4(3)段已有論述。

- (3) 如：大維修工程款達到一個相當大的款額(如3千萬以上)如上文4(4)提及是否應協助法團管理人招聘一位有資歷的監工，向法團、經理人負責，監察工程進度及物料符合規定的要求。此外，教育及灌輸法團管委會成員(或其監察委員會(如有))基本知識，以監察維修顧問、承判商的工作。令「偷工減料」或「貨不對辦」的情況減少，增加業主對圍標的警覺，減少被圍標的風險，令其不能靠偷工減料或貨不對辦，瞞天過海以賺取暴利。

## 6. 政府的態度

- (1) 目前，「圍標」是不可能被杜絕，且變成一個社會的疾病，不單剝奪業主的財富資源，更將政府及公營機構給予法團及業主用以補助業主維修其物業的金錢落入合謀圍標者的袋裡，令物業維修的安全效果，打了很大的折扣，更有可能令預期需下一次維修的時距縮短，浪費社會資源。
- (2) 這十年來，政府已用了不少公帑補貼，透過屋宇署、民政署、市區重建局及房屋協會等機構以協助法團及建築物業主們處理有關物業管理、維修等問題，鼓勵樓宇復修，加強樓宇的結構安全及提升居住環境衛生，是值得讚賞的。

相信本年度立法會議將會完成《建築物管理條例》的修訂及在《物業管理服務條例》下設立監管局，物業管理業從業員及管理公司的發牌制度得以開展，並提升他們的專業水平，更好地服務所有物業的業主及使用人。

- (3) 打擊圍標行為，政府是責無旁貸，值得用更多資源。

業主擁有物業應該有責任及可以獨自處理他擁有的單位，現在出現的問題正是個別業主難以解決有關屋苑的公用部份的復修。立案法團，作為一個業主的群體，亦無辦法妥善解決，非不為也。事由是缺乏技術及專業知識，他們想做亦做不到，應由政府幫一把。一個地區有眾多屋苑，屋苑有眾多業主群體，居民及商戶使用者，產生的問題變成了一個社會民生問題及安居樂業的問題，處理得宜，民怨會減少，政府的民望自然會高，相反亦然，是不可少睹的。

## Housing in Vietnam: Development and Future Trend

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### Introduction

Because of the war, Vietnam was economically backward before its unification in 1975. During 1950 to 1973, GDP in Vietnam only grew on an average by 2 percent and trade deficit (both the North and the South) was high. Yet even after the war ended, series of political turmoil (e.g. the war in Cambodia and with China in late 1970s) and the consequential impacts on the economy (e.g. trade embargo by the United States), has seriously hampered the reconstruction of the country. Even when Vietnam embarked on the economic reform, called Doi Moi (literally means renovation) as early as in 1986, it did not create immediate improvement on the economy but instead led to economic chaos with inflation rate as high as 774% in 1988. Despite the economy was pacified in the early 1990s, economic growth was still sluggish. Between 1973 and 1996, GDP only grew on an average of 2.8 percent which was much slower than that of China (5.4%) and South Korea (6.8%) in the same period (Tran 2002). When Vietnam opens up to the world and particularly after the normalisation of trade relation with the United States in 2000, economic growth of Vietnam picked up quickly and it becomes one of the fastest growing country in the world with an average GDP growth of 6.19% during 2000 to 2017. The latest figures of economic growth in the third quarter of 2017 was 7.46%.

Housing reform in Vietnam, which is at the centre of the economic reform, in fact started at the same time as the economic reform. Measures which are similar to those introduced by other transitional economies like China and countries in East Europe, like privatizing state housing, creating a housing market as well as reliance on the private sector in new housing construction, did not seem

to produce a fundamental change to the housing system. Instead, housing outside the formal housing system plays an important role. Not only does it exist for long time, it also plays a vital role in the provision of housing which is particularly significant for housing for the poor. The paper will introduce the development of housing in Vietnam and discusses its current development and prospects in the near future. The roles of the formal housing sector, the informal sector as well as the social housing sector will be covered.

### Housing Reform

Before Doi Moi, housing in cities was “de-commodified” in which state employees (i.e. most of the workers in cities) were allocated housing at low rent with life-long secure tenancy which could be inherited by the offspring. Yet, both the priority of allocation and space provision was based on political merits and status in the state organisation (Tran and Dalholm 2005). Yet there was diversity among different work units and hence weaker work units did not have the capacity to provide housing for all of their employees (Tran and Dalholm 2005). This was made worse by the weak economy during the war period and economic turmoil in the aftermath of the war. Housing supply lagged far behind demand. It is estimated that in the early 1990s, only 30 per cent of government employees were able to stay in state housing and hence the majority of urban dwellers had to solve their housing need by their own means (Trinh and Nguyen 2001). Such impacts accumulated after the economic reform and led to acute housing (Evertsz 2000). For instance, in Hanoi, the average living space per capita was only 5.8 sq m and as a result (Geertman 2007, Tran and Dalholm 2005).



Doi Moi changes the way housing was provided. State employees could no longer receive state-developed housing from 1992 and even for those who rented from the state, rents were substantially raised and rent subsidies as a component of the salaries was also terminated. The government was no longer the main provider of housing and private developers (builders) were encouraged to build and sold directly to households. Yet many of such private developers were in fact privatised state organisations.

### The Formal Housing Sector

The housing reform aims at creating a housing market which facilitates the private sector to construct and allocate housing. New laws which legalized private ownership of both land and housing was introduced together with the rules on the transaction of housing and building materials. The Government's new directive is to develop urban housing, like other developed countries, with reference to a master plan approved by the central (and city) authorities and with government decrees targeting at "planned, synchronous urban areas with technical infrastructure, social infrastructure, residential areas and other services, large scale projects, of at least 20 hectares and preferably 50 hectares and are preferred" (Government of Vietnam, 2006). This would help to achieve an economy of scale the government has been thriving for as well as to match with the country's long term vision of building Hanoi as a mega-city (Tran, 1999) with 10 million inhabitants by the year 2050 (Master Plan 2030 of Hanoi, 2011).

High-rise apartments are encouraged with legal support and financial incentives to attract big real estate corporations and foreign investment in pursuing high-end housing. The housing reform in Vietnam since the early 1990s has largely been successful in setting up a vibrant housing market as well as to boost housing production. For instance, in Hanoi, more than 1 million square meters of floor area were added to the housing stock each year after 2003 and more than 70 large housing projects were completed by the end of 2004, most of them by state and municipal housing

companies. Yet whilst this leads to a big increased in the average floor area per person in the last two decades (The World Bank 2015), housing inequality has also been exacerbated.

Housing that have been developed according to government plans and been formally authorised are termed formal sector housing. Despite a large amount of floor areas have been added to the housing stock and substantial governmental supports to the formal housing sector, housing that have been produced by the corporate (formal) sector has been just the minority, a merely 15 % of the housing stock after doi moi (UNHabitat 2014) and it constitutes just a quarter of all housing stock in Hanoi. In fact, three quarters of the urban housing stock by 2015 has been produced outside of the formal housing and it was the informal housing sector that has been the main provider of affordable housing for the urban poor (The World bank, 2015).

### The Informal Housing Sector

In fact, state provision of housing was already inadequate in the socialist era and the majority of state workers at that time had to solve their housing problem by their own means. As there was already a need to intensify housing space in the pre-reform era to accommodate the increased population, it is not surprising to find these extension and subdivision of the housing space would be even more wide-spread in the reform era (Geertman, 2007; Tran & Dalholm, 2005) when such newly created space can generate income (figure 1). Extensive existence of illegal construction, which has been a serious problem and visible features in big cities like Hanoi, has grown to a degree that can be described as out of control (Koh 2004). For instance, in 1988, 1768 cases of illegal construction were reported in the four inner city areas of Hanoi reported which is twice the number of licensed constructions (Koh 2006).

Self-built activities can be traced back to the pre-reform era when there was still no formal recognition of private property rights. In the early



years of the housing reform, state work units which had excess of land but no capital to develop housing for their employees, began to distribute land to their employees to build their own housing. The economic reform further triggered a sprout of self-built housing, termed popular housing, in all forms and shapes. In-fill activities were intensified when the control on private ownership of housing has been released and restrictions on building materials transaction have been lifted. Empty lots in-between buildings have been quickly fill up (Evertsz, 2000) and old houses were demolished and being replaced by much higher buildings.

Such popular housing is self-initiated and self-organised (Geertman 2007), being financed and constructed by individual households outside the official framework. They have not been authorized by the city authorities and hence have not followed the land use and building codes as well as not complied with the city's planning regulations. One characteristics of such popular housing is its long and narrow shape. This is a result of the construction of self-contained walk-up housing units on subdivided lands with each house trying to get access to the ground level for entrance or as street-facing shop front (figure 2). Such popular housing also contributes to the bulk of urban housing provision in the 1990s, with an average of 70% share of the new housing stock in Hanoi between 1995 and 2000 (Geertman 2007). Yet despite their informality, most of the popular sector housing is of high quality and by no means slums. However, illegal extension and subdivision are perhaps the exception.

### Illegal Extension and Tube Housing



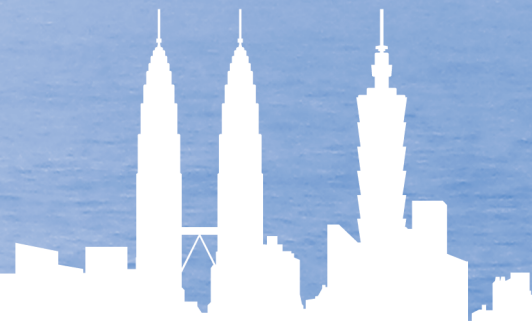
(illegal extension)

Note: Photos taken by the author (left) and Dr Tran Hoai Anh (right)

Unauthorised building extension and addition existed even in the socialist era. When such problems became worse after the economic reform, enhanced enforcement of regulations seems not to be effective to contain the growth of such irregularities. Radical policies have been introduced in late 1990s which attempted to legalize then existing illegal constructions with the hope to reduce the burden of law enforcing whilst concentrating the scares administrative resources to stop new addition of illegal structure. Yet such measure ended up in failure (Koh 2006). Rapid market liberalization in the early 1990s made the financial incentives of additional space too tempting to resist. In fact, difficulties in enforcing the rules were partly attributed to the impractical rules and complicated license application procedures which indirectly forced people not to seek for legal procedure but to resort to 'fence-breaking' actions. Ward officials found themselves torn between moral obligation, personal empathy and practical consideration of their own personal benefit. Not only they have to struggle on whether they should discharge their duties in law enforcement or to exercise their discretion and allow them to extend their homes to enjoy a more decent living environment or whether they should turn a blind eye to tolerate the extension to give people a personal favour in exchange for either immediate monetary benefits in form of bribery or future favour when they need their compliance in the future (Koh, 2004).



(Tube housing in the popular sector)



## Affordable and Social Housing

State provided housing has been stopped from the early 1990s and since then the private sector is the sole provider of housing. Yet this leaves low income households little alternatives to look for housing within their means. The concern of the government on housing problem for the poor revitalise in the first decade of the 21st century, after more than a decade of housing reform. Priority housing schemes have been setup to facilitate developers to develop housing “for sale and for rent” to state employees, workers, and students who are “in need of housing” (Government of Vietnam 2001) with financial incentives from the state. Such schemes were formally adopted in the Housing Law in 2005. Recent revision of the housing Law in 2014 further extends the coverage of social housing to include poor urban households living on social welfare, single elderly people, relocated households, as well as poor households in rural areas.

However, whilst the target groups have expanded, eligibility criteria have been tightening up. Initially, only housing need was considered, i.e. not owning any properties and lived in over-crowded housing (of less than 5 m<sup>2</sup>/person). Income was added later to allow only households who earned below the average income in the city. In addition, permanent urban registration and formal verification of income were required. This essentially excludes most migrant workers and workers in the informal sector who are in need of the low income housing. All such housing schemes for low income households require participants to buy the property after a period of renting and a prerequisite of a 20% down payment. This imposes a serious hurdle for those who have genuine housing need from affordable housing.

So far, all housing scheme for low income households are either for sale or “for rent and sale” (first rent then buy). The only rental housing schemes target the industrial workers and student and also been built in small quantity. More attention has been given to the development of rental housing in recent policies, merely on paper, such as the Housing Strategies towards 2020 and a vision to 2050 as well as the new Housing Law 2015. The need to further develop rental housing is acknowledged and state budget and state supported private efforts will be mobilised. Yet whether such policies will eventually be materialized is still highly uncertain.

Whilst the formal housing sector, with the full backup and financial support by the state, has not been able to offer substantial amount of affordable housing, it is the informal housing which is more effective in solving the housing need of the poor households which include migrant workers, students and those households who are on low income. To cope with increasing demand and the rising cost, subdividing an apartment for renting has recently become a thriving business. Yet relative cost of such small rental rooms is not cheap. For instance, a small rental room without toilet may cost 1.2m VND (HK\$400) per month for rent which takes up a substantial proportion of the monthly income of ordinary workers. Rents would be higher for units with its own toilet facilities. Another even more popular form of low cost housing is the mini apartment blocks (chung cu mini) which are walk up apartment blocks of 5-6 floors with 2 to 6 rooms each floor built on small plots of land of just 200 – 300 m<sup>2</sup>, often in back-lanes. With monthly rents at 7 to 10m VND (HKD2400-3500) for an apartment at convenient location, they are popular among migrants, students, or young couples.



## Social Housing



[Mixed Development in Hanoi — Public rental housing (left) Private housing (right)]

Note: Photo Taken by Mr PY Fung

## The New Urban Area Initiatives and Foreign Capital in Real Estate

New urban areas (NUA) initiative is a move of the Vietnam government to develop areas with advanced and comprehensive technical and social infrastructure. This helps to implement the ambitious plan in creating modern, orderly and civilised cities in Vietnam. It is also an attempt for the state to reinforce control on urban and housing development. Central to such strategy is the mobilisation of private capital to supplement the meagre resources from state. The state is able to get, at minimal cost, the necessary physical infrastructure like road network, public transport, sewage and water system as well as social infrastructure like schools, recreation facilities, healthcare centres, hospitals, grocery shops and markets etc. Incentives to developers include the exemption of land premium and tax breaks as well as financial support for infrastructure investment and site clearance. Foreign developers even get additional incentives like favourable land lease terms, further tax breaks and more autonomy in running the projects (Tran & Yip, 2008).

Such projects also enable the government to build more public housing. Private developers of NUA have to surrender 20% of the developed land with infrastructure or 30% of newly constructed housing units to the municipal authority to serve as public housing. This creates a seemingly win-

win situation. Local governments are able to save on capital investment in as well as in reducing the time needed for infrastructure construction whilst the developers can get access to big pieces of inexpensive land in boosting their profits (The World Bank, 2011).

Despite most of the NUA projects are developed by local developers, there is sign of an increasing trend in foreign capital involvement in NUA projects. Such projects also tend to be high end housing as well as in much bigger scale. Most of the foreign investor in real estates in Vietnam are from Asia. Those from Singapore and Japan are more active. The first large scale foreign invested NUAs in Vietnam were Phu My Hung (Saigon South) in HCM City and Ciputra International in Hanoi. Occupying respectively a sites as big as 3300 ha and 400 ha. South Korean developers such as Posco E&C, Daewoo E&C, Booyoung Company Limited, etc., were among the early developers of NUA. Posco E&C teams up with one of the largest local developer, Vinaconnex, to develop the US\$2.57 billion project Splendora. Daewoo E&C, on the other hand, single-handedly develops of the 183 ha Starlake Tay Ho (Westlake) in Hanoi. A strong presence of Malaysian developers, represented by Perdana Parkcity in its new 77 ha ParkCity Hanoi Town and Gamuda Land, invested in two NUAs projects, Celadon City in HCM City and Gamuda City in Hanoi.





Other new comers to NUA development include Capital Land from Singapore, Hong Kong Land from Hong Kong and Creed Group from Japan which mainly invested in small scale luxurious condominiums in prime location in the past. In 2015, Singapore's Keppel Land Ltd and the Hong Kong based Gaw Capital Partners, in joint venture with two Vietnamese companies (The Thien Phuoc Real Estate and Tran Thai Real Estate) signed an investment agreement to build a US\$1.2 billion project at waterfront site in Thu Thiem NUAs in HCM city. Japan's Becamex-Tokyu joint venture with a local developer to develop the US\$1.2 billion new township in southern Binh Duong province. In early 2016, the Tokyo-based investment fund Creed Group joined hand with two domestic developers on a US\$500 million residential project in Ho Chi Minh City's District 7.

These international developers, with their rich experience in developing luxurious condominiums in Vietnam, have definite advantage in bringing in, not just another ordinary residential space but exclusive services in private management, high security and lifestyle packages that target the upper middle class (as well as the expatriate community). Residents are able to pursue a leisure and luxurious life even without the need to leave the neighbourhood. These resort-like ways of living is in sharp contrast to local ways of living and local community life and arguably has transformed the character of urban and public life in Vietnamese cities.

### New Urban Area



Ciputra



My Dinh

*Note:* Photos taken by Dr Tran Haoi Anh (left) and Ms Nguyen Thuy Dung (right)

## Conclusion

Like other transitional economies which are moving from the old socialist system to a capitalist market system, Vietnam expresses a dual housing system. On the one hand, there is a relatively poorly performed formal sector which has full state supports but unable to demonstrate efficiency and is also ineffective in solving the country's housing problem. On the other hand, there is a huge informal sector, not getting much state support and not even being recognised as a performing sector, produces the majority of new housing which contribute to filling the gap in housing provision of the formal housing sector.

In Vietnam, it is the simultaneous top down and bottom up process that shape the housing system. The socialist state, with its formal channels of political mobilization and decision-making, paints a grand plan of a modern and prosperous country in the making. Yet in reality, limited state capacity and restricted resources hamper its realization (Yip and Tran, 2008). On the other hand, local actors in the vibrant informal sector has pushed its way by challenging the official line and break the rules, the so called 'fence breaking' activities (Gainsborough 2010). Hence, "actually exist" policies is a result of interactions and negotiations between state actors as well as between the state and non-state institutions, communities, social groups and individuals (Painter 2005). Urban space produced by complex processes of negotiation, resistance and compromises between the driving impulses of the state, the entrepreneurial sector, and the popular sector (McGee, 2009).

Globalisation and the associated liberalisation of the economy has, arguably, brought Vietnam the life-style that is close to elites in advanced countries. Recent influx of international investment has pushed such process forward. Yet, for local

residents, it is sometimes difficult to follow such changes of life-style. The loss of neighbourliness and sense of solidarity in their old neighbourhood may trigger sentimental responses. For the poorest population, long march to the market system makes them vulnerable which needs the determination of the state to enhance its long waited housing policy to rectify their misery.

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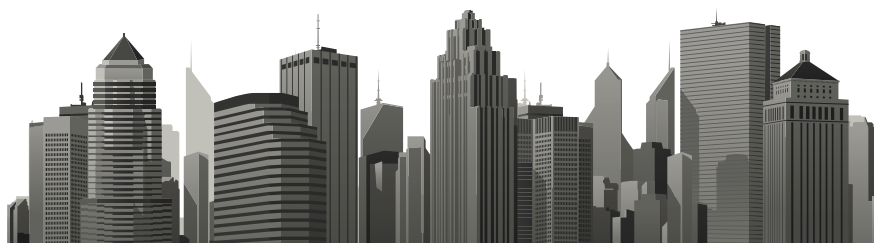


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