



thomas yeung

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To <ftsang@legco.gov.hk>, Yuchim Yeung

cc

bcc

Subject 對新政府總部架構重組意見

Dear Sir / Madam,

Attached pls. find my ideas on new governance. Thanks for your attention.

best regards,

thomas yeung

People-oriented benevolent governance is best solution

By Thomas Yeung Kwan Ho May 8, 2012 - 10:36am

<http://www.chinadailyapac.com>

<http://www.chinadailyapac.com/article/people-oriented-benevolent-governance-best-solution>

On April 28, Fanny Law, director of the Chief Executive-Elect's Office, said the line-up of key officials in the new government would be finalized in the next couple of weeks.

Incoming Chief Executive Leung Chun-ying has proposed creating two deputies posts, under the Chief Secretary and the Financial Secretary. He is also on record as proposing the addition of two new bureaus.

The population now stands at over seven million. The gross domestic product (GDP) is a hundred times higher than in the old days. Today, there are multiple, integrated and highly accelerated demands and responses from people, thanks to the Internet and wireless communication. "People-oriented benevolent governance" is the only way to resolve the deep-rooted conflicts and disputes in Hong Kong society, harmoniously and efficiently. At the same time we should revive the rich South China cultural heritage passed down through generations, as demonstrated in the life of the leading character in the multiple award winning movie "A Simple Life".

While it is correct to create the new posts of Deputy Chief Secretary (DCS) and Deputy Financial Secretary (DFS), and add the new Cultural Bureau and The Information and Technology Bureau, overall coordination power should be given to CS and DCS over other secretaries. It is they who should set the policies and guide the activities of the administration bearing on frequent contact with the general public at large. This is the best means of achieving people-oriented, benevolent governance.

For instance, the policies on transportation and housing are put under FS, yet their administration and effect on daily life are addressed by staff from the CS-DCS team. In fact from the view point of the general public, there must be a centrally empowered team in the CS-DCS structure to oversee, integrate, and coordinate policies and to carry out benevolent daily administration over the general public. This will eliminate common complaints about problems floating around government bureaus that have led to an accumulation of deeply rooted conflicts and disputes.

The Fa Yuen Street fire of last November is a situation in point. The tragedy possibly could have been avoided if a centrally empowered team were assigned to administer it years ahead. People who bought the old buildings 50 years ago were not faced with fixed hawkers' kiosks. Back then hawkers' stalls were mobile and smaller, having fewer combustibles than today. The changes in the numbers, dimensions and the introduction of more combustible contents at hawkers' kiosks were outside the control of owners of the old buildings. Even worse, some of the flats of the old buildings were partitioned into several small rooms, accommodating unexpectedly large numbers of residents. When people exited the buildings via staircases, it was only a short distance from the exits to fixed kiosks made from combustible material. This situation was beyond the expectations of the original owners of 50 years ago.

There is no demonstrable path as to how situations similar to Fa Yuen can be effectively resolved within the new structure, unless a central, empowered team under CS is assigned to oversee all the issues relating to government departments and bureaus. Only with such a team could the government deal affirmatively with the situation. This is the key to uprooting deeply rooted conflicts and disputes.

In this perspective, the CS and the DCS will be the first assistant and the second assistant to the CE. So when the CE is not in the office, the CS, DCS, then the FS, DFS would be deputized in according to a hierarchy based upon priority and accountability. The SJ, holding a unique role on Justice, in fact should not deputize the CE. The SJ is not supposed to be sufficiently experienced in the complicated issues administered by the CS, DCS, FS and DFS.

Now there will be four secretaries to be deputized in order and priority, one more than at present. And the SJ will clearly hold his unique and outstanding role on justice, which is a significant and basic constituent to our basic core values.

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人本仁政導向的政府新架構
城市智庫政策研究召集人暨研究員 楊兩霽
商報投稿 **

重組政府新領導班子架構，理順未來五年甚至十年施政，是刻不容緩。若候任特首能

夠借重組和擴大高官問責制之機，把人本仁政思維引入政府新架構，打破部門之間一些溝通「樊籬」，並積極將行政資源(包括時間)投放在「親民、親政黨、親中央、親世界」事業上，相信可凸顯「親民特首」和「強政勵治」形象，更能夠滿足多元社會的複雜訴求。

可惜是，坊間討論流於「撐梁」和「反梁」之較量，蹉跎歲月，漠視了廣大市民對政府優質服務的急切需要，而候任特首也未能夠清楚交待，如何運用政府新架構實現其政綱，迎接未來十年的世界潮流和各項挑戰。

去年底花園街的一場大火，將舊政府的「過時」思維表露無遺。試想，六十年前港英政府會預計得到花園街兩旁會有密密麻麻的固定小販檔口林立嗎？街道窄得現在的樣子嗎？它可有前見之明，窺見未來劏房問題？花園街問題千頭萬緒，涉及多個署和局，市民不禁會問：如果他六十年前買下該唐樓單位，意外發生了，究竟他應該向那個部門那個局問責？

從決策層面來看，未來特首的政府新架構建議，仍未能有效打破跨局跨部門之間的不協調、各自為政的狀況。究其因，大概是忽略了政務司司長的「從上而下、從縱跨橫的中央統籌決斷、統令、問責」角色，令到政策不能連貫和到位。

如果未來特首想「強政勵治」，他一定需要一位「中央統籌決斷、統令、問責」人物，而這位置非政務司司長莫屬。她(或他)與特首就像「副總統」跟「總統」關係，全力輔政，讓特首有更寬裕時間跟不同善群(stakeholders)溝通，縮短民眾對政府施政的落差，成為「親民特首」、「親政黨特首」。

換言之，政務司司長是真正的「香江第二」和「副特首」，副政務司司長緊隨其後，成為「香江第三」。財政司司長雖直接向特首問責，但在制訂高層次政策時應與政務司司長「有商有量」。

當「中央統籌」架構建成後，政務司司長可騰出空檔親民和親政黨，成為「親民司長」和「親政黨司長」。同理，局長成為轄下各部門的最高統籌，副局長則成為「親民」、「親政黨」局長的最強後盾。

筆者曾在<仁政新架構振興香港>(商報，2011年10月15日)建議，特區領導團隊必需改善管治機制，優化缺乏「人本仁政」思維的政治運作規則和人事安排。筆者相信，當中央統籌團隊形成後，未來特首和司局長有望成為高民望政治人物，也成為理性政黨的良好伙伴，而未來政府更可以挾民意重拾「行政主導」。如果未來特首有遠見，他應該拋開傳統行政立法的博弈關係，深入社區擁抱群眾，直接親近民意。

為了落實「人本仁政」，未來特首必需加強地區的親政府力量，透過強化地區專員、擴大區議會職能和加強與地區人士與智庫的合作，凸顯新政府「親民、知民、助民」，讓新政府更好地為社會把脈，大幅拉近市民對新政府和新特首的「巨大」認知落差。

另一方面，新政府架構建議應該要有「前瞻性」，符合未來十年甚至二十年的世界潮流。如無意外，2017將會是普選年，「全民特首」將會應運而生。對於民生的重要性，新政府應更好地掌握，並且積極把民生和人文精神融為一體。

筆者在<新思維拓西九人文空間>(商報，2011年5月23日)曾建議，成立文化局，專責處理本地和跨區域文化政策和宣傳推廣。為了讓社會的「人性」和「文明」回歸，為了平等地成就710萬市民的文化人生，筆者建議把擬設之文化局擴展為「文化及民生協

調局」，並肩負以下神聖任務：

其一是積極宣揚「地球村文化價值」，使之成為「文明」發展的主軸。仁義、關愛、公平、和平、愛惜環境和生命等良好的人文價值，將會取代「中環價值」成為世界公民教育；

其二是積極發展文化空間和優化其佈局，把「地球村文化」融入各社區和各階層，透過一籃子文化政策，讓文化的「產、研、官、學」與地區有機結合，令香港萬族潛移默化，更新中華文明面貌；

其三是創意打造大西九文化平台，包括在西九文化區發展龐大地下空間，推廣「世界遺產」和「非物質文化遺產」，並與文化區內的文藝表演和筆者建議的「亞洲文化大學」和「聯合國大學世界遺產研究所」（建議設在大西九）相結合，增加市民和旅客的文化深度和廣度，促進中西、古今、上下文明交流和對話。

西九龐大地下空間又可設大型地下商場和交通樞紐，理順區域交通，供應鄰近高鐵站每天將達十萬旅客購物所需，兼獲取豐裕經濟取益，不用政府再撥款西九局，且有餘款補助文化發展，協調民生，一舉多得。

筆者相信，發展「文化及民生協調局」，可更有效地發展香港軟實力，促進中西文明對話，圓祖國的「文化大國」美夢和「化社會戾氣為祥和」，符合國情和民情。同時，也可以凸顯新特首是「親民、親政黨、親中央、親世界」。