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## 全力支持社福機構 與時並進服務社群

Glory to God in the highest, and on the earth peace among men with whom he is well pleased. Luke:2:14

為協助津助機構加強行政支援，提供高質素的福利服務，政府已決定由 2008-09 年度起向整筆撥款津助制度下的非政府社福機構特別增撥每年 2 億元額外經常性撥款。這個決定進一步說明了我們對津助機構的支持，以及對有效推行整筆撥款津助制度的決心。

### 推行整筆撥款津助制度

現時，香港九成的福利服務皆由津助機構提供，它們對本港的社會福利發展貢獻良多。我們非常重視與津助機構的伙伴關係，一直致力找出理想的合作方式。

十多年前，政府已決心要檢討津助模式。當時，社福界與政府均認為傳統津助制度不夠靈活，問責性不足，而且牽涉太多行政程序，未能回應不斷轉變的服務需求。經廣泛諮詢業界及相關持份者後，整筆撥款津助制度遂於 2001 年應運而生。

在這個制度下，政府不再硬性規定機構的人手編制、薪酬架構和個別開支項目，非政府機構因而享有更大的自主權，可更靈活地調配整筆資源和重整服務，以切合社會不斷轉變的需要。

整筆撥款津助制度的實行，不但說明了政府尊重津助機構的獨立自主，同時亦反映了我們期望機構能加強管治和問責，更有效地運用資源，以提供更適切的服務。現時，全港 173 間津助非政府機構中，已有 162 間自願轉行整筆撥款津助模式，可見這個制度已廣為非政府機構所接納。

### 政府全力支持津助機構

推行整筆撥款津助制度並不代表政府減少對福利服務或津助機構的承擔。反之，自制度推行以來，政府給予機構的津助明顯增加，由 2000-01 年度的 63.7 億元增至 2008-09 年的 80.4 億元。此外，考慮到津助機構在落實整筆撥款津助制度時實際遇到的困難，政府在過去數年已為津助機構提供不同形式的協助。這包括動用獎券基金合共約 24 億元，向機構提供過渡期補貼及特別一次過撥款，讓機構有更

## Supporting our Welfare NGOs

Steadfast Government support for welfare NGOs as we move forward with times

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With Hong Kong facing unprecedented challenges in a fast changing economic landscape, social issues have become increasingly diverse and complicated. As we strive to remain competitive and continue to prosper, we spare no effort in caring for the vulnerable and needy of our society and have made great strides in the development of our welfare services.

We would not have risen to these challenges without the cooperation of the welfare sector. We have forged a partnership with welfare non-governmental organizations (NGOs) which currently provide 90% of our welfare services. Their contribution to Hong Kong's social welfare development has been significant. We treasure our partnership and will seek to enhance our collaboration.

To demonstrate the Government's unwavering support to NGOs and our determination to effectively implement the Lump Sum Grant Subvention System (LSGSS), the Government has decided to provide, from 2008-09 onwards, special annual funding of \$200 million to welfare NGOs under the LSGSS. Our aim is to strengthen administrative support for the NGOs in the provision of quality welfare services.

Back in the 1990s, we decided to review the conventional subvention mode which was generally regarded then as bureaucratic, lacking in flexibility and accountability, and unable to respond in a timely manner to the ever changing service needs. The LSGSS, introduced in 2001, was the outcome of our extensive consultation with the sector and stakeholders.

Under this system, we no longer stipulate NGOs' staffing and salary structures or control their individual expenditure items. As a result, NGOs have greater say in their own management. They can deploy resources as they see fit and re-engineer their services to meet the ever-changing social needs in a timely manner.

The implementation of LSGSS not only demonstrates our respect for NGOs' autonomy, but also reflects our expectation that NGOs will strengthen their corporate governance and assume greater accountability whilst delivering appropriate services in a more cost-effective manner. At present, 162 out of the 173 subvented NGOs have opted to join the LSGSS. This testifies to its wide acceptance by NGOs.

LSGSS does not mean that the Government is less committed to welfare services or NGOs. On the contrary, since the introduction of the LSGSS, subventions to NGOs have increased significantly from \$6.37 billion in 2000-01 to \$8.04 billion in 2008-09. Having regard to the practical difficulties faced by NGOs in their transition to the LSGSS,

大靈活性和充裕的時間進行所需的調整和準備，履行其財務承擔及對員工的合約承諾。此外，獎券基金亦撥款資助機構推行業務改善計劃，提高管理及服務效率。

儘管津助非政府機構的職員薪酬架構已與公務員的薪酬架構脫鉤，政府仍因應2007年入職薪酬調整及2007-08年度公務員薪酬調整，向非政府機構提供了3.3億元的額外經常撥款。去年12月，社會福利署署長更向機構提出一系列涉及約3億元的紓緩措施。上述種種具體行動，在在顯示政府多年來一直認同津助機構的工作和努力，並願意全力協助它們更有效地推行整筆撥款制度。

### 獨立檢討整筆撥款制度

整筆撥款制度是多年來社福津助制度改革的成果，明顯有其可取之處。鑑於業界對這制度仍有不少意見，我同意現在是適當時候檢視制度的效益，以及探討改善空間。就此，我已於年初成立了「整筆撥款獨立檢討委員會」，委員現正全面和客觀地檢討制度，我有信心他們會向政府提出有用及中肯的建議。

### 結語

Glory to God in the highest, and on the earth peace among men with whom he is well pleased. Luke 2:14

社福津助制度改革從來不是一條容易走的路。它的成功有賴各方充分合作，共同分擔責任。我深信政府和津助機構，以至前線同工，都抱着同一目標，就是期望香港的社會福利服務能與時並進，讓我們能更好地服務市民。

經過多年來的共同努力，我們已為推行整筆撥款津助制度奠定了穩固的基礎。今後，政府會繼續全力支持津助機構，完善這個制度。我期望業界與政府攜手合作，一同為香港的福利工作努力！

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we have also introduced for them various assistance measures. These included the Tide-over Grant and the Special One-off Grant, totalling \$2.4 billion from the Lotteries Fund. With these grants, NGOs had more time and flexibility to make the adjustments necessary to meet their financial and/or staff commitments. NGOs were also supported by the Lotteries Fund to implement Business Improvement Projects to improve the efficiency of their management and service delivery.

Although the salary structures of staff in subvented NGOs are no longer linked to those of civil servants, we have provided NGOs with additional recurrent resources of \$330 million in line with the 2007 Starting Salaries Adjustments and 2007-08 Civil Service Pay Adjustment. In December 2007, the Director of Social Welfare offered NGOs another package of relief measures amounting to about \$300 million. The fact speaks for itself: the Government fully recognises the efforts of NGOs and is determined in helping NGOs better adapt to the LSGSS mode.

The LSGSS is the fruit of our long-time welfare subvention reform. Obviously, it has its merits. I appreciate that the sector still has a lot of views to offer over this system. I agree that it is time to review its effectiveness and explore room for improvement. I therefore decided to set up the Lump Sum Grant Independent Review Committee earlier this year. The committee is now reviewing the system in a comprehensive and objective manner. I am confident that it will provide useful and impartial advice to the Government. Welfare subvention reform is no easy task. Its success hinges upon the full cooperation of the Government, NGOs, frontline staff and all other stakeholders. Together, we will have to share responsibilities and take ownership. My firm belief is that we all share a common vision: our welfare services should move with the times so that together we may serve the needy better.

With years of hard work, we have now laid a solid foundation for the LSGSS. Looking ahead, the Government will endeavour to perfect this system and NGOs can be assured of our steadfast support. I urge the sector to continue to join hands with us in enhancing Hong Kong's welfare services.

<https://www.lwb.gov.hk/en/blog/author/27032008.html>

