

樓宇維修實務指南

BUILDING MAINTENANCE TOOLKIT



Building Maintenance Toolkit

The ICAC has produced a **Building Maintenance Toolkit** to assist property owners, owners' corporations (OCs) and property management companies (PMC) to prevent corruption and malpractices in their building maintenance projects.

This pamphlet is a gist of the Toolkit to enable users to have a quick grasp of the key control measures recommended for preventing corruption and malpractices in building maintenance projects.

▶ Getting Started (Chapter 1)

Management of Conflict of Interest (Section 1.5.2)

- ✓ require Management Committee (MC) members and OC staff to avoid and, if unavoidable, declare any actual or perceived conflict of interest;
- ✓ properly record any conflict of interest declared and decisions as well as actions taken by OC;

Probity Requirements for MC Members, OC Staff, Consultants and Contractors (Sections 1.5.3 & 1.5.4)

- ✗ prohibit MC members, OC staff, consultants and contractors from soliciting or accepting any advantage on account of handling the OC's business;
- ✓ lay down the probity requirements for MC members and OC staff in a code of conduct, and require the consultants and contractors to issue probity guidelines to their employees involved in the building maintenance project;

▶ Appointing Consultants and Contractors (Chapter 2)

Drawing up Scope of Consultancy Services/Maintenance Works and Inviting Tenders (Sections 2.2, 2.3, 2.5 & 2.6)

- ✓ determine and clearly specify in the tender documents the essential services/ works items required;
- ✓ adopt open tendering to minimise the risks of tender collusion, and include probity and anti-collusion clauses in the tender invitation;

Evaluating Tenders and Conducting Tender Negotiation (Sections 2.8 & 2.9)

- ✓ lay down the tender evaluation criteria before tender opening, and justify and document the reasons if the best offer is not recommended;

- ✗ avoid conducting tender negotiation to minimise the risk of corruption and malpractices, and if it is considered necessary, conduct tender negotiation only with the tenderer with the best offer;

▶ Supervising Maintenance Works and Managing Contracts (Chapter 3)

Progress Monitoring and Quality Checks (Sections 3.2 & 3.3)

- ✓ require the consultant to submit a site supervision plan and report on a regular basis on the progress and quality of works done;
- ✓ require the contractor to submit measurement records and site photos for hidden works;

Contract Payments and Work Variations (Sections 3.4 & 3.5)

- ✓ require the contractor to submit invoices with photos and details on the actual quantities of work done in its payment claims;
- ✓ require the consultant to justify the need for and provide cost estimate of any variations requested, and for major/costly work variations, consider engaging an independent consultant to provide cost advice;

▶ Knocking on the Right Door (Chapter 4)

- ✓ know the scope of services and technical support provided by various government departments and public organisations, so as to seek direct assistance and timely advice from them for better managing their projects and preventing corruption and malpractices;
- ✓ refer to the training video "A Guide on Corruption Prevention in Building Maintenance" for cross reference of the overview of the corruption risks in building maintenance projects and some of the key preventive measures.

OCs and property management companies can get printed copies of the Toolkit and the training video DVD from any ICAC Regional Offices, the Property Management Advisory Centres of the Hong Kong Housing Society, the Resource Centres of the Urban Renewal Authority and the Public Enquiry Service Centres of the Home Affairs Department. You may also download the electronic version of the Toolkit from the website: www.bm.icac.hk. For enquiries, please call **2929 4555**. To report corruption, please call **25 266 366** (24-hour) direct.

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BUILDING MAINTENANCE TOOLKIT



樓宇維修實務指南

廉政公署編製的《樓宇維修實務指南》旨在協助業主、業主立案法團（法團）以及物業管理公司在進行樓宇維修工程時預防貪污賄賂等不當行為。

這單張簡述指南主要內容，以方便讀者掌握指南內有關樓宇維修工程的重要防貪措施。

準備就緒（第 1 章）

處理利益衝突（第 1.5.2 節）

- ☑ 要求管理委員會（管委會）成員和法團職員避免任何實際或被視為有利利益衝突的情況；如果不能避免，應向法團作出申報；
- ☑ 妥為記錄任何有關利益衝突的申報及法團所採取的跟進行動；

對管委會成員、法團職員、顧問及承建商的誠信要求（第 1.5.3 & 1.5.4 節）

- ☒ 禁止管委會成員、法團職員、顧問及承建商利用處理法團事務而索取和收受任何利益；
- ☑ 為管委會成員和法團職員制訂包含誠信要求的紀律守則，並要求顧問和承建商向參與相關大廈維修工程的員工發出誠信指引；

聘任顧問和承建商（第 2 章）

制訂顧問服務和維修工程的範圍及進行招標（第 2.2、2.3、2.5 & 2.6 節）

- ☑ 擬訂必需的顧問服務 / 維修工程項目，並於招標文件中清晰列明；
- ☑ 採用公開招標以減低圍標的風險，並於招標文件中加入誠信及反圍標條款；

評標及議價（第 2.8 & 2.9 節）

- ☑ 開標前必須預先擬訂好評標準則，如根據評標準則被評定為最佳的標書不獲推薦，須有合理原因，並須將原因記錄在案；

- ☒ 儘量避免進行議價以減小貪污舞弊等風險；如經法團 / 管委會考慮後決定需要議價，應只與獲評為最佳的投標者進行議價；

監督維修工程及管理合約（第 3 章）

進度監督和質量檢查（第 3.2 & 3.3 節）

- ☑ 要求顧問提交一份工程監督計劃書及定期匯報維修工程的進度和質量；
- ☑ 要求承建商提交有關隱蔽工程的工地測量記錄和施工相片；

付款及工程更改（第 3.4 & 3.5 節）

- ☑ 要求承建商申請款項時提交附有施工相片的發票，而該申請亦應詳細記錄已完工的釐度記錄；
- ☑ 若有工程更改，要求顧問解釋所需更改的原因和評估涉及的費用；若涉及重大 / 昂貴的更改，可考慮聘請獨立顧問提供費用估算和建議；

求助有門（第 4 章）

- ☑ 清楚掌握不同政府部門和公共機構所提供的各項服務和技術支援的範疇，以便就樓宇維修工程及預防貪污舞弊等不同需要，可快速地向適當的政府部門或公共機構尋求適時的意見和協助；
- ☑ 參照「樓宇維修防貪簡介」培訓短片的有關部份，了解有關樓宇維修工程的貪污風險和主要防貪措施。

法團及物業管理公司可於任何一間廉署分區辦事處，香港房屋協會轄下各物業管理諮詢中心，市區重建局轄下資源中心或各區民政事務處各區諮詢服務中心索取指南的印刷版以及培訓短片光碟。法團及物業管理公司亦可於以下網站 (www.bm.icac.hk) 下載本指南的電子版。如欲獲得指南的進一步資料，可致電 **2929 4555**。若舉報貪污，請致電 **25 266 366** (24 小時)。