

## 序言 | Foreword

「我們將繼續竭盡所能，建設香港成為一個互相關懷的社會，使人人能夠自立自主、自尊自信、和諧共處和幸福快樂。」

“We will continue to contribute our best to making Hong Kong a caring community with self-sufficiency, dignity, harmony and happiness.”





署長林鄭月娥與1,850名傷健人士聯合為打破健力士世界紀錄齊心演繹手語歌曲，把傷健共融和積極人生的訊息傳遍香港  
DSW, Mrs Carrie Lam together with some 1,850 people with and without disabilities joined hands in breaking a Guinness Record by performing a sign language to spread the messages of social integration and positive living

2001年是社會福利署(社署)以至整個社會福利界值得報告和記載的一年。鑑於本港經濟不景和失業率上升，某程度上導致家庭和個人問題不斷增加；面對這個情況，香港的社會福利支援網絡備受考驗。為應付這些挑戰，社會福利界在年內經歷了多項重大發展。社署推行了多項變革以增加工作成效，而非政府機構亦有類似的轉變。社署和非政府機構以伙伴合作方式，從不同方面提供切合市民期望的社會福利服務。

Year 2001 is worth reporting and recording for the Social Welfare Department (SWD) and the social welfare sector as a whole. Faced with increasing family and personal problems caused in part by the economic downturn and rising unemployment, Hong Kong's social welfare support network was put to the test. To meet these challenges, significant developments had taken place in the social welfare sector during the year. The Department underwent changes to improve its effectiveness. Similar changes were also taking place amongst the Non-governmental Organisations (NGO). In partnership, social welfare services were meeting the aspirations of the community in various ways.

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2001年是社署工作取得顯著成效的一年。雖然政府推出的資源增值計劃仍繼續推行，社署轄下差不多所有服務單位以及各非政府機構都肩負有增無已的工作量及提供更多服務。社署各社會保障辦事處處理的綜合社會保障援助（下稱「綜援」）個案數目激增，由2001年4月的229,000宗增加至2002年3月的247,000宗，升幅達8%。其中，綜援失業個案的數目在過往12個月期間增加35%，即由23,400宗上升至31,600宗。為了協助這些受助人，社署已在自力更生支援計劃下開辦更多就業支援計劃。此外，獲資助的安老院舍服務名額已由原來的23,710個增至25,854個，並已額外提供2,267個殘疾人士日間及住宿服務名額。

Year 2001 was a year of high productivity. Despite continued implementation of the Government's Enhanced Productivity Programme, almost all service units of the Department and NGOs had coped with an increasing workload and provided more services. The Department's Social Security Field Units handled a rapid increase in Comprehensive Social Security Assistance (CSSA) cases, witnessing an upsurge of 8% from 229,000 in April 2001 to 247,000 in March 2002. Amongst these, unemployed CSSA cases had grown by 35%, from 23,400 cases to 31,600 cases over the 12-month period. And to help these recipients, more employment support programmes had been commissioned under the Support for Self-reliance Scheme. Subsidised elderly residential care services had increased from 23,710 to 25,854 places and an extra 2,267 day and residential places for people with disabilities had been provided.



署長林鄭月娥出席「科技無界創新生」典禮  
DSW, Mrs Carrie Lam officiated at launching ceremony of "Go Tech Project"



衛生福利局局長楊永強參觀社會保障辦事處  
SHW, Dr E.K. Yeoh visited a Social Security Field Unit



政務司司長曾蔭權會晤年青人  
CS, Mr Donald Tsang met with young people



署長林鄭月娥探訪長者  
DSW, Mrs Carrie Lam visited elders



獲贈感謝咭  
Thank offering

2001年亦是社會福利界取得重大突破的一年。討論已久的整筆撥款制度已於2001年1月正式實施。這項新資助模式的特色，是讓機構以靈活、自主和具問責性的方式調撥資源。目前已有150間非政府機構採用這項模式，所得的資助額佔總福利經常資助金的96%。此外，社署亦已在去年落實推行一項講求質素、成本效益和創新的新服務單位分配制度。根據這項制度，安老院舍的服務公開予公營和私營機構競投，而首間透過公開招標投得的安老院舍服務合約已經在年內批出，且取得重大效益。

2001年也是建立共識的一年。如果福利界不能和洽共處，福利制度便不能蓬勃發展。有見及此，社署和非政府機構在年內努力不懈，致力增進彼此間的了解和協助建立更大的共識。為了加強與非政府機構和服務使用者及家長團體等各有關方面的伙伴關係，我們除了增加溝通，改善資訊交流外，亦提高社署工作的透明度。此外，我們亦多次舉辦研討會、工作坊和簡報會，以促進意見交流及確立共同行動的基礎。服務使用者及家長均獲邀參與評審委員會，以便根據經修訂的分配制度，選出營辦新服務的機構。多個由社署、香港社會服務聯會、非政府機構和服務使用者的代表組成的委員會已告成立，以督導整筆撥款計劃的推行、就促進殘疾人士就業提供意見、以及制訂社會福利界發展資訊科技的策略。

Year 2001 was a year of major breakthroughs. The long-debated Lump Sum Grant System was formally introduced in January 2001. This new mode of subvention, characterized by flexibility, autonomy and accountability in the use of resources is now practised by 150 NGOs. Together they account for 96% of the total recurrent welfare subventions. A revised system for allocating new service units based on quality, cost-effectiveness and innovation was put firmly in place during the year. Competitive bidding for the provision of residential care service for the elders open to both public and private sector operators was introduced. Contract for the first home open for tendering was awarded in the year with major efficiency gains achieved.

Year 2001 was also a year of consensus building. No welfare system would prosper if its stakeholders were always at loggerheads. Much efforts had been made by the Department and NGOs during the year to achieve better understanding and help build greater consensus. To enhance partnership with NGOs and other stakeholders including service users and parent groups, we had strengthened communication, shared information and worked with greater transparency. Seminars, workshops and briefing sessions were held to facilitate exchanges and establish common ground for action. Users and parents were invited to sit on vetting committees to select operators for new service units under the revised allocation system. Committees comprising representatives from the Department, the Hong Kong Council of Social Service (HKCSS), NGOs and users were set up to steer the implementation of Lump Sum Grant, to advise on the promotion of employment for people with disabilities and to map out a strategy for developing information technology in the sector.

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最後，2001年也是社署承先啟後，創新里程的一年。面對未來的種種挑戰，社會福利界及福利工作人員必須持續學習，精益求精。為了達到為社會福利署作好部署以迎接更大挑戰的目標，社署已於2001年9月把以往的三層架構精簡為總部和地區福利辦事處的兩層結構。十三個地區福利辦事處的職能已獲加強，以統籌區內的福利事務和服務規劃、與區議會和地區團體緊密合作、推動社區的支援和促進區內居民彼此互助關懷。重組工作也包括設立一個新的人力資源管理科，以便照顧我們最寶貴的資源——本署的員工。此外，社會保障電腦系統已於2001年年中全面推行，而社署亦在年內獲批准撥款推行另一項主要的措施，在署內裝設一套技術基本設施及發展服務使用者資訊系統。社署也鼓勵及支持非政府機構進行相若的工作以提高成效，特別是在機構管治、重整業務和使用資訊科技等範疇。

Year 2001 was a year of capacity building. Facing the challenges ahead, the sector and its workers had to undergo continuous improvement and learning. With the objective of positioning Social Welfare Department for greater challenge, the Department had successfully delayered from its previous three-tiered structure into a streamlined headquarters and district office set-up in September 2001. The thirteen District Social Welfare Offices were strengthened to carry out district co-ordination and service planning, work closely with District Councils and local organizations, mobilise community support and promote greater mutual concern. The re-organisation had also seen the creation of a new Human Resource Management Branch to look after our most valuable asset – our staff. The Computerised Social Security System was fully implemented in the middle of 2001. Funding approval for another major initiative to establish a technical infrastructure in the Department and develop a Client Information System was obtained in April 2002. The Department encouraged and supported similar capacity building work amongst NGOs, notably in areas of corporate governance, business re-engineering and use of information technology.



探訪香港盲人輔導會  
A visit to Hong Kong Society for The Blind



鄧肇堅何添慈善基金致送撥款支票儀式  
Donation from Tang Shui Kin and Ho Tim Charitable Fund



行政長官夫人董趙洪娉主持「編織送溫暖、網絡傳愛心」活動  
Mrs Betty Tung, wife of the Chief Executive officiated at the  
"Volunteer - Chain" Ceremony



一千名健全及弱智人士組成「行動列車」人龍創造健力士世界紀錄  
1,000 people with and without mental handicap in forming a  
"Action Train" to create a Guinness world record

在帶領部門和協助非政府機構渡過上述種種既深且廣的轉變時，我抱持的理念源自我對於我們所服務的社羣的關懷和同情，我對數以千計熱心人士在慈善機構擔任義務工作的衷心欣賞，以及我要使政府和非政府機構之間的伙伴關係和聯繫變得更為緊密而非疏遠的決心。我深信，我們在2001年共同奠下的基石，會讓我們穩步向前，並且作好準備為市民提供更佳的服務。

我謹藉此機會多謝立法會福利事務委員會全體委員、本署各事務委員會和諮詢委員會的委員、非政府機構及其職員、服務使用者和家長團體，以及本署全體職員。多蒙他們對我的信賴和不吝提出寶貴意見和給予支持，使2001年成為意義重大的一年。

林鄭月娥

社會福利署署長  
林鄭月娥

In taking the Department and assisting NGOs through these extensive changes, I am guided by a deep sense of passion and compassion for the people we serve, a profound appreciation of the voluntary service of thousands of men and women associated with charitable organisations at all levels and an unswerving commitment to strengthen rather than undermine the partnership and ties between Government and NGOs. I am confident that the foundation we together laid in 2001 would enable us to forge ahead in the future and equip ourselves to better serve the community.

Taking this opportunity, I would like to thank all Members of the Legislative Council Panel on Welfare Services, our advisers on the various boards and committees, NGO boards and staff, service users and parent groups, as well as staff in the Department for the trust they have placed in me and the advice and support generously offered to make year 2001 the year it was.

Carrielam

**Mrs. Carrie Lam**  
Director of Social Welfare