

# 香港應確立「姊妹城市」策略

## 研究背景

「姊妹城市」亦稱「城市結誼」或「友好城市」，起源自二次世界大戰後的歐洲。根據「國際姊妹城市組織」(Sister Cities International) 的定義，是指兩個分屬不同國家的城市，於文化、教育、商貿以至技術範疇上互相交流的一種長期合作關係。時至今日，姊妹城市已是促進各地在不同範疇的交流及合作的平台，每年直接及間接產生的經濟效益可數以十億美元計，擔任甚為重要的角色。

香港一直全方位向國際開放，亦積極參與國際性城市合作交流活動，但是面對環球經濟狀況轉差的挑戰，尤其是為了把握「一帶一路」帶來新的經濟發展機遇，香港應該要有新思維，透過建立「姊妹城市」平台，為香港開拓更多經貿活動，並可參考其他城市的經驗，促進個別產業的發展，進而向世界促進和拓展其軟實力。

## 政策建議

### (1) 加入「國際姊妹城市組織」

該組織除了協助成員進行配對外，亦會提供資源協助舉辦不同的交流活動。成員之間的交流可歸類為藝術文化、青年及教育、商業及貿易、以及社區建設及技術交流四大範疇。新一屆特區政府應首先申請加入「國際姊妹城市組織」，以得到專業諮詢，參加有關活動，建立關係網絡，再研究及制訂具體計劃。

### (2) 掌握「一帶一路」的機遇發展經貿

中國政府於2015年3月正式公佈「一帶一路」的發展藍圖，為沿線地區及各地政府與商業機構提供了龐大的發展機遇。內地不少城市已經藉著其與「一帶一路」沿線城市的「友好城市」合作關係，搶先一步開展不同領域的合作項目。香港應加快腳步，在沿線地區尋找重點城市結交，建立合作關係及制訂發展策略。可供考慮的目標城市為位處東南亞及中東經貿樞紐的印尼的泗水市和阿聯酋的迪拜市。

### (3) 促進創新科技及文化創意產業發展

不少城市曾經透過與其「姊妹城市」合作，來促進新產業的發展。我們應該加以效法，以「姊妹城市」作為平台，向對象城市借鑑其成功之道；創新科技產業的目標姊妹城市可考慮德國的慕尼黑市和韓國大田市，而在文化創意產業方面，可考慮韓國金山市和德國柏林市。希望藉這些合作，令兩個新產業的拓展會有更顯著的成果。

# 把握「一帶一路」商機

## 擴大經貿辦網絡，發揮香港專業優勢

## 研究背景

「一帶一路」是未來二三十年的長遠國策，香港特區政府要把握「一帶一路」帶來的商機，必須早作籌謀，以戰略眼光，發揮香港的獨特優勢，為商界和專業人士尋找商機，在「一帶一路」沿線國家，尋找合適地區增加設立經濟貿易辦事處，以及推廣香港的專業服務。

## 政策建議

### (1) 在海外增設經貿辦

根據地域考慮、經濟實力、及與香港的貿易關係等標準，在印度、俄羅斯、哈薩克、阿拉伯聯合酋長國及波蘭增設經貿辦。

### (2) 在東盟國家增設聯絡處

為進一步加強與東盟國家的經貿聯繫，在泰國和越南各增設一個經貿辦聯絡處。

### (3) 在內地增設經貿辦

為加強聯繫內地各省，在「一帶一路」兩個核心區，即新疆和福建分別增設一個經貿辦，以統籌香港與內地在「一帶一路」方面的合作。

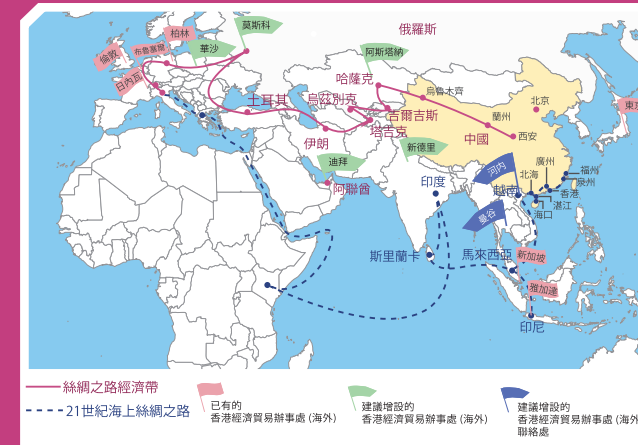
### (4) 聯繫內地政府和企業

主動聯繫內地各個中央部委和地方政府，在不同專業範疇內簽署合作備忘錄，增加香港業界參與「一帶一路」建設的機會。政府可擔當聯繫內地大型企業與香港業界的橋樑，尋找合作參與境外「一帶一路」國家項目的機會。

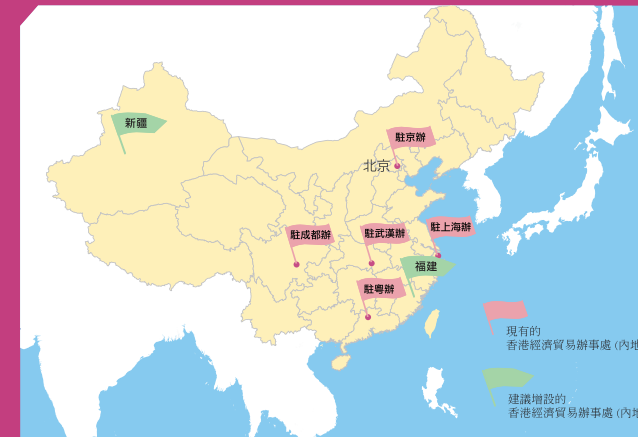
### (5) 推廣專業服務

政府可以透過駐海外經貿辦，向「一帶一路」沿線國家的政府宣傳香港專業服務的優勢，令香港業界的技能及資格得到承認，從而為業界開拓商機。

## 現有及建議增設的海外經貿辦



## 現有及建議增設的內地經貿辦



Enhance Hong Kong's Positioning  
as an International City  
Forming Sister Cities and  
Increasing Economic & Trade Offices

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## Forming Sister Cities

### Research Background

The “sister city” program, also known as “town twinning” or “friendship cities,” originated in Europe after the Second World War. According to the definition by Sister Cities International, it refers to a long-term cooperative relationship between two cities located in different countries in the fields of culture, education, trade and technology. Nowadays, the program is a platform to promote communication and cooperation in different areas and may generate billions of dollars of direct and indirect economic benefits every year.

In order to face the challenges of global economic downturn and to grasp the new economic opportunities from the ‘Belt and Road’ Initiative, Hong Kong should have new thinking to develop more economic and trade activities via the sister city platform, to learn from the experience of other cities in developing new industries, and to demonstrate its soft power to the world.

### Policy Recommendations

#### (1) Join Sister Cities International

Sister Cities International provides resources to help organize various exchange activities, which are categorized into four areas: arts and culture, youth and education, business and trade, as well as community building and technology exchange. The HKSAR Government should first apply for membership in the organization to seek its professional advice, participate in relevant activities, establish a network of relationships, and then study and formulate concrete plans.

#### (2) Seize the new business opportunities from the ‘Belt and Road’ Initiative

In March 2015, the Chinese Government announced the Initiative, providing numerous opportunities for governments and business organizations along the routes. Many cities in the Mainland have already taken steps to develop cooperation projects with their “friendship cities”. Hong Kong should speed up its pace to make connections, form partnerships and formulate development strategies with key cities along the routes. It is suggested that our Government should consider Surabaya of Indonesia and Dubai of United Arab Emirates as target cities for cooperation.

#### (3) Promote the development of new industries

There are many successful examples that a city may promote the development of new industries effectively by learning from its sister city. To develop our innovation and technology industries, Hong Kong may consider the target cities of Munich of Germany and Daejeon of Korea, and for the cultural and creative industries, Busan of Korea and Berlin of Germany.

## Capturing Business Opportunities from the ‘Belt and Road’ Initiative

### Increasing Overseas and Mainland Economic Trade Offices and Promoting Professional Services

#### Research Background

The ‘Belt and Road’ Initiative (the Initiative) will have significant worldwide impact in the coming decades. Hong Kong should embrace the business opportunities so as to promote the long term development of our business and professional sectors.

#### Policy Recommendations

##### (1) Establish new ETO (Overseas)

Based on the level of economic development and bilateral trade volume, we recommend the HKSAR Government to establish new overseas Economic Trade Offices (ETOs) in India, Russia, Kazakhstan, the United Arab Emirates, and Poland.

##### (2) Establish new ETO Liaison Units in ASEAN countries

In order to strengthen our relationship with ASEAN countries, it is proposed that two ETO Liaison Units should be set up in Thailand and Vietnam.

##### (3) Establish new ETO (Mainland)

To facilitate coordination work in the Mainland, the Government should establish new ETOs in two core areas of the Initiative, namely Xinjiang and Fujian.

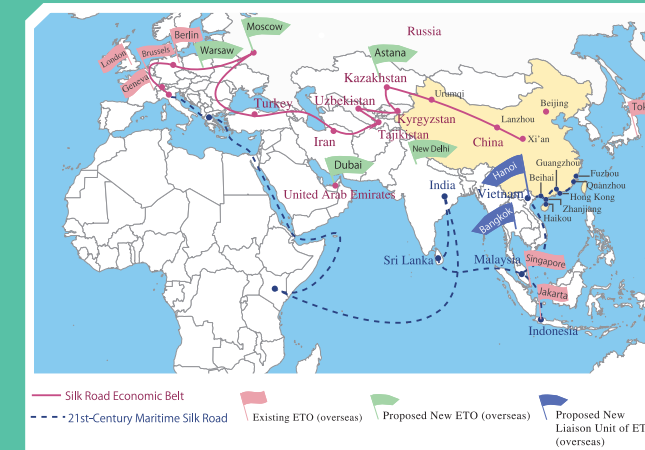
##### (4) Liaise with Mainland parties

As the implementation of infrastructure projects of the Initiative will be mostly handled by the various ministries and local governments of China, as well as by State-owned enterprises, efforts should be made by our Government to liaise with these Mainland parties and to promote our professional services to them.

##### (5) Promote professional services

The Government should promote, via our old and new overseas ETOs along the routes of the Initiative, the strengths of our professional services, with an emphasis on the recognition of our professional qualifications.

### Existing and Proposed Hong Kong Economic and Trade Office (ETO overseas)



### Existing and Proposed Hong Kong Economic and Trade Offices (ETO Mainland)



增強香港  
國際城市的地位  
設立姊妹城市、增加經貿辦事處

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