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# SEAVIEW

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- to promote the exchange of professional knowledge within the Hong Kong shipping industries
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# EDITORIAL TIDBITS

In this edition, we are pleased to present a diverse and engaging collection of articles from contributors across various sectors.

We feature two insightful pieces on government policy. The first is by Mr. Zhuāng shì-chéng, former Station Master of the Shenzhen Pilotage Station, who offers an in-depth analysis of the pilotage profession in China, along with constructive suggestions for its future. Dr. Simon Yuen, Senior Lecturer at the CPCE, Hong Kong Polytechnic University, shares his perspective on the emerging "low-attitude economy."

Captain Peter Chu revisits the collision involving the U.S. aircraft carrier *USS Truman* near Port Said, emphasizing the critical role of AIS (Automatic Identification System) in coastal navigation.

Mr. Raymond Wong, FAAA, FMIoS, Principal of Asia Maritime Adjusting (Hong Kong), guides us through the evolution of the average adjuster profession in Hong Kong. Captain Ngai, one of the founding members of our Institute, shares his inspiring journey from a maritime career to serving God as a preacher.

Our News Brief section highlights recent and upcoming events organized by IoS. We encourage our readers to participate and stay connected with our community.

We hope you enjoy this edition and look forward to your feedback. We believe in the power of community and value your unique perspectives. If you have a topic you're passionate about, we invite you to contribute. Please send your articles to: [info@seatransport.org](mailto:info@seatransport.org)

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**摘要:** 引航員的工作具有極高的風險性和較強的專業性，對於保障港口和船舶航行安全至關重要。闡述當前我國引航員職業發展與考核管理的相關規定，分析引航員的培養與輸送受限、晉陞路徑狹窄、溝通能力培養和普法教育不充分、權益保障存在空白、考核與管理指標不健全等問題，並提出相應的解決措施，以期為我國引航員的職業發展和規範化培養管理提供參考。

## 一、引言

引航員在保證船舶順利進出港口方面發揮著重要的作用，其工作不僅關乎船舶的航行安全，更為港口的安全運營提供了有力的保障。引航員工作為單兵作業模式，在實際工作中需要獨自面對各種突發情況和高風險環境，具有高度專業性、危險性和涉外性的特徵。同時，相較其他類型的國際船員，其還表現為極低的流動性。無論是從國際船舶轉入引航機構，還是從相關院校畢業直接進入引航機構成為引航員，其幾乎不會再有其他跳槽或擇業的機會，因此引航員工作呈現“擇一事終一生”的職業路徑。

目前，全國引航員（包括助理引航員）只有約 2,500 名，是一個非常小的特殊群體，且培養與管理方面存在一些缺

失和不足，如現行引航員資格要求一定程度限制了引航員的培養與輸送、引航員晉陞路徑狹窄、引航員的溝通能力培養和普法教育存在缺失、引航員的權益保障存在空白、引航員的考核和管理機制存在不足等。鑒於引航員的職業特徵，為加強管理，提高其素質和技術水準，維護引航員權益，進而保障水上交通安全、保護港口水域環境，探討引航員的職業發展和規範化培養十分重要。

## 二、當前我國引航員職業發展與考核管理的相關規定

《中華人民共和國海商法》（下稱《海商法》）第 31 條規定：“船員，是指包括船長在內的船上一切任職人員。”《中華人民共和國船員條例》（下稱《船員條例》）第 63 條規定：“引航員的培訓依照本條例有關船員培訓的規定執行。引航員管理的具體辦法由國務院交通主管部門制訂。”2021 年由交通運輸部牽頭修訂的《船舶引航管理規定》刪除了原第三章“引航員”，以及引航員取得資格的年齡、健康、培訓要求，但是沒有及時修訂《中華人民共和國引航員管理辦法》（下稱《引航員管理辦法》），也未對相關內容進行補充。對於海港引航員的適任考試，《引航員管理辦法》第 23 條對申請各類別、各等級引航員適任證

書的考試科目和評估專案作了規定；第 25 條、26 條、27 條分別對申請參加三級、二級、一級引航員的適任考試和評估要求作出了規定，包括“引航機構直接招收的船舶駕駛專業大專及以上應屆畢業生，取得海船甲類一等或者內河船舶一等二副適任證書，同時具有不少於 18 個月的助理引航資歷，可以參加相應類別的三級引航員適任考試和評估”。



### 三、引航員職業發展與考核管理存在的問題

#### （一）引航員的培養與輸送受限，晉陞路徑狹窄

現行引航員職業資格要求限制了其培養與輸送，同時引航員晉陞路徑狹窄，職業發展進程緩慢。依據目前的法規和部門規章，海船甲類一等或者內河船舶一等二副、大副、船長向引航員的銜接雖已明確且順暢，但引航員向海船甲類一等或者內河船舶一等二副、大副、船長的銜接卻沒有明確規定。如《船員條例》中並未明確闡

述三級引航員經過一定時間的跟船實踐（如 6 個月）後可換發大副證書以及二級及以上引航員經過一定時間的跟船實踐（如 6 個月）可換發船長證書的具體政策，亦缺乏原持有大副、船長證書的引航員定期由海事部門組織培訓，維持證書有效性等的規定。這無疑在一定程度上影響了引航員的職業發展路徑和職業晉陞。

#### （二）引航員的溝通能力培養和普法教育存在缺失

在實際工作中，可能由於引航員在船上作業時定位不準、溝通能力不足、資訊交流不充分等，使其在具體操作過程中和船長產生分歧時，態度方法過於強勢專斷，以致發生事故。一些引航員溝通時所表現出來的語言能力和技巧不過關，體現出其素質培養不足。此外，部分引航員對於相關法規政策不瞭解或理解得不夠深刻，對自身在船上作業時的法律地位不明確。

《海商法》第 39 條、《中華人民共和國海上交通安全法》（下稱《海上交通安全法》）第 31 條和《船員條例》第 20 條均已明確，引航員在船上工作時不能免除船長管理和指揮船舶的責任；香港《領港條例》明確了引航員在船上發生海上交通事故時，免於承擔民事賠償責任。但有些引航員對此不瞭解，在海上交通事故的調查中，對於相關事實陳述不清或不準確，這些都有可能導致意想不到的結果。如在引航作業過程中，引航員強

行改變船長的操縱指令而引致事故，則其或不能享受民事賠償的豁免。

### （三）引航員工作時間的界定不規範，權益保障存在空白

根據航海習慣和《1978年海員培訓、發證和值班標準國際公約》的有關規定，國際船員在船每天的正常值班分為兩小節，每節4小時。目前引航員的工作時間是以坐班的形式，每天8小時，但實際引航作業時間並不確定，一般以作業艘次衡量工作量，引航員的“船員服務簿”無法明確在船服務時間，需要法規規章予以明確。

### （四）引航機構在引航員的考核和管理機制方面存在不足

首先，由於引航機構沒有建立完善的考核標準和流程，導致引航員的考核結果缺乏一致性。其次，引航機構缺少足夠的培訓和支持機制，導致引航員的繼續教育和發展受到限制。因此，引航員的考核和管理機制尚待完善，考核指標體系需進一步健全和優化，以便引航機構更全面準確地評估引航員的實際工作能力和職業素質。

## 四、相關建議

鑒於上述存在的問題，本文從引航員資格認定、作業時間確定、溝通能力培養與普法教育、責任追究和考核指標體系建立幾方面分別提出建議。

### （一）引航員國際船員資格認定

建議在《船員條例》中明確引航員向甲類大副、船長的銜接條款。具體如下：

（1）原由院校畢業到引航機構工作的引航員，在取得二副證書后，任職三級引航員二年以上，二副證書可換發為大副證書。

（2）原甲類一等大副考取引航員三級證書，其原有大副證書維持有效，到期直接換發。

（3）現有二級引航員，原持有甲類一等船長證書的，其原有證書保持有效；原來沒有船長證書及海上資歷的，經過半年的隨船實訓，可以頒發船長證書。

（4）現有一級引航員，原持有甲類一等船長證書的，其原有證書保持有效，且定期換發；原來沒有船長證書及海上資歷的，經過4個月的隨船實訓，可以頒發船長證書。

### （二）引航員國際船舶作業時間的確定

為維護換證工作的科學有效，建議引航員的「船員服務簿」的船上工作時間認定，按下述的國際海員作業天數計算方式，由引航機構簽認。

引航員在引領外輪靠泊作業時，其在海關等口岸部門實施聯檢前即進行引航作業；在引領外輪離泊時，其在聯檢結束後引領船舶至法定登離輪水域。引航作業的起點和終點均在關稅區以外，是實實在在的境外作業。對於境外作業時間的計算，建議國家相關法規予以明確，參照國際船舶值班作業的時間劃分，對於4小時以內的，按國際航行時間半天計算，超過4個小時的，按國際航行時間一天計算，以此累計引航員的國際船舶作業天數。由此，確認引航員國際船員身份，使其享受國際船員的計稅優惠，保障引航員權益。

### （三）引航員的溝通能力培養與普法教育

（1）引航員的溝通能力和英語水準欠佳會造成駕駛台資源的應用不暢和操縱意圖傳達不充分。因此，應加強引航員的素質培養，特別是溝通能力和技巧。建議定期請有實踐經驗的相關專業教師對引航員進行英語培訓，並設置相應的考核指標，督促引航員提高自身的英語水平和溝通技巧。

（2）開展引航員的普法教育，提高引航員的法律素養，明確自身在船上作業時的法律地位，建議編製《引航員普法讀本》，將《海商法》《海上交通安全法》《船員條例》《安全生產法》的相關內容納入其中，讓引航員知法、明法、守法地開展工作。

### （四）引航員的責任追究

實踐中關於引航員在船的海上交通事故的調查，沒有將引航員的失當行為和船長指揮管理船舶的法定責任聯繫起來。因此，海事主管機關的海事調查報告不應當作為安全生產追責（針對引航員）的依據，應與安全生產事故調查報告區分開來。海事主管機關可以對引航員的失當過失行為進行扣證處罰，或參照《領港條例》，予以2 000~3 000元的懲戒性處罰。

### （五）引航員考核指標體系的建立

引航員的考核應涵蓋德能勤績廉各個方面，除專項考核之外，日常考核的全面、科學、量化和可持續性，應該是考核體系的核心要義。本文試圖構建一個較為完善的評價和考核體系，以更好地提升引航員的職業素質。具體指標情況見表1。



表1 引航员考核专项指标表

得分类别	项目	内容	标准	得分项	权重
日常考核	作业量	引航作业量	机构平均 $\pm 5\%$	正常值得满分	60
	作业难度	重点难点船系数	系数乘以作业量	正常值乘以系数	$60 \times \text{系数}$
	知识更新	每年30学时	30学时 $\pm 10\%$ 为合格	超过10%加分，低于10%扣分	20
	出勤工作日	正常工作日请休假（3个月）	请休假超过工作日5%~10%	10%以内正常，10%以上分档	20
专项考核	政治立场	发表和中央立场不一致的言论	在网络、报刊、公开场合发表有政治问题的言论	一票否决	
	遵纪守法	遵守国家法律法规情况	有追究刑责、行政追究主责	一票否决	
	单位及上级批评	本机构及上级通报批评	根据情况扣5分、10分、15分	对比得分	
	服务投诉	服务及相关单位投诉	根据情况扣10分、15分	对比得分	
特别得分	清正廉洁	向服务对象索贿受贿	造成不良影响	一票否决	
	上级嘉奖	受到上级嘉奖、取得荣誉	本单位、主管上级、省部级	按5分、10分、15加分	在总得分体现
	学习交流	在相关刊物发表文章	按刊物等级：非核心期刊、核心期刊	按3分、5分加分	
		行业内部交流	作为课件主讲	加4分	
总得分		单位内部技术交流	作为课件主讲	加2分	
考核结果 <input type="checkbox"/> 优秀 <input type="checkbox"/> 合格 <input type="checkbox"/> 不合格（总分90分及以上为优秀，70~89分为合格，70分以下为不合格）					

注：1.引航机构作为事业单位，必须确保引航员政治思想正确；2.作业量根据航次或里程或综合考虑，由各机构根据本单位情况制定；3.作业难度由各机构视本地情况、船型等制定；4.对于知识更新的考核，除本行业的法律法规、公约、规则、指南、操作规程、应急预案、新技术新知识，如人工智能、虚拟现实等内容。

## 1. 專項考核

在專項考核中，以下三種情況應作為一票否決指標，在考核時段內，定性為不合格，且依法由有關部門或上級機關做進一步處理。

- (1) 在思想政治、遵紀守法方面，若違反國家法律法規，必須依法處理。
- (2) 違反安全生產規定、發生安全責任事故，如船舶碰撞，碰撞碼頭造成水域環境污染，導致較大及以上責任事故。
- (3) 違反廉潔紀律，受賄索賄（視情節和金額），利用工作便利或職權謀取私利或為親友謀取利益。

## 2. 日常考核及特別加分項

- (1) 作業量考核，這是考核「勤」的核心指標。用引航艘次 / 引航里程來考核，以一個單位內全部引航員均值的  $\pm 5\%$  作為中值，10% 以上或以下為加分或扣分；也可以綜合考慮出勤 / 掛籌的天數。
- (2) 作業難度可以按船舶類型、尺度大小來考核。船舶類型依次為郵輪、危險品船（LNG、LPG 等特種船）、大型拖帶船（包括無動力），船舶尺度依次為船長 350 m 以上、船長 300~350 m、船長 300 m 以下。也可以根據實際按 3 萬 t 以下、3 萬~5 萬 t、5 萬~15 萬 t、15 萬 t 以上劃分類別。碼頭

作業的地理位置 / 環境（風、流等外界因素的影響程度），按不同係數計算考核。

- (3) 培訓方面的考核，包括海事主管機關要求參加的知識更新培訓、引航機構內部組織的技術交流培訓、協會及有關單位組織的培訓以及月度（季度）安全學習培訓，根據培訓的時間、課時取不同的分值或係數。
- (4) 參加技術交流和不同等級刊物發表的論文（第一作者 1、第二作者 0.7、第三作者 0.4，以後不加分）可以作為加分項，不是必需項。對於單位培訓的召集人或主講人 / 教練，也可以適當加分，但要設置封頂加分數。
- (5) 服務受到船方、碼頭方、合作方（如拖輪）的投訴，並經調查情況屬實或基本屬實的，可以作為扣分項。
- (6) 如有帶徒（時間須滿足 4 個月以上），接受處置困難船舶或有安全風險的緊迫危險船舶、重點船舶，應該給予加分獎勵。
- (7) 對於在處置水域防污染、保證港口安全、救助落水人員或其他方面做出突出貢獻者或有救死扶傷、見義勇為行為的，應該給予加分獎勵。以上日常考核中，有脫產培訓，休病假、事假超過 3 個月者，不參加考核。

## 五、結論

引航員在保障港口和船舶航行安全中起著至關重要的作用，然而，其職業發展的獨特性與高風險性特徵，使得該群體面臨著晉陞路徑狹窄、考核管理指標不健全等問題。為此，本文提出了明確引航員國際船員資格認定和國際船舶作業時間、加強溝通能力培養、建立新的考核指標體系等措施。這些舉措旨在系統地提升引航員的職業素養與工作能力，加強引航員的權益保障，進而為船舶航行安全與港口環境的和諧穩定提供堅實保障。希望通過這些措施的實施，能夠為引航員職業的可持續發展開闢一條更加清晰且富有成效的路徑。

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# Urgent Need to Plan and Develop Low-Altitude Economy

Simon Yuen

The latest Budget 2025 and Policy Address last year highlighted the importance of planning, promoting, and developing the low-altitude economy. The "low-altitude" economy can help various industries in Hong Kong improve operational efficiency and promote economic development. The government will establish a "Low-Altitude Economy Development Task Force" and launch a regulatory sandbox pilot project for the low-altitude economy later this year. The first phase will focus on aerial inspections and drone deliveries, including the transportation of food, mail, courier services, and medicines. The Deputy Financial Secretary stated that relevant legislation will "remove barriers and relax restrictions," inviting partners to propose suggestions in the short term, to gradually launch individual projects next year to create operational scenarios and foster a conducive atmosphere.

The author believes that the development of the low-altitude economy should not only start from Hong Kong's policies but also align with the development direction of the Greater Bay Area. Regional planning and the establishment of a comprehensive design plan for the low-altitude economy will enable cities and regions in the Greater Bay Area to perform related functions and create different application scenarios.



Source: Reitar

The development of the low-altitude economy should fully utilise the geographical advantages and industrial foundation of the Greater Bay Area. The Greater Bay Area has numerous ports, airports, and high-tech industries, making it one of the most economically vibrant regions in China. The development of the low-altitude economy should be integrated with the region's logistics, tourism, and high-tech industries to create a diversified industrial chain. For example, establishing low-altitude logistics hubs can significantly improve the efficiency of express delivery and logistics within the region. At the same time, developing low-altitude tourism can promote aerial sightseeing and tours, attracting more tourists.

Additionally, it is essential to establish a robust regulatory and policy framework to ensure the standardisation and safety of the low-altitude economy's development. Unified low-altitude flight management regulations should be formulated for the Greater Bay Area, clearly defining the permissible range, flight altitude, and route planning for low-altitude flights, and strengthening supervision and enforcement. At the same time, investment in technologies and facilities related to the low-altitude

economy should be increased, supporting enterprises and research institutions in conducting technological research and innovation, and promoting the upgrading and replacement of low-altitude aircraft.

Furthermore, the development of the low-altitude economy needs to be integrated with urban planning, taking into account the spatial layout and infrastructure construction of cities. Strengthening cooperation and coordination among cities in the region is also an important measure to promote the development of the low-altitude economy. Joint working groups should be established, and regular meetings should be held to discuss issues and challenges in the development of the low-altitude economy and jointly seek solutions.

In summary, we need to vigorously promote and publicise the concept of the low-altitude economy, enhancing the awareness and support of all sectors of society. Various channels should be used for publicity, organising relevant training and activities, popularising knowledge about the low-altitude economy, cultivating more professionals, and promoting the healthy, orderly, and sustainable development of the low-altitude economy.





Source: *What's going on with Shipping?*

今年（2025）2月12日半夜時分在埃及 Port Said 北面生了一起撞船事件，涉事是一艘 332 米長，10 萬噸級的航空母艦，以及一艘近 200 米長的 5 萬噸散裝船，航母應該是準備去蘇伊士運河再入紅海的。散裝船則是從蘇爾士運河駛出去羅馬尼亞的。

碰撞損毀方面，從照片上看到的是，在散裝船船首右前方，航母碰損也是在船右舷，大概在船尾向前 4 分 1 船長（ship length）地方，另外有一個碰損地方是在接近右舷船尾處，行裏人說是綠火撞綠火。

航空母艦在海上繁忙交匯處關了 AIS，這個操作令人費解，至於



什麼是 AIS，可參考維基。（有中文解釋，比較簡短了一些）。詳細資料可看 wiki 英文版，請參考 (A) AIS 主要顯示了當時船隻的航向和航速，另外，有關撞船的報道可看 (B)，有關海上避免碰撞條款，可參考 (C)。(C) 的第一章說明了，這個國際條款適用於所有海上船隻及所有通海的水域。即是，包括了航空母艦所屬的軍用船隻。

關了 AIS，航母是不想其他船知道其存在嗎？問題是，如果其他船隻不知道他的存在，如何採取避碰行動呢？如果在大海中 10 海哩，甚至幾十海哩內都沒有船的情況下，航母單獨應該是可以保持隱形及單方面採取行動，避開同其他船隻的接觸。根據 (B) 所展示，航道上及周圍船隻密密麻麻，航母根本不可能左穿右插因為他不是一隻烏蠅，而是一艘 10 萬噸的大船。

就算你關了 AIS，你還是要開航海燈。參考 (C) 第 20 章 規定在航船隻必須開航海燈，開了航海燈不就告訴了其他船隻你的存在嗎？而航海燈在某種程度上也顯示了你的大概航向。

現在不知道航母有沒有其他電子儀器去避開其他船隻雷達探測，外觀上，由於航空母艦有很多二維或三維互成 90° 的結構，這正正就造成了一個個十分有效的雷達反射器具，應該很容易被其他船上的雷達探測到。如果雷達能夠探測到，當然也可以追蹤，從而

知道航母的航向，以及航速。所以關掉 AIS 沒有作用，反而令其他船在雷達上看到十萬噸大物體（這裏假定其他船的雷達可以看及探測到航空母艦）卻沒有 AIS 資料。令到這航母的信息，既神秘又突出。

而且這樣大的船在有月光或者有岸上背景燈光下，或者附近船隻拋錨的背景燈光反映之下，其他船也可以覺察到航母的存在。甚至可以用肉眼看到，雖然不很清楚。但關了 AIS，只能令其他的船隻緊張以及混淆，其他船原本只會猜想，為什麼這麼大的移動物體沒有 AIS 的資料。這些懷疑只會對船隻避碰造成不良的影響，第一是延遲了行動，第二是對行動不果斷及不肯定。

關了 AIS，製造了 (C) 第 7 章中所說的 scanty radar information。增加了撞船的風險，在這裏可能是造成撞船的主因之一，雖然很多人（包括航母上的人）以為航母有特權，其實他們沒有，起碼在當時的情況、環境，他們完全沒有特權，所以必須嚴格根據 (C) 與其他船隻避免碰撞。

根據 (B)，(E) 航母右前方有另一軍艦護航，也是關了 AIS 的，在航母撞船後才把他的 AIS 重新打開，把自己船名叫做 US govern ship，由於是護航，航向航速應同航母平行。如果說航母關了 AIS 是疏忽也好，誤解指示也好，

那麼兩隻軍用船同時都關了 AIS，就是一個系統性的問題了，在繁忙的水域如此操作，細想，有些驚心動魄。

可幸的是，另一船並沒有裝載爆炸易燃品，也不是一艘運載石油產品的船，否則，兩船相撞會爆炸燃燒，航空母艦有很大機會報銷。

至於兩船為何會相撞？如果航母有開 AIS，則可以一目瞭然，根據參考 (B) 所展示的撞船位置，其船軌跡，兩船相撞損壞的地方，考慮到當時大部分船隻的交通主流航向，撞船後，護航軍艦的航行軌跡等，初步可以推定，散裝船航向大概為西北，航空母艦大概航向為東南偏東，初步形成散裝船相對位置在航空母艦右前方 10 幾度（加減五度）即初步斷定航空母艦應該是避讓船或者叫做讓路船，有責任要讓散裝船，參考 (C) 第 15、16 章。

說明 (1)

參考 (B) 及 (E) 均有儲存當時的 AIS，所以資料是很透明的。所有這些資料，全在航母的 VDR。也可能收錄在散裝船及其他附近船的雷達 /VDR 上。推論成因，應該不難。初步估計，航母作為避讓船，沒有及時採取避碰，散裝船在緊迫情況下轉左，造成碰撞，假如散裝船不左轉，有橫腰被航母撞沉的可能。

References:-

(A) Automatic Identification System,

(B) [Videoclip 1](#); [Videoclip 2](#) accessible via desktop only

(C) Convention on the International Regulations for preventing collisions at sea, 1972 (Colreg).

(D) Collision at 1145 pm local time, Feb 12, 2025, Outside Port Said, Egypt.

(E) <https://www.youtube.com/watch?v=bOHLfcT2Nt0> accessible via desktop only

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### ABSTRACT

Hong Kong stands as a preeminent global maritime hub, renowned for its dynamic shipping ecosystem and world-class professional infrastructure. The region sustains a thriving maritime industry underpinned by a robust network of seasoned shipowners, maritime service providers, and ancillary specialists encompassing vessel management, marine finance, marine insurance, brokerage, marine surveying, average adjusting, arbitration, and maritime legal advisory services. Complementing this ecosystem is the Hong Kong Shipping Register, a hallmark of international maritime standards and operational excellence.

This esteemed standing has been cultivated through generations of maritime heritage, distinguished by operational efficiency, competitive agility, and unwavering professionalism. Among these vital support mechanisms, one specialized yet lesser-known discipline has served as a cornerstone of maritime risk management and insurance resolution:

### AVERAGE ADJUSTING

What are averages? — these are losses or claims arising from maritime casualties — and what is adjusting? — it is the assessing and stating of those claims. So, in essence, an Average Adjuster adjusts marine claims— on hull & machinery insurance, general average and liability.

Rooted in British maritime law and commercial practice, average adjusting emerged as a distinct profession in the early 19th century, with pioneering practitioners formalizing its principles through the establishment of the Association of Average Adjusters (AAA) in London in 1869. While historically niche, this discipline holds critical importance in the equitable apportionment of maritime liabilities and losses.

The transmission of this expertise to Asia is attributed to William R.M. Stevens, a seminal figure who introduced professional average adjusting to the Far East in the early 1920s. Commencing his practice in Shanghai—then Asia's premier commercial gateway—Stevens later

relocated to Hong Kong, establishing the foundation for the region's enduring tradition of maritime claims resolution. Over eight decades, Hong Kong has refined this discipline, integrating global best practices with localized expertise to serve as an indispensable nexus for international maritime commerce.

A pivotal document (see Appendix A) from eight decades past—preserved as a photocopied carbon duplicate—stands as testament to what is regarded as the inaugural General Average adjustment administered from Hong Kong. Authored by William Stevens, founder of Hong Kong's first average adjusting practice, this letter was dispatched in 1946 from his office on the fifth floor of Union Building (now redeveloped as Chater House) on Pedder Street in Central. Addressed to the esteemed marine surveying firm Carmichael & Clarke Co. (which continues to prosper today), the correspondence formalized a request for a vessel valuation preparatory to a General Average settlement. The case concerned the *Bulimba*, a vessel stranded in July 1946, whose owners sought a technical appraisal to determine contributory values for General Average purposes. Stevens' missive underscored

his insistence that Carmichael & Clarke's report meticulously account for both pre-existing structural damages and damages directly attributable to the casualty—an adjusting procedural rigor.

Stevens had inaugurated the discipline of average adjusting in Hong Kong in 1945, following a distinguished career spanning two decades in Shanghai, where he established a flourishing practice after departing London in the early 1920s. His expertise earned him recognition as a Corresponding Member of the UK Association of Average Adjusters (AAA) in 1934. Leadership of the firm transitioned in 1959 to his son, Nigel Stevens, who upheld the practice's exacting standards and was himself elected a Corresponding Member of the AAA in 1969. He was joined by business partner Eddie Cannon, similarly admitted to the AAA in 1970. Upon William Stevens' retirement in 1968, the practice underwent a strategic consolidation, rebranding as Stevens, Elmslie & Co. following an alliance with the London-based firm Wm Elmslie & Son.

In 1965, two prominent UK firms, William Richards & Sons and Hogg

Lindley & Co., coincidentally established their respective branch offices in Hong Kong. William Richards & Sons was led by Neil Dennis, who was later elected as an Associate Member in 1973, while Hogg Lindley & Co. was headed by Christopher Mumford, a fully-qualified member of the AAA, who had been elected in 1963. Shortly thereafter, Frank B. Hall, an American insurance brokerage firm with an average adjusting division headed by K.H. Mao, also opened an office in Hong Kong.

By 1969, the partners of William Richards & Sons and Hogg Lindley & Co. had merged to form Richards Hogg International. Following the merger, Christopher Mumford departed from the partnership and retired from the profession.

In 1972, John MacDonald, having been elected as a fully-qualified member of the AAA, arrived in Hong Kong to assume leadership of Richards Hogg International. He was subsequently joined in 1974 by Christopher Barstow, another fully-qualified member of the AAA, who had been elected in 1973. This period marked a significant phase of growth and consolidation for the firm, as it continued

to expand its presence and expertise in the region.

Particularly significant are the substantial contributions made by William Richards V (1961), who regularly visited Hong Kong between 1965 and 1990. With the support of Richards Hogg International, he spearheaded initiatives aimed at training and advancing the professional interests of local staff. A landmark achievement occurred in 1980 when Raymond T.C. Wong became the first local, and indeed the first Asian adjuster to qualify through examination and be elected as a full member of the AAA. This milestone was followed by Christopher Tang in 1982, Edward Lau in 1985, Benson Chiu in 1992 and William Lai in 2019.

The growth of the Hong Kong shipping market in the late 1970s and throughout the 1980s attracted several foreign firms specializing in average adjusting to establish offices in the region. These included Francis & Arnold, Manley Hopkins Son & Cookes, GW Cockrill London Ltd, and RK Hastings & Co, the latter led by Roy Hastings, an AAA Overseas Member elected in 1984. However, all these firms ceased



operations in the early 1990s. During this period, Richards Hogg International and the Department for Average Adjustment of the China Council for the Promotion of International Trade, Beijing, initiated a collaboration based in Hong Kong in 1985. This partnership culminated in the establishment of the joint venture Dari & Co Ltd in 1993.

There were changes in the format and requirements of AAA examinations since the mid 1980s and rather significantly from late 1990s, resulted in increase in membership qualification by examinations. Those having worked in Hong Kong and subsequently qualified as Fellows included Alan Henderson (1980), Richard Marriott (1981), Hidde Lahaise (1992), John Martin (2000), Yibing Xu (2008), Matthew Cao (2015), Peter Fei (2019), Rui Hao (2020) and Jimmy Chen (2023).

The new Associate level consisting of two more straightforward “entry level” examinations proved to be popular attracting candidates coming from maritime centres across the world and including insurers, brokers, surveyors, lawyers, and all branches of the shipping industry. Associates currently practising

with independent average adjusting firms in Hong Kong include Cory Chow, Nicole Leung and Rocky Siu.

Among other overseas Fellows of the Association who had practiced in Hong Kong are notable figures such as David Copper (1957), Ron Satchel (1963), John Wilson (1964), Fred Francis (1965), James Moore (1965), Roger Street (1976), Miles Duncan (1977), Michael Harvey (1978), Douglas Cole (1979), Steve Walker (1982), Paul Silver (1986) and Willum Richards (1992).

It is important to acknowledge the significant contributions of several experienced average adjusting practitioners, including Mike Alback, Paul Cook, Roger Faulk, Irene Hui, Tony Lam, Lawrence Lau, Dennis Leung, Lawrence Li, Albert Luk, Neville Ma, Dennis Pong, Paul Robson, Alan Stapp, Colin Ward, Eric Wu, Weiying Ye (representative of the Department for Average Adjustment, Beijing), and Wallace Yeung. Although they were not available to take the AAA examinations at the time, their dedication and expertise have greatly benefited the profession and the shipping and insurance communities in Hong Kong.

Through a series of acquisitions, mergers, and closures, the legacy brands of Richards, Stevens, Hogg, Elmslie, Hopkins, and Lindley were consolidated under Richards Hogg Lindley, which began operating under the umbrella of Charles Taylor plc in 1998. Following the integration of Dari & Co into its operations in 2012, Richards Hogg Lindley became the sole professional average adjusting firm in the Hong Kong Special Administrative Region. This remained the case until 2015, when Raymond Wong established a local firm, launching average adjusting services under Asia Maritime Adjusting (Hong Kong), a trading division of TCWong Average Consulting Ltd.

Since 1980, members of the AAA practicing in Hong Kong, initiated by Raymond Wong, have demonstrated a steadfast commitment to training adjusting staff and claims practitioners, contributing significantly to the advancement of the maritime industry. They have achieved this by conducting specialized courses on marine insurance claims and actively participating in seminars and related activities, thereby elevating the visibility and reputation of average adjusters within the field.

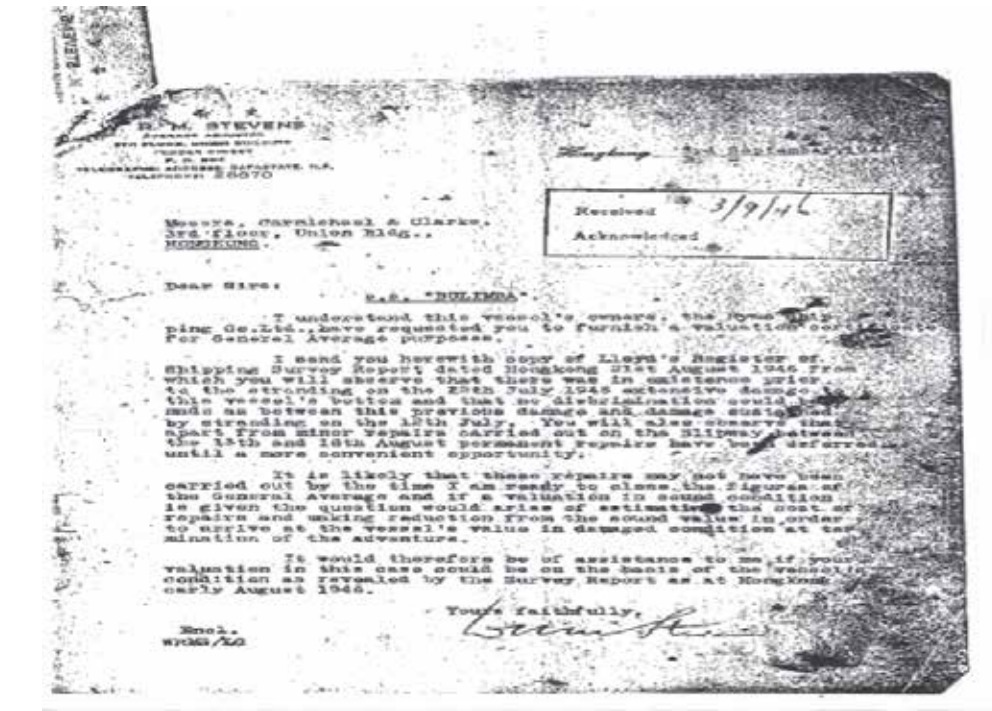
Richards Hogg Lindley holds associate membership in the Hong Kong

Shipowners Association, with two AAA full members, namely, Miles Duncan and Raymond Wong, having served on its Executive Committee. Raymond Wong and Edward Lau are founding members of the Marine Insurance Club (established in 1979); both individuals also chaired the Institute of Seatransport, founded in 1984, which holds institutional membership in the Hong Kong Maritime and Port Development Board (HKMPDB). Raymond Wong, though not a legal professional, is a founding member of the Hong Kong Maritime Law Association (established in 1987) and served on its Executive Committee until 2017. Notably, he and Justice William Waung represented Hong Kong at the 38th Conference of the Comité Maritime International (CMI) in Vancouver in 2004, where he placed the casting vote during deliberations on the York-Antwerp Rules 2004. The CMI, an international body dedicated to fostering collaboration among national maritime law associations, plays a pivotal role in advancing the global harmonization of maritime law.

At the time of editing this report, in April 2025, AAA Fellows practising in Hong Kong are Raymond Wong (1980), Yibing Xu (2008), Peter Fei (2019) and William Lai (2019).

- 2015 A Brief Account of Average Adjusting in Hong Kong by Raymond TC Wong
- 2018 Report drafted by James Brewer, former AAA press consultant, based on notes and materials provided by Raymond TC Wong.
- 2025 Extensively revised edition by Raymond TC Wong.

APPENDIX A



APPENDIX B

Photo taken in 1980 at Gammon House (now named Bank of America Tower) showing an energetic professional average adjusting team with following AAA Fellows qualified:  
 As at 1980 – Christopher Barstow, Miles Duncan, Raymond Wong and Alan Henderson  
 Post 1980 – Richard Marriot, Edward Lau and Benson Chiu



## 特級船長魏立志的故事

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面對過在大海中的生死掙扎，領略過政壇的唇舌之戰，更親身經歷震驚海內外的「保釣事件」……魏立志所走過的路，充滿著一般人難以想像的傳奇色彩；然而，到了今天他卻確定，在人海中尋找失喪靈魂、牧養神的群羊，才是他一生中最有意義的使命。

### 獲「特級船長」資格

魏立志年少信主，中學畢業時曾有機會進入神學院接受裝備成為一名傳道人，但他却以「未準備好」為藉口，逃避上帝的呼召。「當年我有很多夢想，想見識世界不同的地方，所以在1966年便加入了船員的行列。」憶起12年的海上生涯，他既懷念又感慨：

「那年頭行船是很辛苦的，我走的都是那種萬噸級以上的遠洋大貨船，從這碼頭漂到那碼頭，每天都在海上生活。一直以為自己見慣大風浪，但有一次仍被嚇著了……那次是從美洲運送一批40尺長的大木去日本，船隻少量超載。不料，途中遇上極大風浪，甲板上的木頭不斷吸水，造成船隻上重下輕，船身傾側30-40度，但木頭仍繼續吸水……想像一下，我們是在茫茫沒有邊際的大海上啊！整整十多天我幾乎沒有睡覺，感覺上就是在等死，看船甚麼時候沉下去。」

當時，魏立志問自己：「我是不是就這樣死去呢？」在危難完全沒有依靠的當兒，他惟有禱告：「天父啊，倘若你讓我留下性命，我這一生就奉獻給你！」在極度危險和恐慌中度過了12天。看到海岸線那一刻，他整個人都鬆了一口氣，不由自主地在房中跪下禱告感謝神。他坦承：「海上生涯，就是這樣的充滿了未知和挑戰。在那12年裡，我從一名普通船員晉升為船長，去過很多地方，也完了我的少年夢，我想是時候離開了。」

離開了大海，他不知道自己接下來的路，但是，他深信神會帶領。那時，剛好香港理工學院（後改名「理工大學」）航海系有教席空缺，他從船長轉身成為教師，開始另一個12年。及後，魏立志獲得英國運輸部授予「特級船長」（D.O.T. Extra-Master）專家執照（全世界只有兩位華人獲此殊榮）。





## 創辦香港海運學會

上世紀 80 年代，香港海運在世界上的地位無可比擬 - 世界第一大貨櫃運輸港口、第三大遠洋船舶註冊的港口，擁有的註冊船舶噸位遠超過中國大陸和臺灣的總和。那時，中國海運急速發展，貨運進出口大量增加，但海運實務知識貧乏，因此香港便順理成章地成為聯絡的窗口。「那時候，有關海運的專業學會都是英國在香港的分支，以英文為溝通語言，本地華人同業很難有交流機會。為此，我和幾位志同道合的海運專才籌辦一個以香港為基地的海運學會，以中文和英文為共同溝通語言，不論船舶保險、法律、經紀、銀行、航海、碼頭、倉庫、行政，只要與海運有關的從業人員，均可以此平台作學術交流。」作為香港海運學會的發起人和創會主席，魏立志不僅努力出版《海運季刊》、安排學術講座、組織和教授海運課程，同時更邀得太太徐素珊女士當學會的義務助理，魏氏夫妻同心共事，成一時佳話。

1991 年，魏立志和海運學會同道應中國政府之邀，在香港成功籌辦了「第一屆亞太區海運學術會議」（Asia-Pacific Sea Transport Conference）。該會議以後每兩年定期在亞洲不同城市舉行。魏立志在上述兩項創舉中，都擔綱著舉足輕重的角色。

## 反對香港填海工程

魏立志是最早關注香港維多利亞沿岸填海工程的人之一：「由於香港人多地少，政府一直致力填海工程，可是有關方面和市民卻不認識大規模填海會帶來的破壞性後果。為此，我不斷在香港的報章雜誌發表文章，反映填海帶來的影響。」他的言論引起有關方面的注意。此後，他以專家身份，被當時籌備香港回歸的預備委員會邀請到北京，與香港政府的代表面對面地辯論填海的問題。在辯論的過程中，魏立志表達其專業意見：

「不能繼續在維港沿岸填海了！要知道，從紅磡機場沿海港兩岸拉直線一路填平，東至青州，西至鯉魚門，會將維港變成一條大溝渠。水流受阻，從珠江來的浮泥會大量沉積在海港東部，令港內水質變差，生態破壞，加重環境污染，香港變成臭港。另外，填海使維港兩岸距離縮短，令船隻行駛時直接產生的波浪與從岸邊反射而來的波浪相疊，波浪高度因此大增，對港內船隻航行和靠泊，以及在錨區起卸貨物的駁船都非常危險……」

魏立志憶述當時的情景：「辯論會的聽眾是中國政府主管香港事務的高官和預委會委員，幾乎包括當時所有香港的政治財經領袖，香港首富李嘉誠也在座。辯論完結後，他竟然走到我

身後拍拍我的肩頭表示讚賞。原來在辯論進行時，他曾打電話回港，讓手下員工發送一系列具體的數據，正是我所沒有、也沒法收集到的資料，大大支持了我的論點。辯論結果，預備委員會接納我的意見。結果港英政府所製定的維港填海計劃，在香港回歸後基本全部擱置。」魏立志視此為人生中最有意義的事之一。

## 指揮「保釣號」出征

1996 年，香港回歸前夕，發生了一件震撼香港及世界各地華人地區的事件 - 「保釣號」出征釣魚台，領袖陳毓祥捐軀，而魏立志在這件事中擔當了一個關鍵角色：「保釣號」船長。

### \* 為「保釣號」做好出征準備

在理工大學教了 12 年書後，魏立志開始人生另一階段，成立自己的海事調查顧問公司。和陳毓祥建立關係，始於他的海事顧問身份。「我被陳毓祥的愛國激情所感動，決定幫忙尋找一艘適合到釣魚台宣示主權的船。租船一事看似簡單，但當中涉及很多細節，如租期、費用、額外的救生設備、是否符合香港海事法例和國際公約等。作為聯絡人，我四下周旋，耗費相當多的心力，也承擔一定的風險。以陳毓祥為代表的全球保釣大聯盟不但缺錢也缺人，他們只籌到約 30 萬港元，

這數目連租船費用都不夠。然而，我不想陳氏的一番愛國熱誠、民族理想落空，決定不再計較生意和個人得失，不僅要讓船能從香港出發，且還要物色一位年輕的中國人船長，勇闖釣魚台列島。」但船長一職，遲遲未能找到合適的人選，魏立志最後考慮親自帶隊。「我的年紀適合參與這高風險的行動嗎？我是否最佳人選？成功及失敗的後果怎樣？從另一角度看，人生的價值是甚麼？若去了不能回來，家人會怎樣？能否將危險程度減低呢？作為指揮此次行動的船長，我應當可以做得好。對中國、對中華民族，我仍然有濃烈感情，為何不為她出一點力呢？」他心中充滿了豪情，確定自己的心意：「能夠指揮一艘載著萬千中國人心願的『保釣號』，突破日本軍艦封鎖到達釣魚台，將是一次畢生難忘的經驗，也是一次偉大的使命。」他決定親自指揮「保釣號」出征。

### \* 出征預備既艱巨又莊嚴

魏立志開始安排船上設施及貨物，例如食物、供應約 40 位隨船出發的中外記者住宿用的貨櫃箱、登陸用的橡皮快艇、國旗及旗杆、釣魚台島的海圖、航行指南等；又細心研究航程及釣魚台列島的地形、水流及可能的登陸地點等，做好出征前的準備。

「出發那天是 1996 年 9 月 22 日（星期日）。7 時 50 分，我從家中出發去教會參加主日崇拜。一種很特別的感覺臨到我身上，好像是要出門做一件偉大、莊嚴、生死攸關的大事。回到教會後，這感覺更加強烈。牧師請我上台，我幾乎不能控制自己，咽哽著說：

『這次出門是做一件對國家民族有貢獻的事。由於這次行動有很高的風險，我希望平安的將一批人帶出去，亦能平安的將他們帶回來，希望你們用禱告支持我。』」崇拜結束後，會眾排隊與他握手，場面既嚴肅又感人。

### \* 歷時四天的歷史性航程

22 日下午 5 時，保釣號經鯉魚門出港，沿途有遊艇及電船響號送別，岸上亦有人向他們揮手。5:30，保釣號離開香港水域。

23 日晚上，天氣突變，海上狂風巨浪，已有 32 年船齡並且空載的保釣號，因船身太輕，很難穩定。魏立志很擔心並向神祈禱，在風浪中，他表現出來的鎮定大大安慰了其他人。

24 日，除了繼續模擬放登陸艇訓練外，另一件大事就是決定登陸人選。這時發生機器故障，之後又收到日軍在途經區域演習的消息 ..... 大大小小的事情打亂了船上眾人的心，魏立志仍保持鎮定，以他的專業知識作出明確的決定。

25 日，風和日麗，趁著停船維修，魏立志帶領眾人做放登陸艇的練習。到了晚上，天氣轉壞，保釣號不斷和多艘日本軍艦周旋，一度靠近釣魚島僅兩海里。因天氣太差，他決定向北駛離釣魚島 12 海里以外，等天亮再決定下一步行動。

26 日早上，風浪更大，魏立志非常擔心：「在這種天氣下放登陸艇，會否造成人員受傷？登陸艇能否在三公尺高的波浪中高速行駛？回程怎麼辦 ..... 進入到兩海里已是難得。搶灘登陸、插旗成功，固然能夠令萬千中國心得到更大的鼓舞，但若付上受傷或生命代價，不值得！」在他的指揮下，「保釣號」與十多艘日本軍艦周旋，再次越過 12 海里範圍。「我站在駕駛室所看到的情景，非筆墨所能形容：藍天、碧海，海上白浪滿佈，保釣號在大風浪中搖搖擺擺的掙扎前進，兩舷前後都有日本軍艦緊貼壓逼，直昇機及定翼機在上空不停低飛干擾 ..... 甲板上五星紅旗揮舞，口號聲不斷，陳毓祥寫完標語然後扔向左舷的日本軍艦。此刻，所有人的士氣都高昂到極點，連記者也在喊口號，揮舞國旗。激情的場面，士氣高昂的愛國行動，已將所有人溶化在一起。」

可惜，陳毓祥等人落海游水宣示主權的行動卻演變成悲劇，令整個保釣行動蒙上一層灰影，更在魏立志心中刻

下了一道難以磨滅的疤痕。之後，他寫下了《「保釣號」出征回憶錄》，從自己的角度見證這次悲壯的香港保釣運動。

## 一生最有意義的事

「這段經歷，完全改變了我的心態，我想離開香港，去一個沒有太多人瞭解我歷史背景的地方，過一種與過去不同的生活。」他回顧過去的路，想起神的呼召……「年輕時，面對神的呼召，我沒有即時回應，更像約拿一樣，選擇了海洋去逃避。然而，神不單容忍，在這麼多年裡，更給了我很多很多的祝福：讓我去見識世界不同的地方，讓我實現不同的夢想。更讓我有幸福的家庭、一直全心支持我的太太；經濟穩定；有一定的社會地位；也有機會為國家做過一些事……我所渴望的都已見識過、經歷過。到了今天我問自己：還有甚麼可追求的呢？神給我那麼多的恩典和保守，是時候向神還債、回饋、獻身了！」

魏立志曾以為，人生中最有意義的事，莫過於見識世界、政壇爭鋒，為國家、為民族奉獻一己之力。此刻他却真切感受到，自己所擁有的，不過都是神所賜予的恩典。他回想在海上的日子：「夜晚，海上一片沉寂，整個世界好像只有我與神。不停閃亮的星星，好像是神向自己傳遞言語。在這環境下，

我清晰地感受到神的同在，感受到神創造的偉大，更認識人生的意義。生命，就在神的手中，若不是神的恩典，人一生的成就算甚麼？」55歲那年，他結束公司，提早退休，移民溫哥華，並進入三一神學院攻讀道學碩士課程，如今是溫哥華一間華人教會的牧師。

昔日，魏立志在海上面對狂風巨浪、在船上指揮若定；今天，他不斷在人海中尋找失喪的靈魂，在教會中牧養圈內的群羊。他堅定地說：「原來為神作工、傳福音、搶救人的靈魂，才是我一生中最有意義的使命。」



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### **Words from the Editorial Board**

The Seaview is a mainstay of the Institute to fulfill its visions and missions; but it is a luxury to maintain and the Editorial Board has to work hard to meet the requirement of the Office for Film, Newspaper and Article Administration and the Local Newspapers Ordinance Cap.268 for the registration of Seaview as a periodical. Other than the Executive Committee, the Editorial Board has sought the views of Honorary Presidents and some other people on how to expand the scope and content of the Seaview. For this, we wish to hear from you, readers of the Seaview, on the same question. Your views may be directed to us via the Institute's Secretariat.

### **Forthcoming events**

Cocktail receptions had been arranged for two consecutive years, and it is likely one of the welcome activities. The Institute would try to seek funds so that it is arranged for the consecutive third year. More announcements later.

### **Work on public interest**

To enhance the position of the Institute in the public sector, the Institute is actively participating in several consultative bodies of the government (please refer to the website or other social media); other than this, the government has invited the Institute to bid for projects supported by public funds, such as recently the Institute has submitted proposal to the Public Policy Research Funding Scheme, we shall let you know the outcome.

### **Cross-Strait Shipping and Logistics Conference**

Following a successful Conference staged in 2023, the next round of the Conference is planned for the last quarter of 2025, with a venue yet to be finalised. The Institute has actively liaised with our counterparts in Shenzhen and Taipei for a more concrete plan in organising the Conference. If you are interested in preparing for the Conference, please do not hesitate to contact the Secretariat. Otherwise, your participation in the Conference is anticipated.



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Please send the completed form (1) by postage to the <b>Secretary, the Institute of Seatriansport, G.P.O. Box 6081, Hong Kong</b> together with a cheque payable to <b>"Institute of Seatriansport"</b> ; or (2) by email to <a href="mailto:info@seatriansport.org">info@seatriansport.org</a> together with payment proof by means of online transfer or FPS to: <b>DAH SING BANK A/C: 85-328-0360-3 Institute of Seatriansport</b> Professional Member - \$550 Ordinary Member - \$450 Associate Member - \$300 (but shall be waived for a full time student) This amount is for covering the entrance fee and first annual subscription only and is not refundable if the application is withdrawn by the applicant. Fee is waived for eligible FULL-TIME STUDENT applying for Associate Membership. If possible, please enclose photocopies or attach scanned copies of your academic / professional qualification(s). Personal Information Collection Statement would be presented on request.			

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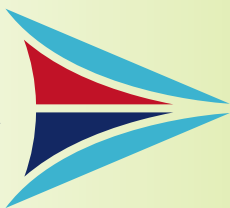
賴於幾代人的努力，現已成長為一個實力雄厚的綜合性大型企業集團。其交通運輸及相關基礎設施建設、經營與服務，金融資產投資與管理，房地產開發與經營等三大核心產業，在業內居領先地位。

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