

**Minutes of the Tenth Meeting of  
the Joint Committee on Information Technology  
for the Social Welfare Sector held at 3:00 p.m. on 6 October 2004**

Present: Mr Paul Tang (Chairperson)  
Mrs Agnes Allcock  
Mr Sit Tung  
Mr Alex Ma  
Prof. Chan Wing-tai  
Dr Law Chi-kwong  
Mr Chong Chan-yau  
Mr Leung Wai-fung, Joseph  
Mr Lam Bing-chun (Secretary)

Absent with apology: Ms Peggy Leung  
Mr Kang Tsi-kit

In attendance: Mr Li Kam-chiu  
Mr Kok Che-leung  
Ms Gladys Tsui  
Mr John Fung  
Miss Ann Hon  
Mr Fu Tsun-hung  
Ms Shirley Kiang  
Mr James Leung (for agenda item 3 only)  
Mr Ken Wong (for agenda item 3 only)  
Mr Sam Chiu (for agenda item 3 only)  
Mr Ngai Kong-yiu (for agenda item 4 only)  
Mr Li Chi-hung (for agenda item 4 only)  
Mrs Wu Cheng So-fong (for agenda item 4 only)  
Ms Shiu Ka-po (for agenda item 4 only)  
Mr Edmond Keung (for agenda item 6 only)  
Ms Mabel Chau (for agenda item 6 only)

### **Opening Remarks**

The Chairperson welcomed Dr Law Chi-kwong, who replaced Ms Christine Fang as a Member in his capacity as the Chairperson of the Information Technology (IT) Business Committee of the Hong Kong Council of Social Service (HKCSS).

## **Confirmation of Minutes of the Last Meeting**

2. The draft minutes of the 9<sup>th</sup> meeting were confirmed without further amendment.

## **Matters Arising from the Minutes of the Last Meeting**

### Paragraph 3

3. Mr Sit Tung informed Members that a meeting with non-governmental organization (NGO) representatives was held on 14 July 2004 to review the cost structures in respect of the proposed extension of the Client Information System (CIS) to Integrated Family Services Centres (IFSCs) operated by NGOs. The meeting reached a consensus to use headcount as the base for apportioning the recurrent cost among NGOs.

4. Mr Sit Tung further introduced a two-phase implementation plan on NGO CIS. It is noted that NGO could start using the SWD CIS by June 2006 in Phase 1 (September 2005 to June 2006) after implementing the technical infrastructure (TI). Phase 2 (September 2005 to August 2007) would go in parallel with Phase 1 to ascertain user requirements. There would be ample time for fostering cultural change and user communication.

5. In response to Prof. Chan Wing-tai's enquiry, Mr Sit Tung explained that SWD would follow the Government's tendering mechanism to implement Phase 1 and Phase 2. There would be a choice between using the contractors under the government's IT Professional Services Agreement or Standing Offer Agreement and an open tendering approach depending on the scope of works and budget.

6. In response to Dr Law Chi-kwong's enquiry on the timing for cultural change activities for NGOs, Mr Sit Tung elaborated that such activities would start in mid 2005. Mr Sit Tung supplemented that SWD would seek views from NGOs on the new implementation approach first.

7. Mrs Agnes Allcock felt that HKCSS had a role to play in facilitating cultural change in NGOs. She invited Dr Law Chi-kwong to join in some of the communication activities and share the experience with NGOs. Dr Law Chi-kwong agreed.

### Paragraph 6 – 10

8. Mr Lam Bing-chun reported that eight additional proposals of information technology (IT) related Business Improvement Projects (BIPs) were received by end of July, adding up a total to 27 applications in the 3<sup>rd</sup> Batch BIP. Among them, 16 applications were Core Applications Development Project (CAP) on Human Resource Management (HRM) and Financial Management (FM). Four applications had been returned to the respective NGOs for supplementary information.

#### Paragraph 16 – 32

9. The Chairperson thanked Members for their valuable comments on the revised IT Strategy for the Social Welfare Sector at the last meeting. Members endorsed the revised version of the IT Strategy (Paper JC 8/04) and agreed to post it onto the SWD homepage.

#### **Business Improvement Projects**

10. At the meeting, Members deliberated two BIP proposals. They supported to proceed with funding application on one proposal and considered the other one not support-worthy.

#### **Fifth Progress Report cum Final Evaluation Report on the Information Technology Resource Centre (ITRC)**

11. Mr John Fung referred Members to Paper JC 10/04 and highlighted the main points of the progress and final evaluation report of ITRC. He informed that HKCSS was conducting a feasibility study on transforming ITRC as its subsidiary. The result would be ready by March 2005.

12. Members endorsed the Fifth Progress Report cum Final Evaluation Report on ITRC. No further report would be required since the project had been completed.

#### **Progress Report on the Implementation of the Core Applications Development Project (CAP) on Human Resource Management (HRM) and Financial Management (FM) for Non-governmental Organisations**

13. The Chairperson referred Members to Paper JC 11/04 and invited Mr John Fung to report the progress on the implementation of CAP.

14. Mr John Fung informed Members that some NGOs had deferred signing off the user acceptance test (UAT). The main reasons were underestimation of the manpower involved in UAT and mismatch of the NGOs' expectations on the system functionalities and features.

15. Mr John Fung reported the discussion of HKCSS with two NGOs showing intention to withdraw from CAP, and his plan to arrange meetings with a few other NGOs to strengthen communication. The Project Steering Committee (PSC) saw the need to strengthen user training. ITRC was estimating the extent of training required.

16. Mr John Fung further reported that HKCSS had started organising four focus group meetings with agency heads to collect their feedback. In the first meeting, NGOs had requested for improvements to the user manual and the support currently provided by PCCW and more training.

17. In response to Mrs Agnes Allcock's enquiry on cultural change and communication with NGOs, Ms Mabel Chau said that PSC would arrange sharing sessions with NGOs to help settle the common issues and consider posting up successful cases of CAP on a website for sharing among NGOs.

18. Dr Law Chi-kwong supplemented that NGOs with inadequate senior management's involvement at the initial stage would tend to encounter more difficulties at the later stage. PSC would prepare the senior management of the applicant NGOs of Batch 3 for the changes and support required from them before project implementation.

19. Mr Chong Chan-yau suggested that NGOs be encouraged to solve the problems with ITRC together rather than allowing them to withdraw without cost implication. He further commented that HKCSS needed to closely monitor the quality of service provided by the contractors and examine whether their contractual obligations were fulfilled.

20. Mr Sit Tung commented that the funding parameters only contained terms of exit arrangement after system rollout, but not in the implementation stage. Mr John Fung said that HKCSS had no contractual relationship with NGOs until they signed the service level agreement.

21. The Chairperson referred Member to the suggestions in paragraph 9 of Paper JC 11/04 and encouraged HKCSS to continue discussions with the NGOs concerned and to contain the situation. Mr Chong Chan-yau further proposed ITRC to keep a record of the additional requests from NGOs and accord priority to those common concerns raised by more NGOs.

22. Dr Law Chi-kwong agreed to conduct evaluation on each of the withdrawal cases and that NGOs should be involved in the evaluation process. He considered that Batch 3 should not be put on hold until the completion of Batch 1 and 2. He suggested that HKCSS could walk through the CAP for the applicant NGOs of Batch 3 and highlight the input and BPR required for them to decide whether they would continue joining CAP. Ms Mabel Chau added that the participation of Batch 3 NGOs would be significant for sustaining the project and continuous enhancement.

23. Mr Sit Tung supported the suggestion of walking through CAP with Batch 3 NGOs to facilitate them to make an informed choice.

24. Mr Chong Chau-yau suggested putting aside the NGOs' request for withdrawal as they were entitled to use the systems once they joined the CAP. They should be allowed to withhold using the system till they found it comfortable to resume using the system with ongoing enhancement. Mr John Fung agreed to Mr Chong's suggestion and supplemented that the systems had already been developed and ready for use by the concerned NGOs. Mr Sit Tung expressed reservation on this suggestion as the project could not be regarded as complete.

25. After discussion, the Chairperson concluded and Members agreed the following measures-

- (a) HKCSS should arrange a walk-through session for the applicant NGOs of Batch 3 to confirm their commitment of joining CAP before seeking Lotteries Fund grant for the implementation;
- (b) all issues impeding the implementation of Batch 1 and 2 CAP should be addressed in order to give a full account to the Lotteries Fund Advisory Committee;
- (c) HKCSS would continue negotiating with those NGOs intending to withdraw from CAP and to contain the problem;
- (d) should the NGOs still insist on withdrawing from CAP despite of all actions taken, the principle at paragraph 9 of the Paper would apply; and
- (e) HKCSS would prepare a report on each of the withdrawal cases with the involvement of NGOs concerned.

26. In response to Mr John Fung's enquiry on user training, Mr Sit Tung

advised that HKCSS could submit application for funding grant with justifications and details for consideration.

**Any Other Business**

27. There being no other business, the meeting was adjourned at 6:00pm. The next meeting would tentatively be held by the end of December 2004 with a date to be fixed.

[Post-meeting note: The meeting was postponed to 26 January 2005 as more time is required by the concerned NGOs to refine their BIP proposals.]

Social Welfare Department  
December 2004