

**Minutes of the 30th Meeting of the
Joint Committee on Information Technology (JCIT)
for the Social Welfare Sector held on 21 December 2018**

Present : Ms Carol Yip (Chairperson)
 Miss Cecilla Li
 Mr Lam Bing-chun
 Mr Kingsley Wong
 Mr Jeff Fong
 Ms Amy Fung
 Ms Susanna Shen
 Mr Gordon Lo
 Mr Kwok Lit-tung
 Mr Tony Lee
 Mr Pang Yu-on (Secretary)

Absent with apologies: Prof Leung Kwong-sak
 Mr Michael Leung
 Dr Shirley Hung

In attendance : Mr Wong Yuk-tong
 Dr Ng Chi-kwong
 Mr Vincent Chan

Opening Remarks

The Chairperson extended welcome to all Members and introduced Mr Kingsley Wong who replaced Miss Donna Chan as the Assistant Government Chief Information Officer (Governance & Resources) of the Office of the Government Chief Information Officer and Mr Jeff Fong, who replaced Ms Paula Tsang as Systems Manager (Welfare) of the Labour and Welfare Bureau.

Agenda Item 1 - Confirmation of Minutes of the Last Meeting

2. The draft minutes of the 29th Meeting were sent to Members for comments on 7 August 2018. Minor amendment as well as textual refinement had been incorporated into the revised draft minutes, which were again sent to Members on 12 November 2018. The revised minutes of the 29th Meeting were confirmed with no further amendment.

Agenda Item 2 - Matters Arising from the Minutes of the Last Meeting

Paragraphs 11-16: Proposal on the Pilot Project of Information Technology Security Audit for Non-governmental Organisations of the Welfare Sector in Hong Kong

3. Mr Pang Yu-on reported that further to the discussion of the preliminary proposal in the last meeting, the Hong Kong Council of Social Service (HKCSS) had refined the proposal and comments from the JCIT members were sought upon circulating the JC paper 5/18 on the revised proposal in October 2018. Following the existing mechanism for handling Lotteries Fund (LF) application for pilot project, comments from the Financial Services and the Treasury Bureau (FSTB) and the Labour and Welfare Bureau (LWB) were also sought afterwards. In response to the views of FSTB, HKCSS would further revise the proposal with a view to seeking policy support from LWB before seeking funding approval from the Lotteries Fund Advisory Committee. The major change was to fully outsource the security scanning and audit while the Information Technology Resource Centre (ITRC) of HKCSS would take charge of the project management. Mr Tony Lee supplemented that they were currently re-estimating the change in cost and fine-tuning the proposal.

4. Mr Gordon Lo enquired about the possibility of using sharing platforms available in the market to leverage the proposed website portal. Mr Pang reported that taking into consideration the uniqueness of the social welfare sector, a dedicated website portal was considered more convenient for NGOs to acquire the IT security information easily while ITRC of HKCSS could disseminate related information effectively. Mr Lam Bing-chun added that the website portal would also facilitate the sharing of the practice guide to all NGOs. Mr Kingsley Wong suggested adding hyper-links of other related security websites in the dedicated portal so as to allow NGOs to get in touch with the current development of the IT security issues/products/services in the market.

**Agenda Item 3 - Review of IT Strategy for the Social Welfare Sector
(Paper JC 7/18)**

5. At the invitation of the Chairperson, Mr Wong Yuk-tong referred Members to the paper and highlighted the background of the Review and the implementation of the strategies and recommendations proposed in the subsequent review completed in 2013. SWD intended to initiate another review on the IT Strategy in 2019. Referring to the JCIT Paper No. 7/18, Mr Wong remarked that one of the objectives of the Review was to devise strategies with respect to the IT development directions as advocated by the Government such as smart city, technology innovation, open data, e-services, Electronic Identity, and cloud services, etc. It was planned to start the Review in mid-2019 with project duration of 13 months, including furnishing the Inception Report, arranging consultation sessions with different stakeholders, and production of the final report.

6. The Chairperson invited the Members to share their views on the Review of the IT Strategy. Ms Susanna Shen viewed that cost-effectiveness could be better achieved by joint applications and reducing duplicated efforts in developing similar IT projects on areas like human resources management and financial management. Besides, the principles of the strategies should be established beforehand, while new funding mode needed to be identified to accommodate new technologies such as cloud computing. Mr Kingsley Wong added that cultural change was a prerequisite for advocating sharing of data, particularly under the government's drive for the open data policy. Some studies might be required to identify common systems/applications so as to optimise the number of the IT projects supported within the budget threshold. Cyber security and engagement strategies for IT development were important areas of concern for NGOs, taking into consideration the diversity of their organisation size and level of IT maturity.

7. Ms Amy Fung remarked the need to frame a problem accurately and professionally before adopting a useful IT application to resolve the problem and this could avoid wasting of resources in the developing process. She proposed using incubation strategies to support pioneer projects and to validate the proof of concept so as to avoid project failure. Mr Gordon Lo suggested making reference to the experiences in other countries in particular the Asian developed countries with a view to developing our own innovative strategies. Mr Tony

Lee reiterated the importance of cultural change especially when data exchange between SWD and NGOs is made available in the future. Noting the contradiction between systems requirements and individuals' reluctance for change, he supported strategies to encourage behavioral change as well as IT planning, and flexible funding mode in accommodating new technologies. Mr Kwok Lit-tung noted that the operation of the Social Welfare Development Fund (SWDF) seemed to adopt a bottom-up strategy in which NGOs could take a free hand to develop their own projects in response to service needs. However, a top-down approach might also be considered for implementing IT strategies, notably in the areas about open and sharing of data.

8. The Chairperson thanked the valuable views contributed by the Members. She shared her recent official visit to Hangzhou, where the city had developed highly efficient, one-stop service for the residents to apply different kinds of government services through IT application systems. There might be a need to strike a balance between data sharing and privacy in the local context. She shared that some centralised efforts might be necessary to promote the efficiency in driving the IT development in the welfare sector. Mr Lam Bing-chun remarked that Members' views would be useful in drafting the service specifications for the Review and formulating engagement plan with the NGOs. Though the bottom-up approach of SWDF allowed more flexibility for NGOs to drive their IT development, NGOs however paid less attention to data security and IT plan as indicated by the mere number of applications concerning these two aspects. Mr Kingsley Wong enquired if there were any working group or project management team in monitoring the Review. Mr Lam replied that apart from internal project management team, there would be a Project Steering Committee, in which JCIT Members were most welcome to join. The Chairperson then suggested the project team to review the project duration as 13 months appeared to be a bit tight to complete the Review.

Agenda Item 4 – Progress of the Information Technology Projects Funded under the Social Welfare Development Fund (*Paper JC 8/18*)

9. The Chairperson invited the Secretary to report the project progress of SWDF. Mr Pang updated the latest position of the second round of SWDF application of Phase 3 and the overall status and approved fund of the IT applications for all three phases of SWDF.

10. Regarding the Core Applications Project, Mr Pang reported that the project team of HKCSS was working closely with the seven participating NGOs.

The System Development Stage would be completed by February 2019, while the project was expected to be completed by October 2019, which would be around two months behind the schedule arising from the delay in engaging the contractor. Mr Tony Lee added that they were working in parallel with various stakeholders hoping that there would be no further delay in the project.

11. In response to the enquiry of Ms Susanna Shen about the reasons for the 23 called off projects, Mr Pang reported that the major reasons were staff turnover of both NGOs and contractors, unresolved contractual issues, changes in business need that the original scope of IT application could not meet, etc. For the called off projects, the allocated fund would be clawed back to LF.

12. Mr Gordon Lo pointed out the significance in evaluating the completed projects. The evaluation would be a good learning lesson including development issues, reason for delay, effectiveness of the projects, etc. for other NGOs' reference. Mr Gordon Lo also enquired if there would be flexibility for NGOs in using the approved fund for the projects in the future. Mr Pang replied that under the existing arrangement, NGOs could apply for virements of funds among the IT projects undertaken under SWDF or among projects under different scopes of the SWDF with justifications and caused no impact to the original approved projects.

13. Mr Kingsley Wong shared that project completion recorded on paper might not reflect the true picture of frontline resistance and low utilisation of the developed IT systems. The evaluation might focus on development issues, delay issues, change management and all the related lessons to be learned. He suggested identifying some show cases for experience sharing, which could inspire the NGOs to follow suit or make reference for innovative ideas. Mr Pang supplemented that currently the NGOs could share their project experiences on the e-Platform for SWDF under the management of ITRC of HKCSS.

14. The Chairperson summarised the sharing and remarked that apart from identification of show cases, identification of common applications would be encouraged in order to reduce duplication in development efforts. Such could reduce framing the problem repeatedly, thereby avoiding resource wastage. Besides, the evaluation of the IT projects under SWDF would focus on the lesson learned and charting the experience in the past 10 years. The analysis of the 705 projects could be qualitative instead of quantitative. Ms Cecilla Li supported summarising the experiences gained and suggested to organise a

sharing session at appropriate time. Mr Kingsley Wong added that the impact of sharing from vendors might not be as effective as the end-users. He cited an example in the field of education, where the sharing from the end-users was considered more valuable. Mr Kwok Lit-tung also shared that sharing from vendors might take the risk of conflict of interest. Mr Tony Lee stated HKCSS stood ready to render necessary support to the evaluation and the sharing session. Mr Kingsley Wong also agreed to share other available IT funds in next meeting.

Agenda Item 5 – Any other business

15. The Chairperson thanked the JCIT Members for their valuable views and information shared in the meeting.

16. There being no other business, the meeting was adjourned at 11:30.

Agenda Item 6 - Date of Next Meeting

17. The date of the next meeting would be fixed in due course.

Social Welfare Department
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