

**Minutes of the 31st Meeting of the
Joint Committee on Information Technology (JCIT)
for the Social Welfare Sector held on 22 November 2019**

Present : Mr Gordon Leung (Chairperson)
 Miss Cecilla Li
 Mr Lam Bing-chun
 Mr Kingsley Wong
 Mr Jeff Fong
 Ms Susanna Shen
 Mr Michael Leung
 Dr Choi Yi-king
 Mr Ma Kam-wah, Timothy
 Ms LAM Shook-fun, Maria
 Mr Tony Lee
 Mr Pang Yu-on (Secretary)

Absent with apologies: Ms Chan Siu-lai
 Dr Hung Suet-lin, Shirley
 Ms Amy Fung

In attendance : Mr Wong Yuk-tong
 Dr Ng Chi-kwong
 Ms Chan Nga-yin, Hellas

Opening Remarks

The Chairperson extended welcome to all Members and invited them to have a brief self-introduction round the table.

Agenda Item 1 - Confirmation of Minutes of the Last Meeting

2. The minutes of the 30th Meeting which had been cleared by the then DSW, was first sent to Members for comments on 12 March 2019. No amendments had been received. The minutes of the 30th Meeting were confirmed with no further comments from Members.

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

Paragraphs 3 & 4: the Pilot Project of Information Technology(IT) Security Audit for Non-governmental Organisations(NGOs) of the Welfare Sector in Hong Kong

3. The Chairperson invited the Secretary, Mr Pang Yu-on to report the progress of the Pilot Project of IT Security and Audit for subvented NGOs in the social welfare sector (the Pilot project). Mr Pang reported that after the previous meeting, ISTB had finalised the project requirements with the Information Technology Resource Centre (ITRC) of the Hong Kong Council of Social Services (HKCSS). The project proposal was then cleared with the Financial Services and the Treasury Bureau and the Labour and Welfare Bureau. At the meeting on 22 May 2019, Lotteries Fund Advisory Committee (LFAC) approved the funding allocation for HKCSS to take charge of the project management and support-in-principle for HKCSS to engage an IT security consultant to conduct the outsourcing tasks including training, preparing the IT security guidelines, and carrying out security scanning and audit. The Pilot project kick started in July 2019 and ITRC subsequently invited tender for engaging an IT security consultant. The tender evaluation was expected to be completed in November 2019, and approval from LFAC for the allocation for engaging the consultancy service would then be sought.

Agenda Item 3 – Progress of the Review of IT Strategy for the Social Welfare Sector (*Paper JC 1/19*)

4. The Chairperson further invited Mr Pang to report the progress of the Review of the IT Strategy for the Social Welfare Sector in Hong Kong (The Review). Mr Pang reported that through invitation for quotation, the Department had commissioned on 24 July 2019 the Newtrek Systems Limited (the NSL) to carry out the consultancy service. SWD had been working closely with the NSL project team to work out the tasks ahead since then.

5. The NSL project team had completed the Inception Report which included a detailed plan on how to engage NGOs in the review process. In the first Project Steering Committee (PSC) of the Review held on 5 November 2019, Members of the PSC fully discussed the Inception Report in particular the engagement plan and the draft survey questionnaire. While PSC had endorsed the Inception Report in principle, the NSL, in response to Members' comments, made amendments in the Report for paying more attention to the feedbacks and

needs of small NGOs. The questionnaire was also further revised to accommodate the diversity in IT environment and development of NGOs and facilitate the respondents to answer.

6. The Chairperson invited members of the NSL project team, including Mr Ng Che-wing, Kevin, Team Leader, Mr Li Yat-chuen, Project Coordinator and Ms Kwan Pui-ling, Connie, Lead Consultant, to join the meeting at this juncture.

7. At the invitation of the Chairperson, Mr Ng gave a brief account of the objectives, activities and deliverables of the Review. He highlighted the methodology of the Review which included documentary review, soliciting views from NGOs and related stakeholders, and analysis with strategic formulation. All the 169 subvented NGOs would be invited to complete the survey questionnaire, with a target to receive at least 90 responses. After compiling the information collected by the questionnaire, 30 in-depth individual interviews cum field studies with six large, 14 medium and 10 small NGOs would be conducted. Moreover, eight focus groups would be conducted, including two for IT managers of NGOs, four for different management levels of NGOs and two specifically for small NGOs.

8. Mr Ng introduced the design and coverage of the questionnaire and shared that the questionnaire was targeted to be issued in January 2020. The subsequent interviews and focus groups were planned to be completed in May 2020. Findings and views would be thoroughly deliberated in the PSC and JCIT before formulating a final report. The Review was targeted to be completed by December 2020.

9. The Chairperson invited Members to share their views on the Review. Mr Timothy Ma pointed out the significance of NGO's culture in affecting its IT adoption. He hoped that the questionnaire could help to identify and resolve the difficulties of NGOs in IT implementation. He added that it would be helpful if the Review could cover the aspect of reviewing the social work training curriculum for promoting IT adoption in NGOs, such as including information technology in data management as part and parcel of the social work training. Ms Maria Lam opined that knowledge of updated technology and ability to identify suitable technology to facilitate service provision were the indicators for the maturity of IT adoption of NGOs. She remarked that NGO's business strategy could affect their formulation of IT strategy. The review might identify commonalities of different NGOs for establishing common platform or interface for data exchange between SWD and NGOs, but cultural change was a prerequisite. She added that review on funding mode would need to be explored, in particular when cloud service was widely used and the cost model was recurrent in nature. Mr Timothy Ma shared the same

view and suggested that monthly charge for the cloud service could be covered in Lump Sum Grant. Mr Ng assured that the Review would look into the funding aspect for IT adoption.

10. Mr Tony Lee shared the difficulties in promoting IT adoption in social welfare sector as most social workers considered IT not their domain knowledge. Nevertheless, with the support from Social Welfare Development Fund (SWDF), IT culture in NGOs had changed a lot in the past years. He considered that IT humanware was important in driving NGO's IT development. Ms Susanna Shen echoed that it was important to overcome the difficulties as mentioned by Members. She added that change of funding mode would help NGOs in formulating IT strategies.

11. Mr Michael Leung highlighted that when differentiating NGOs for data analysis in the Review, apart from the analysis by size of NGO, NGOs' IT maturity and competency were also essential factors to be considered. Mr Ng assured Members that the survey would cover the aforesaid aspects. Mr Timothy Ma remarked that the extent of IT adoption could be highly related to NGO's service nature. He quoted the example of Care-on-Call service which could not be operated without the support of IT system.

12. Mr Kingsley Wong pointed out that there was a large gap among NGOs and expected this Review could find out the common issues with practical recommendations, such as exploring common applications and set up a platform for sharing among NGOs. Regarding the funding model, he cited the example of Education Bureau which applied capital funding to develop a common application and cloud service that could be freely used by schools. Mr Wong considered it could be a way out to solve the recurrent cost issue if a common cloud service platform could be built for NGOs.

13. Ms Maria Lam asked about how to assess the outcome and impact of IT projects through documentary studies of NGO's IT projects. Mr Ng explained that they would conduct field studies to observe and ask stakeholders about the adoption of respective IT system so as to have objective assessment on its effectiveness.

14. The Chairperson thanked for the views of the Members. He stated that as a service industry, views of service users of NGOs should also be sought in the current Review. On the other hand, SWD should play an important role in IT strategic planning. Mr Lam Bing-chun shared that the establishment of Innovation and Technology Fund for Application in Elderly and Rehabilitation Care (I&T Fund) served a big driving force for NGO's adoption of innovative

products. The I&T Fund would also be included in the current Review to assess its impact on IT development of NGOs. Concerning the costing model of cloud service, Mr Lam hoped that the Review could come up with some concrete recommendations which would be applicable to all NGOs.

15. Lastly, the Chairperson pointed out that the technological issue was relatively less complicated when compared with the human issues. NGO stakeholders might have much reservation in data sharing and privacy issue in adopting IT system. He expected the Review could identify the concerns of NGOs and devise feasible solutions.

Agenda Item 4 – Progress of the Information Technology Projects Funded under the Social Welfare Development Fund (*Paper JC2/19*)

16. The Chairperson invited the Secretary to report the progress of SWDF projects. Mr Pang referred Members to the paper and updated the latest position of the SWDF application of Phase 3 and the overall status and approved fund of the IT applications for all three phases of SWDF. He highlighted that under the requirement of LFAC, all projects had to be completed within 3 years after funding approval. It was expected that most of the projects would be completed by 2021. The Information Systems and Technology Branch (ISTB) of SWD would continue to monitor the implementation of the projects and provide necessary support, including addressing their enquiries on funding and technology adoption issues.

Agenda Item 5 – Progress of Core Application Project (CAP)

17. Before the Chairperson invited the representatives of ITRC to report the progress of CAP, Mr Tony Lee briefed the background of Core Application Project (CAP). ITRC of HKCSS had taken up the project management role in coordinating the requirements and vendor issues in developing and supporting the CAP. Initially, CAP included the application of Human Resources Management and Financial Management System with systems' completion in 2009. System enhancement conducted in 2017 was only for Financial Management System while the Human Resources Management System became obsolete.

18. Mr Ricky Fung, Senior Manager, System Development, and Mr Eldon Cheng, Business Analyst of ITRC joined the meeting at this juncture and briefed Members the progress of the system upgrade project (see Powerpoint presentation at enclosure). The system was in production to all the seven

participating NGOs by October 2019. The feedback of the NGOs towards the enhanced system was positive. The total project expenditure was \$14.4Mn, which was within the budget approved by SWDF. The average cost per NGO was only \$1.5Mn when compared to the the estimated cost of \$2.5Mn if developed individually. ITRC planned to introduce the application with system demonstration to other NGOs. Ms Maria Lam enquired why only seven NGOs participated in CAP. Mr Ricky Fung explained that there were original 15 NGOs showing interest but eight of them finally decided not to join the current upgrade. Some of them had adopted alternative solution by applying SWDF separately. Mr Lam supplemented that much individual customisation had been done to get NGOs to buy in adopting the upgraded CAP. Upon the enquiry of the Chairperson on the capacity of the project budget to cater the upgrade need of other NGOs, Mr Ricky Fung explained that extra cost would be required as the upgrade project was regarded as completed with full utilisation of the project budget.

19. In response to Mr Kingsley Wong's doubt about NGO's reluctance to join common application despite its being more cost effective, Mr Timothy Ma viewed that the leadership and IT governance of NGOs had significant influence on its decision to adopt common applications. Mr Tony Lee shared that the not-so-supportive experience gained from the first round of CAP somehow affected the confidence of NGOs in further joining CAP. He regarded the lesson learned from the CAP might benefit future planning of joint applications of common system.

20. Ms Susanna Shen expressed her support to joint application which was more cost effective. She wondered if a strong Steering Committee with representatives from different sizes of NGOs could be formed so as to drive NGOs to develop common applications. The Chairperson considered it a good direction but expressed concerns about NGOs' reasons for not adopting common applications. Mr Lam pointed out that change of mindset was required for successful implementation of the system which involved change of work habits. Ms Susanna Shen agreed that change management was the key of success in these joint application projects. Mr Kingsley Wong suggested that in order to assist those NGOs lacking IT expertise, SWD might take up the leadership role in developing cloud base common solutions to provide an option for NGOs to adopt.

21. The Chairperson summarised the sharing and remarked that leadership was crucial in driving the IT adoption in NGOs. He thanked Members for their valuable views and information shared in the meeting.

Agenda Item 6 – Any other business

22. The Chairperson further invited Mr Ricky Fung to report the progress of the pilot project of IT Security and Audit. Mr Fung highlighted the project objective was to conduct IT security audit for 22 NGOs including eight large, six medium and eight small size NGOs. The project deliverables included a security guide with tool kit, training sessions to different level of stakeholders, conducting security audit and scanning for the participating NGOs, and a project evaluation to assess the effectiveness of this pilot project in heightening the IT security in NGOs. The project was at tender assessment stage with seven proposals received. The Project Steering Committee with representatives from different expertise had been formed. The tender award procedures would be completed in near future.

23. The Chairperson thanked for the presentation of ITRC representatives.

24. There being no other business, the meeting was adjourned at 5:15pm.

Agenda Item 7 - Date of Next Meeting

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

Social Welfare Department
March 2020