

Legislative Council Panel on
Information Technology and Broadcasting
立法會資訊科技及廣播事務委員會



Report on IT Project Governance and Results
資訊科技項目監管及結果報告

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政府資訊科技總監

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Government IT Investment

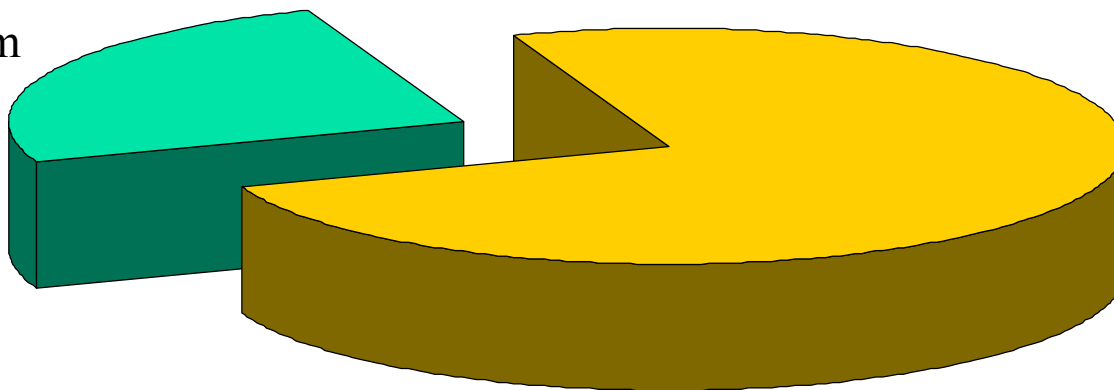
政府的資訊科技投資

Up to HK\$2 billion each year on IT projects

每年投資達20億元於資訊科技項目

- Small projects funded by block vote under OGCIO administration (regular allocation at about \$500m per year)
小型項目由政府資訊科技總監辦公室統籌的整體撥款支付 (每年經常性撥款約為5億元)
- Major projects with funding secured from Finance Committee directly by Bureaux/Departments (B/Ds) (can vary up to \$1,500m in a year)
大型項目由各局/部門直接向財務委員會申請撥款 (每年不同，總數可高達15億元)

about \$500m
約5億元



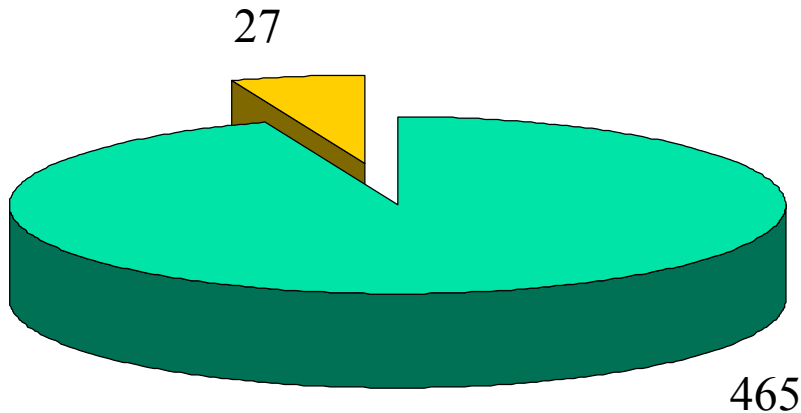
about \$1,500m
約15億元

Government IT Investment (cont.)

政府的資訊科技投資 (續)

Stock of on-going projects in fiscal year 2006/07 2006-07財政年度正在進行的項目

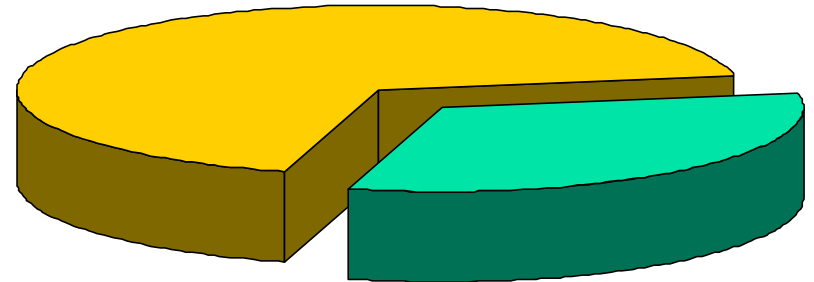
Total Number of Projects 項目總數
492



■ Small projects (cost ≤ \$10m each)
小型項目(每個項目經費不多於1,000萬元)

Total Project Value 項目總值
\$6,884m 68.84億元

\$4,678m 46.78億元



\$2,206m 22.06億元

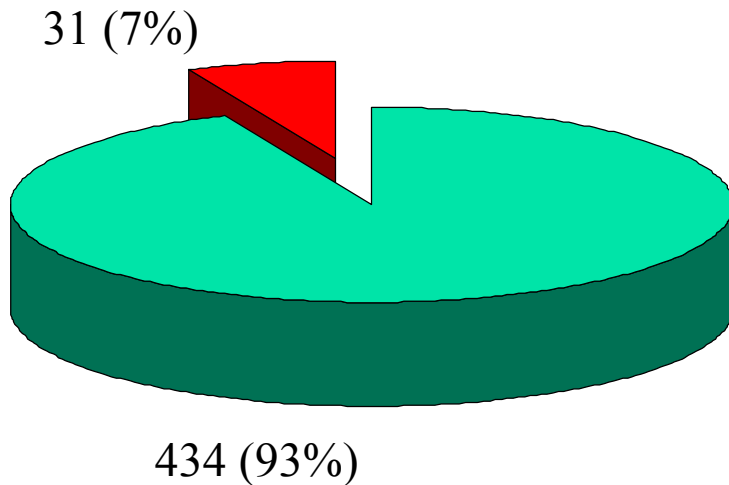
■ Major projects (cost > \$10m each)
大型項目(每個項目經費多於1,000萬元)

Project Performance

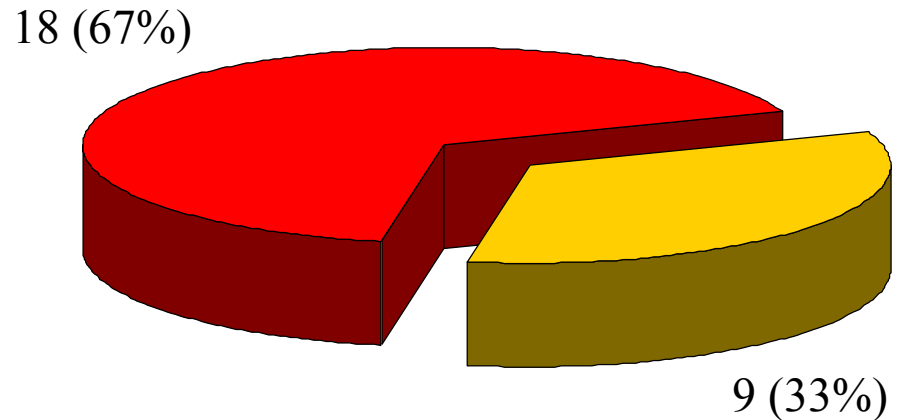
項目成效

49 out of 492 projects experienced slippages
492個項目中，有49個項目出現延誤

Small Projects 小型項目 (465)



Major Projects 大型項目 (27)



■ Projects with slippage 出現延誤的項目

Project Performance (cont.)

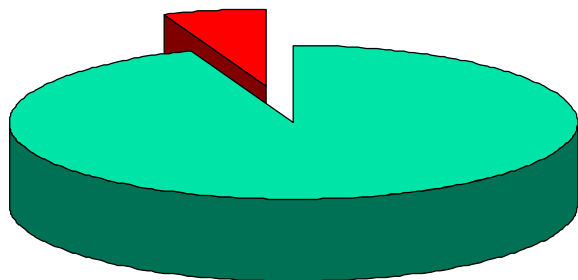
項目成效 (續)

Total \$3,867m out of \$6,884m in project value involved in slippages
68.84億元的項目總值中，38.67億元涉及出現延誤的項目

Small Projects 小型項目

Total value \$2,206m 總值 22.06億元

\$129m (6%) 1.29億元

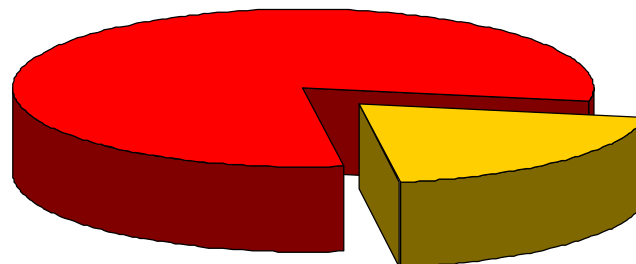


\$2,077m (94%) 20.77億元

Major Projects 大型項目

Total value \$4,678m 總值 46.78億元

\$3,738m (80%) 37.38億元



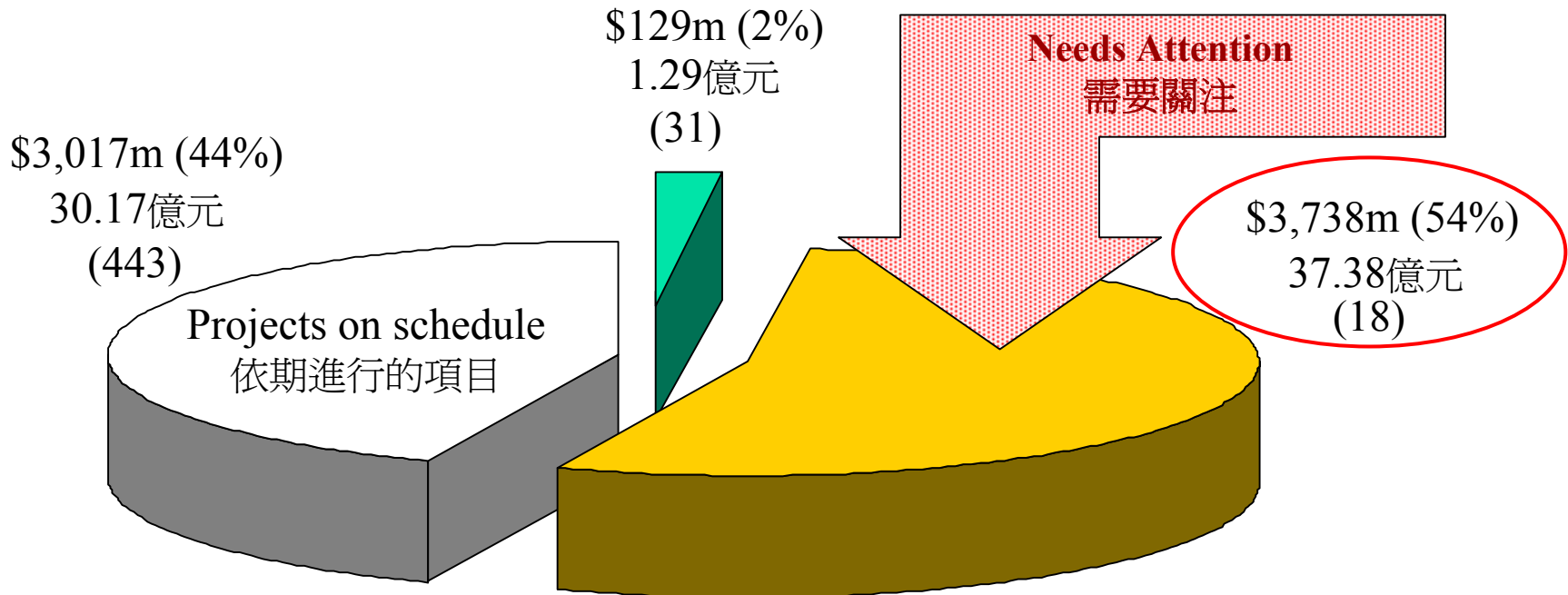
\$940m (20%) 9.4億元

■ Projects with slippage 出現延誤的項目

Project Performance (cont.)

項目成效 (續)

Project value at a glance 項目總值一覽



■ Small projects with slippage
出現延誤的小型項目

■ Major projects with slippage
出現延誤的大型項目



General Observation

整體觀察

Governance of

現行監管於

- small projects is effective
小型項目是有效的
- **major projects needs improvement**
大型項目需要改善



Issues in Major Projects

大型項目的問題

- Scope is generally broader than just technology
大型項目的規模及覆蓋範圍往往不只於科技
- Business transformation is the underlying driver
業務改革才是項目背後主要的推動力
- Securing business leadership can be a challenge
徵得及維持業務主管對大型項目的領導有一定挑戰
- Large project experience limited to only a few B/Ds
只有少數局／部門具備推行大型項目的經驗

Issues in Major Projects (cont.)

大型項目的問題 (續)

- Difficulty in obtaining & securing qualified staffing in B/Ds
局／部門調配及維繫合資格的人員有一定困難
- Experience with complex change management
管理大型項目複雜變化的經驗
 - Difficult to keep scope/team integrity throughout
項目範圍與組員難以長期貫徹穩定
 - Insufficient measures to manage user expectations
沒有足夠措施適度處理及調整用戶期望
 - Idealistic project plans with insufficient contingency
項目規劃過於理想及應變措施不周全

Action Taken

已採取的措施

Strengthening measures introduced since April 2006

自2006年4月起加強的措施

- Three-Tier governance mechanism
三層監管機制
- GCIO & Deputy contribute to major projects governance
總監及副總監參與大型項目的監管
- Actively engaged in 6 troubled major project work-outs
積極參與6個有問題大型項目的復修工作
- Closely watching remaining 12 major projects in delay
密切監察餘下12個出現延誤的大型項目

Action Taken (cont.)

已採取的措施 (續)

- Risk profile assessment for early identification of risks
進行風險狀況評估以便及早發現項目的風險
- Regular reporting and monitoring of project status
定期匯報及監察各項目的狀況
- Continued emphasis on project management training
繼續重視項目管理培訓

Recommendations

建議

- Role of GCIO to move from advisory & support to co-approval for major projects

政府資訊科技總監由對大型項目提供顧問及支援轉為共同審批的角色

- to review the state of readiness for new major projects
審核新的大型項目備妥情況
- to provide specific indication of any deficiencies
指出各項不足之處
- to specify necessary improvements
提供所需改善的建議

Recommendations (cont.)

建議 (續)

- GCIO's approval required

需通過政府資訊科技總監的審批

- before funding request to LegCo, Finance Committee
才提交立法會財務委員會申請撥款

Discussion

討論
