立法會資訊科技及廣播事務委員會

政府就委員會在 2006 年 1 月 9 日舉行的會議上
對提供電子政府服務新策略所提出的問題作出的回應

目的

　　本文件就委員會在 2006 年 1 月 9 日會議上，對提供電子政府服務新策略（新策略）經修訂的推行方式所提出的問題提供資料，並詳述作出有關修訂的原因。

就委員會主席的提問作出回應

2.　　就委員會主席於 2006 年 1 月 9 日信中的提問，我們的詳細回應載列於**附件 A**。

修訂推行方式的原因

推行新策略的需要

3.　　於 2000 年 1 月推出的「公共服務電子化」(ESD)計劃，乃由一個經公開招標選出的私營機構營辦商「生活易」經營。透過這個計劃，政府可以較少的初期投資，儘早為香港提供發展電子政府和電子商務所需的平台。

4.　　我們於 2003-04 年度就 ESD 計劃進行檢討。雖然 ESD 計劃已達致為公眾提供一個與政府進行電子交易的網上平台的目標，但這些年來生活易網站已逐漸演變為一個主要電子商務網站，而電

子政府服務則夾雜於其商業服務之間。另外，大部份的電子政府服務的使用率依然偏低。其他地方的經驗顯示，電子政府服務使用率偏低，主要原因是網上的政府資訊和服務是以「政府為中心」的方式向市民提供。而根據其他政府的經驗，成立一個有政府品牌的網站，並採取「以民為本」的方式提供服務，應可解決有關的問題。這個方式涉及積極重組政府的業務程序、把各部門的資訊和服務整合和重新包裝，並以能滿足和預期市民需要的服務群組來提供相關的資訊及服務。我們檢討的結論是香港需要採取新的策略，透過服務群組的方式及一個開放互用的基建來提供以民為本的電子政府服務，並且不宜再利用一個商業網站來資助提供電子政府服務。生活易網站以及澳洲、加拿大、新加坡、英國和美國的政府網站主頁見於**附件 B**。除香港外，所有上述國家均透過其政府品牌的網站向市民提供政府資訊和服務。

挑戰

5.　　我們的主要挑戰是要提供真正一站式、點對點及以民為本的電子服務，以吸引更多市民和企業使用電子政府服務。在新策略下提供的電子政府服務，其設計和提供方式需要有別於目前的 ESD 計劃。

ESD 合約

6.　　在 ESD 計劃下，「生活易」負責建立前端基礎設施、開發計劃涵蓋的 49 個電子政府服務的應用系統，以及營辦生活易網站和提供有關服務。除向政府收取月費及交易費[1]以外，「生活易」可

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[1] 根據 ESD 合約，政府在收費交易次數達 230 萬次的指定限額一年後，須向「生活易」繳付 40 萬元的月費，及就每宗收費交易繳付 5.5 元的交易費。該限額已於 2004 年年中達到。

以彈性地[2]使用生活易網站進行其他商業活動（例如登載廣告及提供電子商貿服務），以賺取收入。ESD合約是有**固定期限**的。合約為期五年，並提供選擇讓政府可根據相同的條款續約兩年。合約並無提供在這七年期限後(即 2008 年 1 月中後)再度續約的條款。因此，即使政府有意繼續採用現行的模式來提供電子政府服務，仍須把有關服務重新公開招標。上述合約規限用意是良好的，旨在讓政府可於適當時候檢討和修訂提供電子政府服務的策略。

公私營合作(PPP)

7. 我們在 2005 年 3 月向委員簡介下一階段的電子政府發展時，原本計劃沿用公私營合作模式來落實新策略，引入更多私營機構伙伴參與服務群組的運作。在 2005 年 4 月，當發出提交意向書的籌備工作踏入最後階段時，我們發現委託私營機構提供初期的政府一站式入門網站(OSP)/服務群組，時機仍未成熟。

8. 雖然公私營合作模式在基建項目(例如隧道、橋樑、濾水廠)中廣泛採用，然而在未全面了解有關的商業和科技模式前便以公私營合作模式來推行新策略，我們擔心計劃失敗的機會將會很大。這是由於政府要提供以民為本的服務，個別決策局／部門必須洞悉市民的需要和期望、檢討和重整業務程序，以及推行客戶關係管理措施。私營機構不可能代替政府領導並完成有關工作。此外，我們亦要在為顧客提供方便與維護資料私穩兩者之間，取得平衡。第二，我們當時仍未確立有關服務群組將會涵蓋的服務/業務的詳情，私營機構因此很難對提交意向書的邀請作出有意義的回應。第三，政府在管理多個照顧不同服務群組的私營機構營辦商方面，將要承擔相當大的風險，尤其是政府需要在緊迫的時

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[2] 「生活易」在其網站上提供非政府服務，須就服務的性質，遵守一定條款。

間表下，把 ESD 服務遷移至新平台，同時又要進行業務程序重整（部分工作可能涉及法例修訂）來使服務更方便易用。

9.　基於上文第六及八段所提及的原因，我們認為不能透過現時的 ESD 合約來完全實現新策略的目標。事實上，生活易網站已演變成為一個以商業為主導而綴以電子政府服務的網站，這亦是市民大眾的見解。我們決定委託一家資深的顧問公司，協助我們訂定推行新策略的路向。同時，我們亦行使了 ESD 合約中的選擇權，把合約延長兩年(由 2006 年 1 月中至 2008 年 1 月中)，以爭取時間落實有關細節及推行新策略。

路向研究

10.　透過競投方式，政府資訊科技總監辦公室委託gov3為推行新策略制定路向（下文簡稱「路向研究」[3]）。gov3 是一家以英國為基地的顧問公司，對開發電子政府及服務改革計劃具國際性的專門知識。有關gov3 的背景資料以及路向研究的報告載列於**附件C**。

11.　顧問針對我們所關注的問題，並憑藉其國際經驗，就新策略的推行提出以下各項主要建議（見附件 C 附錄的報告第 14 頁）

(a) 為所有網上政府服務及內容創建一個單一的終點站（*建立一個一站式入門網站和明確統一的電子政府品牌*）；

(b) 採用組件方式逐步加強服務（*分四期推行新策略以減低風險，並於稍後階段探討公私營合作的機會*）；

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[3]　路向研究有別於委員會秘書處在 2005 年 12 月 28 日發出的資料文件第 13 段所指的研究（衡量電子政府措施所帶來的效益的研究）。

(c) 使用部門基建及資源（*採用最現成和可增建的平台*）；

(d) 在部門推出首批新電子服務前推出 OSP（*在入境事務處及運輸署分別在 2006 年年中至 2007 年年初推出嶄新或更新電子服務前及時建成新的 OSP*）；

(e) 逐步縱向及橫向地建立服務（*由 2006 年年中起逐步擴大和深化服務群組*）；

(f) 在 ESD 合約屆滿前建立跨部門的電子交易基建（*在 2008 年 1 月中的 12 至 18 個月前加強政府本身的電子政府基建以提供服務*）；以及

(g) 採取向私營服務供應渠道開放政府內容／服務的政策（*考慮准許「生活易」繼續充當私營的服務供應渠道，並容許其他企業參與*）。

經修訂的推行方式

12. 我們認為顧問的建議可解決在服務群組運作上引入公私營合作模式的時機問題。因此，我們決定就新策略的推行方式作出一些修改，詳情已載列於政府於 2006 年 1 月向委員會提交的文件(立法會 CB(1)596/05-06(07)號文件)。我們將會在建立 OSP 的品牌和定位，以及制定服務群組策略以後，才引入私營機構的參與。我們計劃於 2006 年下半年發出提交意向書的邀請；而視乎市場對邀請的反應，我們會考慮由 2007 年起將私營機構的內容／服務引入 OSP／服務群組，並於 2008 年起提供更多公私營合作的機會。如

此，「生活易」及其他私營企業均可以非專營的形式參與提供電子政府及電子商業服務。

13. 在經修訂的推行方式下，政府資訊科技總監辦公室和各有關政策局及部門，會把一大部分有關應用系統開發、系統推行和保養，以及提供技術支援的工作，**外發**給私營機構。事實上，政府就推行新策略而須於 2006-08 年度支付的非經常開支，大部分將成為私營機構的收入（下見本文第 14 段）。

財政承擔

14. 在 ESD 合約下，「生活易」承擔提供前端基建、共用服務、個別電子政府服務應用系統，以及為 ESD 計劃進行市場推廣及宣傳活動等項目的非經常及經常開支。政府則投資近 1 億 4,000 萬元的非經常撥款為 ESD 服務設立部門後端系統，並須向「生活易」繳付月費和交易費。從一個由商營機構承擔費用及負責營運的環境(營辦商由廣告、電子商貿服務和政府支付的費用得到收入)，轉換到一個政府擁有其獨立品牌及形象的平台，需要政府承擔多一點的投資。因此，在新策略下，政府初期需要投資增強其前端及後端基建。在 2005-06 至 2007-08 年度，政府的非經常開支預算約為 2 億 6,000 萬元。ESD 計劃和新策略下的撥款模式的比較載列於**附件 D**，以供委員參考。

總結

15. 就上文所述原因，我們認為委員會應邀考慮的非經常撥款(1億 7,080 萬元)，對香港能否推展其電子政府的發展，及鞏固其作為領先數碼城市的地位至為重要，而撥款亦是有需要和合理的。

我們會外發一大部份有關推行新策略的工作予私營機構，並會在適當情況下邀請私營機構提供增值內容/服務及進行公私營合作。

16.　請委員支持撥款建議。

工商及科技局
政府資訊科技總監辦公室
2006 年 2 月

就委員會主席 2006 年 1 月 9 日的提問作出的回應

政策目標

Q.1 就提供電子政府服務而言，自項目運作以來，現行所採用的 PPP 模式為當局節省了多少資源和分擔了哪些風險？當局為何在新策略下，停止沿用現行的 PPP 模式？在新策略中，當局將先行投入大量資源以供採購硬件、軟件和推行有關服務，然後才逐步引入私營機構的參與的原因為何？

A.1 在現行的 ESD 合約下，建立前端基建和生活易網站，以及向市民推廣有關服務所涉及的開支和風險，均由「生活易」承擔。不過，對於「生活易」就營運 ESD 計劃涉及的投資和經常開支總額(即若沒有 ESD 計劃，政府所需投放的額外資源)，我們沒有正式紀錄。在新策略下，政府仍維持其一貫政策，即在適當情況下使用私營機構的專門知識及服務。事實上，我們並沒有排除讓私營機構參與或引入公私營合作模式的可能性。在經修訂的推行方式下，我們只是將引入私營機構的參與延遲到更適當的時間，以期盡量減低涉及的風險，及確保 OSP 可如期在 2006 年年中推出，以切合各局／部門的業務需要和市民的期望。

Q.2 現行所採用的 PPP 模式，與當局在新策略中所建議推出的以市民為本的電子政府服務和一站式入門網站(OSP)有何相同和相異之處？當局有否考慮要求現行的電子政府服務

營辦商改善其服務，以配合當局建議推行的電子政府服務新策略？詳情為何？

A2.　ESD 計劃和 OSP 兩者均提供一個網上平台，讓市民與政府進行交易和獲取電子政府服務。在經修訂的推行方式下，政府將擁有初期的 OSP/服務群組，並會透過群組策略，致力提高電子政府服務的使用率及以客為本的精神。具體而言，ESD 計劃和新策略有以下幾方面的分別：

(i)　*電子政府服務的擁有者和問責性* – 與現行的 ESD 計劃不同，在經修訂的推行方式下，改善電子政府服務及向市民進行推廣，再不是私營機構伙伴的責任。個別決策局／部門將成為其電子政府服務的擁有者，並負責推行客戶關係管理措施、檢討對內及對外的業務程序，以及革新服務文化。

(ii)　*保留改變服務範圍和優先次序的控制權和彈性* - 鑑於 OSP／服務群組逐步演變的性質，像 ESD 合約這類公私營合作協議中的條款，會局限 OSP／服務群組的長遠發展。在修訂方式下，政府保留對 OSP／服務群組的設計及運作的控制權，並可逐步擴大電子政府服務的數目及範圍。另外，由於中央基建及 OSP 的擁有權屬於政府，政府可以從不同來源引入私營機構的增值內容和服務，並可在適當時候與新的私營機構伙伴建立業務關係；以及

(iii)　*OSP 的品牌和定位* - 在我們最近進行的一項客戶調查中有一個發現，就是大多數被訪者均視生活易網站為

私營機構的網站，他們亦認爲香港特區政府應爲政府入門網站建立一個明確、獨立和非商業性的品牌形象。據我們所知，生活易網站是唯一一個非政府擁有的電子政府入門網站，其內容和服務夾雜政府與商業成份。因此，我們會爲 OSP 建立一個明確和統一的電子政府品牌，日後考慮在 OSP／服務群組引入私營機構內容和服務時，亦會參照市民的意見。

至於政府有否考慮要求現時的 ESD 營辦商推行新策略，由於主體回應中第六段所述的合約限制，有關的建議並不可行。政府必須通過一個公開的招標程序，來物色一個合適的承辦商去營運新的 OSP/服務群組。雖然現時的 ESD 營辦商可自由參與有關招標，但政府須將其建議與其他標書一併考慮，以確保採購程序公開公平，及符合我們就世界貿易組織政府採購協定作出的承諾。再者，基於上述(i)至(iii)的原因，「生活易」並不能代替政府或決策局/部門推行電子政府服務的新模式。

Q.3 **當局曾於 1999 年表示，把提供電子政府的 ESD 網站外判予私營機構營辦的目的，是希望藉此創造一個推動更廣泛應用電子商貿和電子交易的環境。當局現時所提出的新策略和建立一站式入門網站，是否依然能夠符合當局於 1999 年所表示的政策目的？**

A.3 OSP 將成爲市民以電子方式索取政府資訊／服務及與政府進行交易的一站式平台。參照海外的經驗，我們相信 OSP 將有助提高電子政府服務的使用率，從而推動各界更廣泛應用電子商貿和電子商務。

與此同時，我們並沒有排除在經修訂方式下推行新策略時，引入公私營合作的可能性。若得到市民和各局／部門的支持，政府會發掘更多透過整合政府與商業服務及交易而引發的電子商貿機遇，並邀請私營機構參與合作。

Q.4 參考當局處理香港郵政經營的電子證書服務的事例，當局曾於上月向委員會提交文件，指由於香港郵政經營的電子證書服務長期虧損，建議把該項服務交由私營企業代為營辦。就處理提供電子府服務而言，當局為何採用另一套方法(即是把原本以 PPP 模式運作的 ESD 網站，改為先由政府營辦、再逐步引入私營機構參與的方案)？當局採用不同方法的考慮準則為何？

A.4 政府的政策依然是在適當及有利的情況下，委託私營機構提供公共服務，包括電子政府服務。一如在立法會文件第 CB(1)460/05-06(05)號所述，政府就電子證書計劃所提出的發展路向，涉及把一個營運基金部門已確立的業務運作外發。由於香港郵政提供有關服務已有數年，政府應較容易為外發電子證書的運作進行定價和風險評估。在建議的外發安排下，郵政署長仍然是電子證書計劃的擁有者，並需為其私營機構承辦商/伙伴的表現負責。

就 OSP/服務群組而言，政府有需要在邀請私營機構營運服務群組前，先確立有關的商業和科技模式。然而，我們在開發、推行及營運 OSP/服務群組時，仍會透過採購專業服務來提供私營機構參與的機會。我們在推出初期的 OSP/服務群組，並訂立了 OSP 的定位和服務群組政策後，便會研究

公私營合作的機會。

Q.5 **在推行新策略後，除了當局可節省共 7200 萬元的月費及交易費，新策略還可帶來哪些有形效益？當局如何評估耗資超過 3 億的電子政府新策略所帶來的有形及無形效益，是否合符經濟效益？**

A.5 我們估計推行新策略的首 3 年，將要支付非經常開支共 2 億 6,000 萬元 (見下文 A7)。除了可避免立法會文件第 CB(1)596/05-06(07)號第 7 段所述的 7,200 萬元開支外，推行新策略的主要有形效益將透過提高現有和新的電子政府服務的使用率，以及推動互聯網使用者轉用網上服務途徑來實現。

政府統計處最近就香港資訊科技的使用情況和普及程度進行的調查顯示，雖然本港年齡在 10 歲或以上的市民約有 57%（350 萬）是互聯網用戶，但他們當中只有 37%（130 萬）及 16%（56 萬）曾分別取閱網上政府資訊及使用電子政府服務。換言之，本港仍有相當大的電子政府服務市場有待開發。若能成功鼓勵這些互聯網使用者轉用電子服務途徑，將可減輕以傳統途徑獲取有關服務的需求，讓政府可集中資源為有需要倚賴電話或政府櫃檯／辦事處獲取公共資訊及服務的市民，提供更佳服務；政府亦可從而調撥資源，以應付對公共服務的其他殷切需求。而透過採用客戶關係管理措施及業務程序重組，以提升電子服務的價值及方便易用程度，是實現更多有形效益的先決條件。

有 關 新 策 略 可 帶 來 的 無 形 效 益 ， 立 法 會 文 件 第

CB(1)596/05-06(07) 第 8 至 10 段已有說明。OSP 將採用以民爲本的方式，讓市民獲取全面及最新的政府資訊和服務，提供更方便的途徑。OSP 亦會提供增強的搜尋功能和新的個人化服務。除重新提供及改良 40 多項現有的 ESD 服務外，由 2006 年 8 月起 OSP 還會提供超過一百項嶄新的電子服務。主要的例子包括入境事務處就香港特區護照(電子護照)、入境簽證和許可證提供的遞交申請、預約會面及查詢進度服務，運輸署的駕駛執照預約換領服務，以及稅務局將推出的一系列新的網上服務。我們會繼續與其他決策局/部門商討在 OSP/服務群組上推出新的電子政府服務。

另外，我們會委託顧問進行研究，爲量化和計算電子政府措施帶來的有形及無形效益制訂一套可靠和一致的方法。我們預算可在 2006 年年中向委員會滙報研究結果。

Q.6 **除了於 2006-2008 年期間所需投入共 1.708 億元的非經常性開支，就建立 OSP 而言，當局在 2008 年後會否仍要支付其他非經常性開支？**

A.6 在 2008 年 1 月以後發展 OSP／服務群組的工作，將視市民對電子政府服務的需求而定；而進一步的非經常撥款申請會以客戶的需要及電子政府服務的使用率作爲根據。

Q.7 **當局在文件中表示，有關撥款建議的範圍並不包括個別決策局/部門開發應用系統及更新系統的開支。可見，涉及的非經常性開支可能超過當局所指的 1.708 億元。若把個別決策局/部門開發應用系統及更新系統的開支，有關建立 OSP 而引致的非經常性開支將會是多少？**

A.7 為推行新策略及重新提供現有的 ESD 服務，政府需要於初期投資增強前端及後端的基建。這筆投資包括委員會考慮中的 1 億 7,080 萬元非經常撥款。這筆撥款將用於改善中央的電子政府基建服務、開發 OSP／服務群組，以及為 OSP 進行宣傳和市場推廣活動。另外，我們已在基本工程基金總目 710 項分目 A007GX(整體撥款)項下取得約 2,000 萬元的資助，以聘用專業服務進行部份籌備工作，包括計劃管理、客戶調查，以及 OSP/服務群組的品牌和設計。個別決策局／部門為重新提供 ESD 服務，亦會向整體撥款尋求約 7,000 萬元的資助，以供開發各自的應用系統及增強後端系統。ESD 計劃和新策略的撥款模式的比較載列於附件 D。

Q.8 據悉，當局曾投放資源設立現時的 ESD 服務的後勤系統。當中涉及資源為多少？

A.8 政府就 ESD 計劃共投資了近 1 億 4,000 萬元，以設立部門的後端系統。

Q.9 若當局完全停止使用現行提供電子政府服務的系統，會否造成資源浪費？若會，將涉及哪些資源及多少金額？當局有否研究再用現行系統(如軟硬件等)的可行性，以減少資源浪費？

A.9 推行新策略無需更換部門後端託管系統。然而，為應付交易量的預期增加，有需要提高連接部門後端託管系統與前端系統的伺服器的容量。有關工程涉及的非經常開支將由上文 A7 所述的 2 億 6,000 萬元撥款支付。

我們曾考慮向「生活易」洽購其網站前端系統以便重用的可行性。然而，考慮到 OSP/服務群組的使用及服務要求與 ESD 計劃的十分不同，我們認爲向「生活易」購回目前的系統(硬件和軟件)以落實提供電子政府服務的新模式並不合乎成本效益。

Q.10 當局曾否與現行的服務營辦商磋商降低月費及交易費的可行性？詳情爲何？

A.10 首先，就新策略下所需提供的電子政府服務，政府並沒有與「生活易」磋商降低月費及交易費的可行性。原因是，正如主體回應第六段指出，ESD 合約是有固定期限的，政府不能在七年合約期限後(2008 年 1 月中後)再度與「生活易」續約。政府亦不可以未經重新公開招標而與「生活易」磋商，邀請它爲新策略提供服務。故此不論收取的費用水平如何，委託「生活易」在現行的 ESD 合約下落實新策略是不可能的。至於現有的 ESD 服務，根據現行合約，政府的選擇權是以**現有的條款**與「生活易」續約兩年。這些現有條款包括月費及交易費的水平。
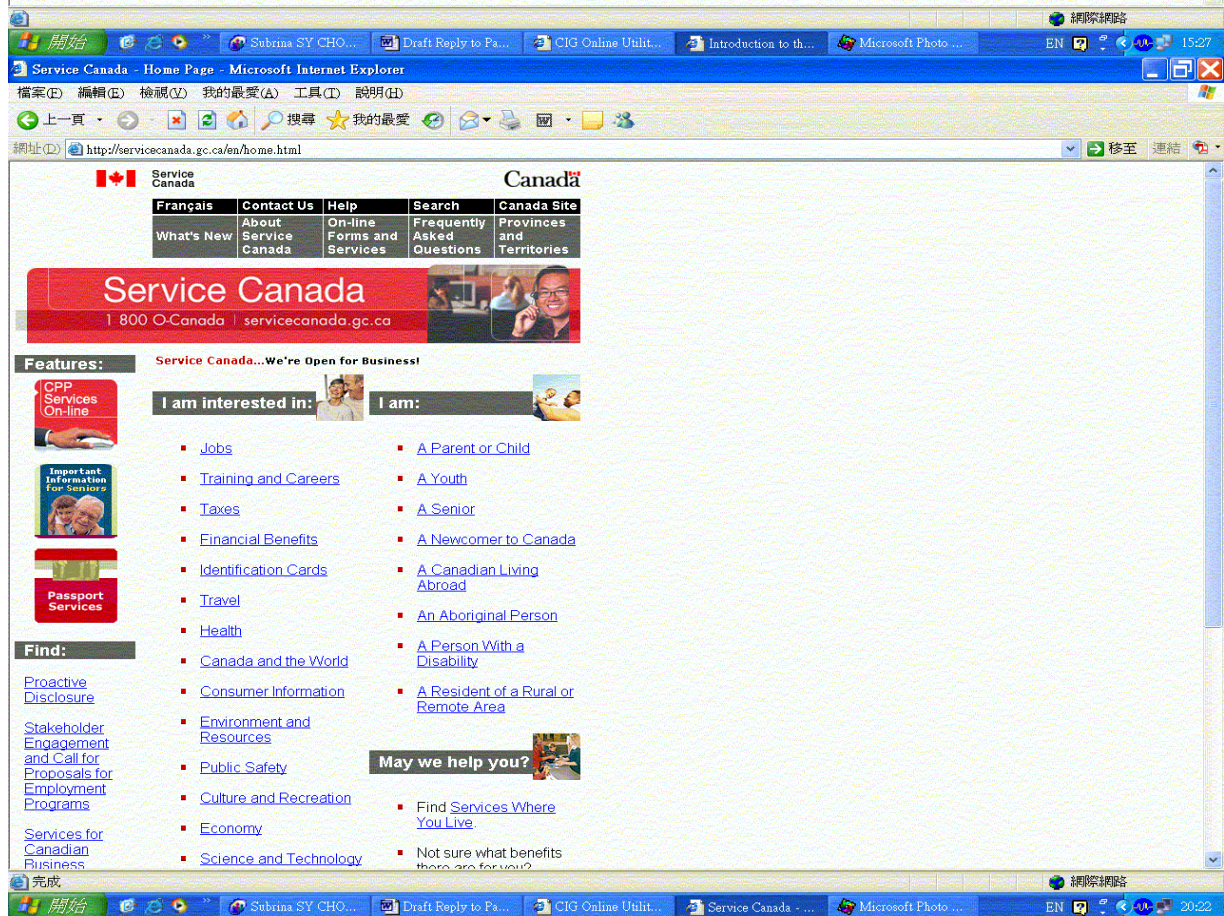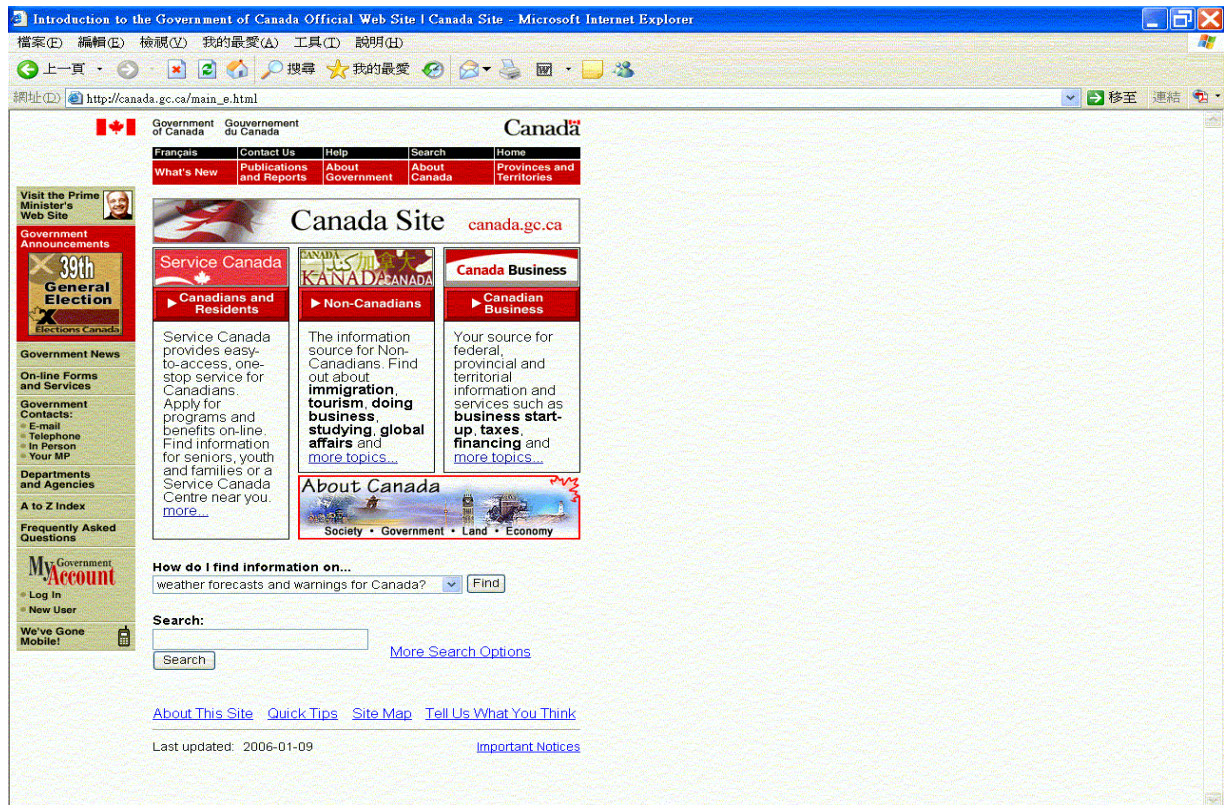
香港 – 生活易網站

澳洲政府網站

加拿大政府網站

新加坡政府網站

英國政府網站

美國政府網站

gov3 及「路向研究」

gov3 背景

　　gov3 是由一群以推動政府進行電子改革爲終身事業的專家創立的顧問公司。在成立 gov3 前，gov3 的管理層和高級顧問在英國政府的"電子特使"辦公室（Office of the e-Envoy）工作，並領導發展"Directgov"這個採取以民爲本模式來提供服務的政府一站式網站。在進行這項工作時，這些專家參考了其他電子政府發展先驅(例如加拿大、美國和澳洲)的經驗和最好的做法。在 1999 年至 2004 年於"電子特使"辦公室工作期間，這團隊直接向英國首相負責。

2.　　gov3 的顧問來自不同背景，包括英國的公營機構、世界各地政府、國際機構及學術界。主要成員爲：

Andrew Pinder（gov3 總裁）在 2000 至 2004 年出任英國的"電子特使"，期間直接向英國首相負責,並掌管英國政府所有電子事務。

Bill Edwards（gov3 主管合伙人）自 2000 年起加入英國"電子特使"辦公室，負責制定英國的網上客戶服務及市場推廣策略。Bill 一手創立英政府的旗艦網上服務(Directgov)，並出任該入門網站的首位行政總監。

Chris Parker（gov3 主管合伙人）在 1999 年建立英國的"電子特使"辦公室，並出任其營運總監至 2004 年 9 月爲止。

Graham Walker（gov3 主管合伙人）自"電子特使"辦公室成立後即加入工作，一直任職策略總監至 2003 年 12 月，然後調任至英

國政府的效率促進組，參予一項藉資訊科技以節省 300 億英鎊的計劃。

路向研究報告

3. gov3 提交的路向研究報告已載列於**附錄**。

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Study for the Development of a Roadmap
for Implementation of the New Strategy for
E-government Service Delivery

ROADMAP

Version 1.2 (Incorporating client amendments)
(Please address enquiries about this document to: bill.edwards@gov3.co.uk)

www.gov3.co.uk

Contents

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  - Methodology
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-
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- **Part 5: Detailed delivery steps for releases 1 and 2 of the One Stop Portal**

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Introduction

Introduction
Brief and methodology

- **Brief**

  This document is written as a deliverable to the tender document: "Study for the Development of a Roadmap for Implementation of the New Strategy for E-government Service Delivery" and the additional and revised deliverables agreed with the client during the project. It sets out a delivery strategy, a roadmap and supporting information, and is based on client feedback and additional requests following submission of previous draft documents.

- **Methodology**

  This work has been carried out in five stages:
  - Stage 1
    - Preparatory work.
  - Stage 2
    - Fieldwork in Hong Kong:
    - Carrying out workshops
    - Attending various internal and external meetings with central and departmental personnel
    - Presenting to the PCC
    - Developing the enhanced proposition
  - Stage 3
    - Preparing the first roadmap deliverables to verify the timeline of the enhanced proposition
  - Stage 4
    - Fieldwork in Hong Kong:
    - Reviewing work with OGCIO
    - Presenting the enhanced vision to key departmental personnel and getting support
    - Presenting recommendations to the PCC
    - Various meetings with central personnel
  - Stage 5
    - Preparing final documentation.

Structure of the roadmap

- **The roadmap is split into five major components:**

  - **Part 1: Overview**

  - **Part 2: Strategic Direction** – our proposed strategy for achieving the Hong Kong SAR Government's vision, together with the supporting arguments

  - **Part 3: High level roadmap** – together with supporting process flow charts, and a narrative of early actions

  - **Part 4: Governance and delivery structures** – our recommendations on governance processes, and the team structure in OGCIO needed to deliver the programme

  - **Part 5: Detailed delivery steps for releases 1 and 2 of the One Stop Portal** - a Microsoft project chart, supported by a detailed narrative to company the project plan at Annex C

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Part 1

Overview

Introduction

- The original vision of using clusters is sound and appropriate in Hong Kong. Implemented effectively, it has the potential to transform service take-up and provide a strong platform for more efficient service delivery. It will also enable Hong Kong to move ahead of many countries in the delivery of citizen centric government.

- However, in the workshops and interviews which we conducted with key stakeholders through the project, we identified a number of significant risks which needed to be addressed. The most significant risks we identified are:

  - A 2007/08 delivery timetable does not meet the urgent business requirements of the of the Immigration and Transport departments[1]

  - Introducing PPP delivery simultaneously at the portal, cluster and infrastructure layers, makes it difficult for the private sector and the government to price and manage risk

  - A "big bang" approach, leaves the government dependent on an orderly transition from ESD Life in a narrow window at the end of 2007.

[1] The Immigration and Transport departments have requirements for new service delivery well before the planned transfer of services from ESDSL to the new One Stop Portal (OSP). Without a change to the delivery plan, these service would either have to be built into delivery in ESD Life for a short period and then rebuilt for the new service, or delivered as stand-alone services. Based on interviews with departmental personnel, the most likely outcome of a non-intervention approach would be the development of stand-alone services. This would be very damaging to the OSP vision. It would rob the new service of two key transactional streams that will generate large numbers of visitors. Additionally, there would be cost and, potentially, technology duplication. Our approach is to find a way of safely accelerating the delivery of enough of the OSP to meet the timelines of the Immigration and Transport departments, and then build the rest of the OSP incrementally in time for it to deliver all services currently in ESD Life by the end of 2007.

Overview
Proposal

- Our proposal is therefore that the government should launch a public version of the OSP ahead of the first major departmental requirement from the Immigration Department, and that (if possible) if should incorporate the existing info.gov.hk and the planned OSP into a single service to obtain the significant benefits from combining transaction and information service delivery.

- So that this can be done in a safe and timely way, the roadmap has been developed to enable a staged deliverable that:

  □ Decouples the longer-term technology work needed to deliver existing services outside of the ESD Life platform

  □ Uses the existing government web hosting capacity to deliver a simple initial service in the shortest timeframe

  □ Delivers non technology dependent issues such as brand and look and feel very quickly

  □ Provides an early framework for departments to build services that will act as building blocks for the OSP (speeding up delivery and minimising risk)

  □ Decouples the business element of cluster delivery from the technical aspect to offer PPP opportunities that do not involve IT delivery.

- The following two charts provides a high level view of the overall delivery programme:

  □ Chart 1 outlines the four key stages of the roadmap between now and end 2008
  □ Chart 2 sets out in more detail the main tasks in stages 1-3 of the roadmap, up to early 2008

Chart 1 – four stages of the roadmap

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Stage 1:
Launch first release (to be ready by March 2006)

Stage 2:
Deepen and extend service (from end 2006 to end 2007)

Stage 3:
Opening up to private sector (from 2007 onwards)

Stage 4:
Full PPP (if necessary and appropriate)

- first release of OSP with a new branding and look and feel
- content co-exist with e-services, mainly by hyper-linking to existing websites
- build on existing infrastructure

- new e-services added and roll-out of clusters
- de-couple from reliance on current ESD
- new infrastructure put in place (or existing infrastructure expanded) to cope with the clusters

- open up e-government services for introduction of value-added services by the private sector to benefit citizen

- full PPP where the private sector takes over the operation of part of the e-government services with revenue and risk sharing
- detailed plan to be defined by 2008

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Chart 2 – Roadmap overview
This slide shows an overview of the OSP programme from now until full migration of ESD Life services

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Timeline: Jul 05, Oct 05, Jan 06, Apr 06, Jul 06, Oct 06, Jan 07, Apr 07, Jul 07, Oct 07, Jan 08

Service offering

Stage 1 — **Stage 2** — **3**

Release 1 | Release 2 | Release 3

Progressive delivery of departmental services within OSP

Immigration launch

Transport services

Business

Programme management

- Plan & decide
- Establish team
- Establish governance
- Healthcheck
- Ongoing programme — Healthcheck — management
- Healthcheck

OSP product and cluster delivery

- Business purpose/ model
- Detailed planning
- Customer research
- Develop & agree launch content & branding
- Customer research on 1st release
- Cluster scoping
- Strategy Defn
- [EOI exercise]
- Detailed plan
- Negotiate with depts to agree SLAs
- Agree cluster guidelines
- Work with cluster owners to integrate initial clusters into release 2
- Build and progressive roll-out of new clusters and deepening of existing clusters, informed by customer research
- Agree site brand, structure and priority clusters
- [Tender process & contract negotiation]
- Agree functional requirements
- Agree tech plan & SLA
- Customer aspects of ESD migration plan

ESD Life

- Decide approach to post-2008 ESD
- Agree services to migrate
- Guidelines for intermediary delivery

Departmental engagement

- Workshops
- Ongoing departmental engagement

Technical

Delivery 1

- Validate use of EGIS
- Detailed planning
- Deliver, test, accept

Full OSP

- Agree infrastructure reqs with early BDs and OSP business team
- Decide if new CMS for Del 2
- Procure/PPP new infrastructure
- Deliver, test, accept

ESD Life

- High level ESD migration plan
- Agree detailed migration plans
- Progressive migration of key ESD services to OSP by end 2007

Part 2

Strategic direction

Strategic direction
Introduction

- This section of the roadmap:

    - Records the requirements surfaced though workshops and interviews with government personnel

    - Sets out a product development strategy based on these requirements, and lists the underpinning arguments

    - Depicts the incremental approach to development of the OSP through a series of charts

Strategic direction
Requirements

- At workshops and other client interactions, the following requirements were surfaced for the customer focused delivery strategy:

  - ☐ Customer focused delivery should use cluster principles
  - ☐ Delivery model should be capable of generating high levels of take-up of services
  - ☐ Opportunities for PPP delivery of some elements should be included in the programme
  - ☐ Department and Bureaux operational requirements and timelines need to be met
  - ☐ OGCIO timeline needs to be met
  - ☐ There should be a sustainable funding model
  - ☐ The programme should contribute to government-wide operational cost reduction
  - ☐ There must be a well managed transition from ESD Life (service and transactional infrastructure)

Strategic direction
Proposition

- We recommend a programme delivery approach that:

  - Creates a single destination for all online government services and content
  - Use a modular approach and build the service incrementally
  - Use departmental infrastructure and funding (for sustainability)
  - Launch the service ahead of first (known) major departmental requirement
  - Build the service downwards and across over time
  - Deliver cross-government transactional capability ahead of ESD Life contract end
  - Adopt a policy that does not prevent ESD Life continuing as private sector delivery channel (and facilitates other private sector delivery channels)

Strategic direction
Supporting arguments

- The following pages contain the supporting rationale for each of the points in the proposition.

- For each point we have covered:
  - Supporting argument
  - How the proposal is achieved
  - When it needs to be done

Create single destination for all online government services and content

- ■ Proposition
  - □ Build service on info.gov.hk
- ■ Supporting argument
  - □ Consumers do not distinguish between content and services
  - □ Content drives usage
  - □ Simple proposition for consumers (no new service introduced)
  - □ Orderly and staged user migration from ESD Life possible (and enables ESD Life to continue as fully commercial service if ESDSL want to do this)
  - □ Greater cross-sell opportunities will generate greater and faster take-up
  - □ Provides fastest delivery option
  - □ Integrated offering with existing content assets decouples multi-department transactional infrastructure development from initial service offering (which can be content led)
  - □ Broad content asset and infrastructure allows credible early product offer with only one transaction, followed by incremental build
  - □ Incremental build is lowest risk option
  - □ Early delivery meets B/D requirements and avoids costly and difficult two stage migration for new services (needed ahead of the point when all services currently on ESD Life are available via the OSP)
  - □ Early service delivery will build confidence in B/Ds
  - □ Existing funding streams and human assets can be fully exploited
- ■ How
  - □ Get B/D and Political buy-in
  - □ Establish cross government governance and funding arrangements
  - □ Build new detailed delivery model (that integrates major departmental projects)
  - □ Put in place necessary human and technical assets
  - □ Rebuild service
- ■ When
  - □ Launch ahead of Immigration Department service

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Use modular approach and build incrementally

- **Proposition**
  - □ Create a credible service at the earliest opportunity using existing assets that enables the phased introduction of services
- **Supporting argument**
  - □ This delivers a customer facing service at the earliest opportunity
  - □ It is a risk averse solution from presentational and technical perspectives
  - □ It allows the development of skills over time and before full switchover from ESD Life
  - □ It enables the earliest engagement of B/Ds
  - □ It allows flexibility in the delivery of transactional services
  - □ PPP participation is not a single point of failure
  - □ PPP participation can be introduced over time
  - □ It builds a customer facing asset that is independent of the underlying technology, and which can evolve over time to meet business and political needs
- **How**
  - □ Create new content website to incorporate and replace under info.gov.uk
  - □ Add standalone content and transaction applications from B/Ds
  - □ Develop clusters using mixed business model to grow service
  - □ Develop common applications (including CRM) to support and improve transactional experience
- **When**
  - □ Start immediately
  - □ Deliver first implementation in under 12 months
  - □ Add first departmental service(s) from Immigration Service in under 12 months
  - □ Introduce clusters as soon as possible after launch
  - □ Offer all government services currently on ESD Life by end 2007

Strategic direction > supporting arguments

Use departmental infrastructure and funding

- **Proposition**
    - Harness departmental projects and finding to build and sustain service
- **Supporting argument**
    - Provides sustainable business and funding model
    - Avoids duplication
    - Creates cross-government working to support cluster strategy and delivery
    - Enables fastest (and one-step) delivery
    - Creates share ownership model
    - Most likely to meet departmental needs
    - Supports efficiency activity in B/Ds
    - B/D projects available now to kick start project
    - Risk averse from B/D perspective
    - Supports channel strategy development
- **How**
    - Define common architecture for content and service layer
    - Allow flexibility to meet B/D needs and current development work
    - Define detailed produce and service architecture and map individual B/D programmes into this
- **When**
    - Roll out from first departmental deliverables (Immigration)

Launch ahead of first (known) major departmental requirement

- Proposition
    - Deliver public facing service 3 months ahead of first departmental service requirement
- Supporting argument
    - Create headroom
    - Flush out internal and external business process issues
    - Carry our live running user trials
    - Bed in live running business operation before critical service delivery
    - Provide confidence for departmental pilot
- How
    - Develop detailed business process for service delivery
    - Move quickly using existing info.gov.uk and departmental assets
    - Use existing delivery infrastructure
- When
    - Begin immediately
    - Launch inside 12 months

Build downwards and across over time

- Proposition
  - Start with minimum credible service and build out over time
- Supporting argument
  - Avoids all eggs in one basket
  - Problems will be flushed out well ahead of ESD end of contract deadline
  - Provides early customer experiences
  - Provides tangible deliverable for departments to get engaged in
  - Provides opportunity for parallel running with ESD Life
  - Acts as confidence builder for stakeholders
  - Decouples PPP clusters from transactional imperatives
  - Enables staggered rollout of clusters to test operational model
  - Allows early service delivery ahead of common infrastructure components (eg R&E, CRM)
- How
  - Launch as content service segmented by clusters
  - Add B/D service using B/D infrastructure
  - Add true cluster businesses over time
  - Add more B/D transactions
  - Develop common infrastructure assets
- When
  - Start now
  - Initial launch inside 12 months
  - First services inside 12 months
  - Opportunity for PPP clusters by 2007

Deliver cross-government transactional capability ahead of ESD Life contract end

- **Proposition**
  - Deliver replacement for ESD Life government service functionality
- **Supporting argument**
  - Need to provide replacement for ESD Life service functionality
- **How**
  - Initially by individual transaction to provide early parallel running and reassurances
  - Development of common services applications and infrastructure
- **When**
  - Complete by end of 2007

Strategic direction > supporting arguments
Adopt a policy that does not prevent ESD Life continuing as private sector delivery channel (and facilitates other private sector delivery channels)

- **Proposition**
  - Adopt an enabling policy allows non-government electronic distribution channels to offer government services on a commercial base
- **Supporting argument**
  - Enables intermediaries to integrate government transactions into their service offering
  - Boosts take-up
  - Allows ESD Life to continue on <u>purely commercial model</u> if the operator wishes to do that
  - Contributes to ESD Life exit strategy
  - Creates competitive market for e-delivery of government services
  - Increases opportunities for PPP
- **How**
  - Provide a non-branded (white label) transaction stream from the OSP that can be used by non-government providers to integrate government transactions into their own services where this is of benefit to the government.
- **When**
  - From end of ESD Life contract

Note

This does not propose that any special consideration is given to ESD Life. It is simply a proposal that a policy is adopted that allows non-government electronic distributions channels where this is in the interests of government and citizens. Central to this would be a level playing field for all non-government distribution channels.

In such a case, ESDSL would, if it wished and without any support from government, to use its existing experience and infrastructure (where this was practical and appropriate) to offer services purely on a commercial base.

Strategic direction > supporting arguments
OSP development

- The following diagrams show the incremental build of the OSP using:

  - Central content

  - Contributing services from departments

  - Clusters

  - Services moved from ESD Life

1 Create new presentation and content to replace info.gov.hk on web

Early central content layer built to mimic clusters

Presentation and content layer

info.gov.hk content and functionality can be incorporated into new service

Back office

March 06
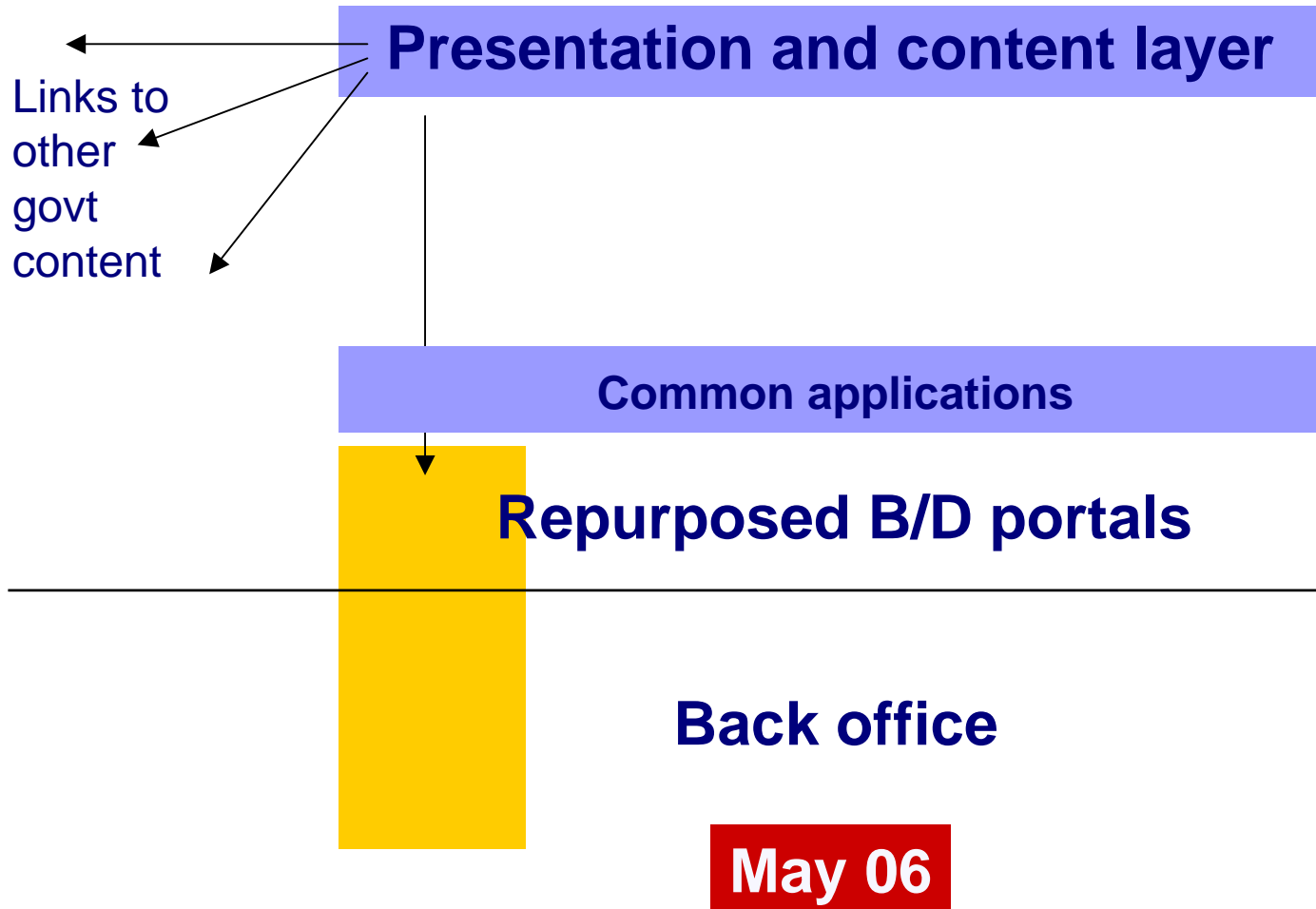
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Channels

Presentation and content layer

Links to
other
govt
content

Common applications

Repurposed B/D portals

Back office

May 06

gov³

Channels

Presentation and content layer

Links to
other
govt
content

Cluster roll out begins

Common applications

Repurposed B/D portals

Back office

Mid 07
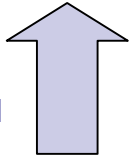
Part 3

High level roadmap with supporting process flow charts and early actions

Introduction

- This section:

    - Provides a high level roadmap of the stages and workstreams needed to deliver the strategy set out in Part 1

    - Lists the key business and technical workstreams

    - Show the key stages of each workstream though process flow charts

Chart 1 – four stages of the roadmap

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Stage 1:
Launch first release
(to be ready by
March 2006)

Stage 2:
Deepen and
extend
service
(from end
2006 to end
2007)

Stage 3:
Opening up
to private
sector
(from 2007
onwards)

Stage 4:
Full PPP
(if necessary and
appropriate)

- first release of OSP with a new branding and look and feel
- content co-exist with e-services, mainly by hyper-linking to existing websites
- build on existing infrastructure

- new e-services added and roll-out of clusters
- de-couple from reliance on current ESD
- new infrastructure put in place (or existing infrastructure expanded) to cope with the clusters

- open up e-government services for introduction of value-added services by the private sector to benefit citizen

- full PPP where the private sector takes over the operation of part of the e-government services with revenue and risk sharing
- detailed plan to be defined by 2008

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Chart 2 – Roadmap overview

This slide shows an overview of the OSP programme from now until full migration of ESD Life services

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Timeline: Jul 05 | Oct 05 | Jan 06 | Apr 06 | Jul 06 | Oct 06 | Jan 07 | Apr 07 | Jul 07 | Oct 0 | Jan 08

Service offering

Stage 1 | Stage 2 | 3

Release 1 | Release 2 | Release 3

Progressive delivery | of departmental services within OSP

Immigration launch

Transport services

Business

Programme management

Plan & decide

Establish team

Establish governance

Healthcheck | Ongoing programme | Healthcheck | management | Healthcheck

OSP product and cluster delivery

Business purpose/ model

Detailed planning

Customer research

Develop & agree launch content & branding

Customer research on 1st release

Cluster scoping

Strategy Defn

[EOI exercise]

Detailed plan

Negotiate with depts to agree SLAs

Agree cluster guidelines

Work with cluster owners to integrate initial clusters into release 2

Build and progressive roll-out of new clusters and deepening of existing clusters, informed by customer research

Agree site brand, structure and priority clusters

[Tender process & contract negotiation]

Agree functional requirements

Agree tech plan & SLA

Customer aspects of ESD migration plan

ESD Life

Decide approach to post-2008 ESD

Agree services to migrate

Guidelines for intermediary delivery

Departmental engagement

Workshops

Ongoing departmental engagement

Technical

Delivery 1

Validate use of EGIS

Detailed planning

Deliver, test, accept

Full OSP

Agree infrastructure reqs with early BDs and OSP business team

Decide if new CMS for Del 2

Procure/PPP new infrastructure

Deliver, test, accept

ESD Life

High level ESD migration plan

Agree detailed migration plans

Progressive migration of key ESD services to OSP by end 2007

Chart 3 – Strategy development, stakeholder testing and workstream identification

This slide shows the process flow so far and the immediate
decisions and actions needed to begin the programme.

gov³

First decision

Develop high level
implementation
strategy

Validate timeline
through detailed
delivery plan

Roadmap
revised
strategy y/n

Test on key
stakeholders

Test with PCC
y/n

Test with PCC

Go with new
strategy
y/n

High level
implementation
strategy doc v1

Project plan and
narrative

OGCIO meeting
notes

Minutes of PCC
mtg 23 June 2005

Develop roadmap
based developed
strategy

Roadmap
documentation
from gov3

Put in place
accountability and
reporting
structures

Produce prog
mgment systems
doc v1

Put in place
interim project
management
processes

Produce key
workstrem
accountabilities v 1

Establish key
workstreams

Key

Process

Decision

Document

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Key workstreams and dependencies

- This section sets out the key workstreams for the business and technical workstreams.

- This is followed by process flow charts proving more detail on actions, and critical path information.

Key workstreams

- **Business**
  - **Programme management**
    - All aspects of programme management
    - Business case, governance, funding and metrics (all work to do with generating a business case, setting and agreeing performance targets and monitoring these)
  - **Product definition and delivery**
    - Responsibility for delivering the new services, including cluster definition and PPP delivery
  - **Departmental commitment delivery**
    - All aspects of delivery from departments
  - **ESD Life**
    - All matters relating to the contract end, the continuation of relevant services via the OSP, and the continuation or not of services on ESD Life
- **Technology**
  - **Release 1**
    - Delivery of hosting capacity for release 1 static website
    - Procurement on behalf of Product and Marketing workstream of HTML coding
  - **Release 2**
    - As release 1 unless this is built on a dynamic platform; in which case:
    - Delivery of CMS
  - **Release 3**
    - Development (or enhancement if release 2 delivered on dynamic platform) of end-to-end CMS publishing environment and platform
  - **Early departmental delivery components**
    - Working with departments to ensure an effective delivery solution is in place for all releases
    - Procurement and development of applications and hosting environment for departmental services
  - **ESD Life**
    - Providing advice on whether to migrate services or rebuild
    - Management of transition

Chart 4 – Business workstream flow chart

NOTE
This is a flow chart showing the major pieces of work, decision points and dependencies. It is not mapped against time.

Begin business workstream

Programme management
- Programme management team and structures
  - Appoint [interim] programme manager
  - Appoint external programme management support
  - Set up PMO → Implement programme management processes
- Business case governance and funding
  - Agree governance model
  - Allocate initial funding
  - Put in place governance processes → Work up business case and metrics → Agree business case and allocate funding → Monitor and evaluate

Product definition and delivery
- Appoint consultant as interim product manger
- Start recruitment process for product/marketing manager
- Define and carry out customer research workstreams
- Scope release 1 delivery team requirements and broker with OGCIO /ISD
  - Agree branding
  - Agree migration path for info.gov.hk
  - Design product → Agree product → Delivery rollout from phase 1

Clusters contribute to later releases

Cluster delivery
- Scope possible clusters for releases
- Decide business cluster priorities
  - Define full cluster delivery map based on research feedback
  - Sope opportunities for PPP and carry out EoI
  - Agree full cluster map → Appoint initial cluster owners → Deliver clusters

Departmental commitment and delivery
- Appoint workstream leader from OGCIO → Broker departmental/ central requirements → Formal agreement → Establish commitments and requirements from participating depts

ESD Life
- In principle decision on ESD Life → Develop guidelines for intermediary delivery → Formal agreement → Produce business functional requirements → Decide on delivery model → Delivery

Chart 5 – Technical workstream flow chart

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Product release 1 → Produce functional requirement for static website → Agree use of existing hosting service → Strengthen hosting service if required → Deliver any additional functionality → Test and accept

If static solution

Product release 2 → Determine technical and contractual flexibility of content management system → Decide static or dynamic → Determine if hosting service needs extra capacity → Upgrade if required

Functional requirement for CMS → Develop CMS → User testing and acceptance

If dynamic solution

If release 2 delivered dynamically and CMS can be used

Begin technical workstream

Product release 3 → Functional requirement for CMS → Decide if new CMS needed

Either → Enhance CMS and upgrade licences → User testing and acceptance

Or → Procurement for CMS → Develop CMS

If release 2 delivered using static pages

Early departmental delivery components → Scope technical delivery options with Immigration and Transport → Decide on Technical solution → Functional requirements for Immigration → Procurement → Development → Acceptance

Input from central infrastructure policy and work programme → Decide if Transport to be included in ESD Life workstream

If timing permits , Transport department can be included in technical worksteam for ESD Life rebuild/migration. If not , keep in early depts worksream .

ESD Lfe → Scoping to recommend rebuild or migration → Decide to rebuild or migrate → Functional requirement → Procurement (PPP opportunity) → Development → Acceptance and integration into release 3

NOTE
This is a flow chart showing the major pieces of work, decision points and dependencies. It is not mapped against time.

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government for the third millennium ™

Part 4

Governance and delivery structures

Overview

- Strong collective governance is essential. This is a major change in the way the Hong Kong government manages its relationship with citizens and businesses, and it can only work with governance mechanisms that:

  - include strong political leadership
  - give business departments assurance that their business needs are being met
  - ensure progress is not dictated by the pace of the slowest

- We recommend two core sets of governance processes:

  - the programme delivery process
  - communications with wider stakeholders

- Elements of all of these processes are already in place. At OGCIO's request we have not gone into detail of how existing structures might need to be adjusted to align with this model.

- The flowing charts show the recommended governance and delivery structures.

Programme delivery governance and management

High-level Ministerial group

Inter-departmental governance

OGIO Operational Management Board

Strategic Vision

Issue escalation & resolution
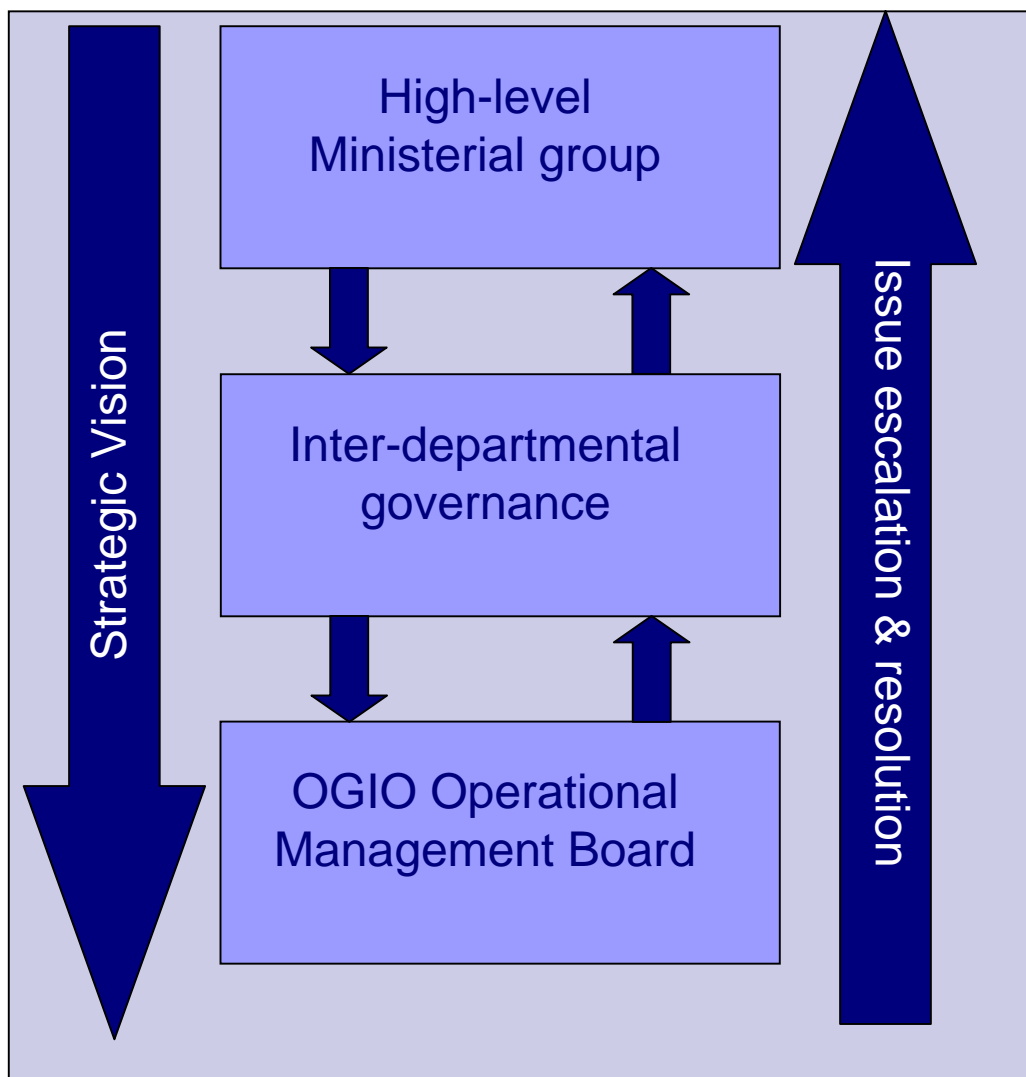
Role:
- Political sponsorship of the programme
- Public championing of the vision
- High-level monitoring of progress to ensure delivery is on track with original vision
- Resolution of issues which cannot be resolved below this level

Role:
- Key customer-facing departments need to be represented on board
- Board members need to empowered within their departments
- But Board members must be accountable for delivering the cross-government objective, not just representing departmental interests
- Each Board member to act as board-level sponsor for a major cross-government aspect of the delivery programme
- Meets monthly, chaired by GCIO

Role:
- Close monitoring of the programme.
- Composition: GCIO, DGCIO (PS), DGCIO (O), Programme Director, Workstream Leads
- Meets monthly, chaired by GCIO
- Every fourth week, chaired by GCIO

Governance and delivery structures
Stakeholder communications

Programme Delivery Governance

Wider set of business departments

Need formal 2-way communication (quarterly meetings), but also to seek their agreement that BDs on Inter-departmental Governance Board should represent their interests

Industry stakeholders

Ensure that high-level industry stakeholder groups, that advise on Hong Kong competitiveness and public sector reform are sighted on the programme and are bought into it

Strategic Vision

Issue escalation & resolution

High-level Ministerial group

Inter-departmental Governance Board

OGCIO Operational Management Board

Other internal interests

Need regular communication with internal stakeholders who, while not part of the formal delivery programme, have important interests: eg Internal Audit, HR

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Delivery management structure

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Programme Owner (GCIO)

Programme management board (departmental representatives) GCIO

Operational management board (chair: GCIO)

Business	Technical

Specialist input	**OSP Director** Overall programme implementation				Specialist input
	Product &marketing	Stakeholder management	Programme management	Technology	
	OSP product definition and delivery (responsibility for delivering the new services, including cluster definition and PPP delivery) Prime customer for OSP technical services	Obtaining Departmental commitment and getting ongoing departmental input Cluster delivery	Business management Owner of ESD Life workstream Business case, governance, funding and metrics PPP business model	OSP Platform Common platform Common applications Obtaining departmental commitment to using Technical migration of services from ESD Life	
	Delivery contractors	Departmental delivery teams and contractors	ESD Life	Infrastructure contractors	

Note: Responsibilities that fall under the business workstream are depicted in yellow. Technical workstream responsibilities are shown in green.

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Delivery roles part 1

- **Senior Responsible Officer (SRO)**

  The SRO is responsible for ensuring that the OSP programme meets its objectives, delivers the projected benefits, maintains its business focus and is well managed with clear authority, context and control of risk.

- **Programme management and operational management boards**

  The roles of these boards are set out in the programme delivery governance chart above.

- **OSP Director**

  Full time manager and sponsor of the OSP programme. Responsible for all personnel directly and contractors employed on the programme inside the business workstream, and customer for all deliverable from the technical workstream.

- **Product and marketing manager**

  Owner and manager of the product and marketing workstream. Principle responsibilities are to define and manage delivery of the product releases, and to act as principle architect of the cluster map. Owns responsibility for the effective and appropriate use of customer research in the development of the OSP product and cluster map.

Delivery roles part 2

- **Stakeholder manager**

  Owner and manager of the stakeholder workstream. Responsible for all intra-government engagement and communication. Has responsibility for getting all commitments and deliverables from departments (particularly with regard to early delivery from Immigration and Transport, and for departmental participation in cluster delivery).

- **Programme manager**

  Responsible for delivering capability through the management of the programme's portfolio of projects, on behalf of the OSP Director. The programme manager ensures the coherence of the programme, and develops and maintains the appropriate environment to support each individual project within it. Also has line management responsibility for business related deliverables including transition from ESD Life.

- **Technology manager**

  Owner of all technology deliverables for the OSP programme. Responsible for interpreting business requirements, and preparing full requirements specifications for infrastructure and application delivery. Acts as the bridge to the OGCIO operations team, and is point of contact for all technical dialogue between the OSP programme and any government or external parties.

- **Specialist support**

  Consultancy support to deliver skills not available inside the OSP team, and to cope with peaks in workload.

ESD 計劃及新策略下的
撥款模式比較

		ESD 合約	新策略
前端基建 + 共用服務／應用系統（例如電子付款、電子認證、資料搜尋） + 各局／部門的初期電子政府應用系統 + 推廣及宣傳	非經常	由「生活易」承擔（從「生活易」網站上的廣告及其他商業業務賺取收入 + 由 2005-06 年度起向政府收取年款額為 1,200 萬至 1,400 萬元的月費及交易費[1]）	由政府承擔（非經常開支：2 億 6,000 萬元＋經常開支：每年 6,000 萬元）
	經常		
後端基建	非經常	由政府承擔（1 億 4,000 萬元）	（2006 年年中後探索公私營合作／收入機遇）
	經常	由政府承擔（每年 1,300 萬元）	
財務收費（電子付款服務）+其他雜項開支	經常	由政府承擔（每年 1,050 萬元）	
政府投資總額	**非經常**	**1 億 4,000 萬元**	**2 億 6,000 萬元**
	經常	**每年 3,550 萬至 3,750 萬元**	**每年 6,000 萬元**

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[1] 根據ESD合約，政府在收費交易次數達 230 萬次的指定限額一年後，須向「生活易」繳付 40 萬元的月費，及就每宗收費交易繳付 5.5 元的交易費。該限額已於 2004 年年中達到。