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
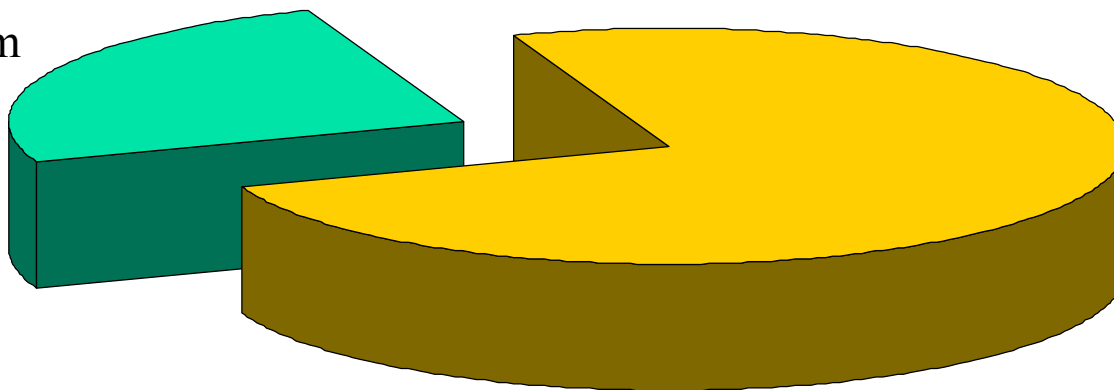
about $1,500m
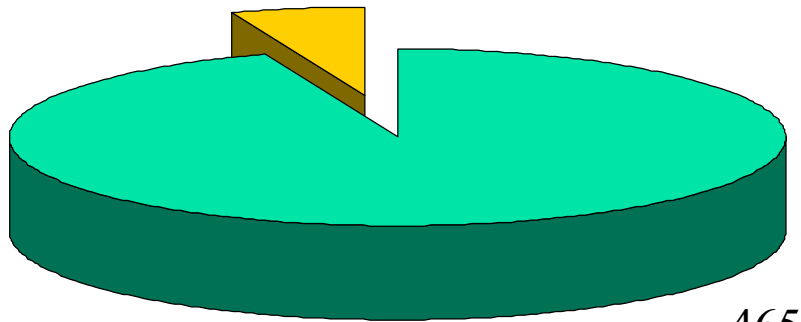約15億元

Government IT Investment (cont.)
政府的資訊科技投資 (續)

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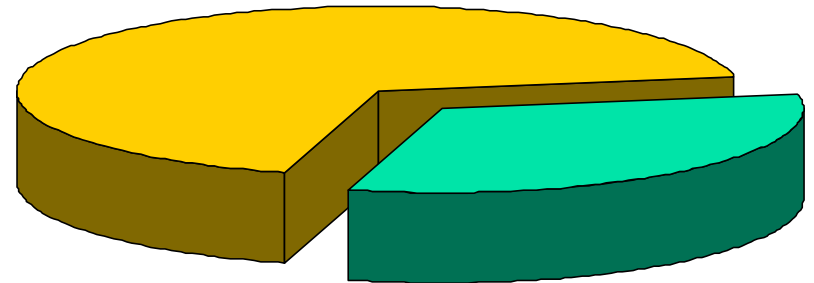## 2006–07財政年度正在進行的項目

Total Number of Projects 項目總數
492

27

465

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

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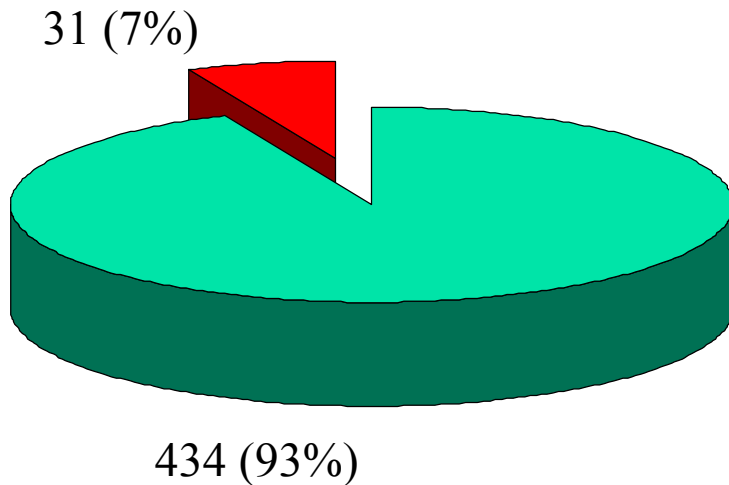小型項目(每個項目經費不多於1,000萬元)

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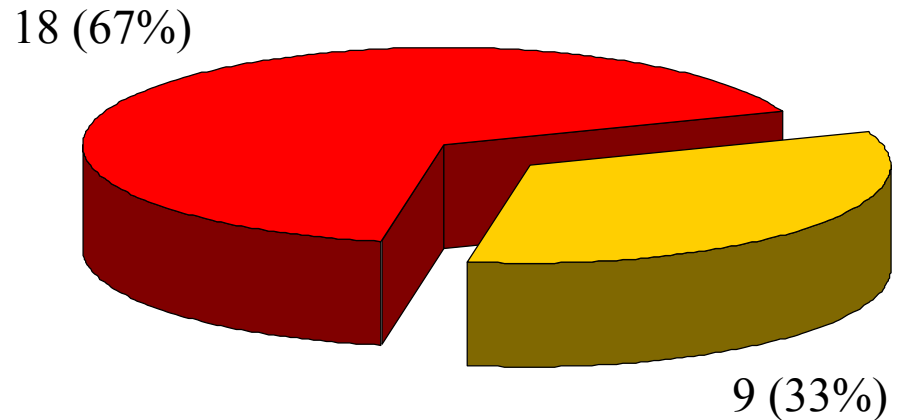大型項目(每個項目經費多於1,000萬元)

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)

31 (7%)

18 (67%)

434 (93%)

9 (33%)

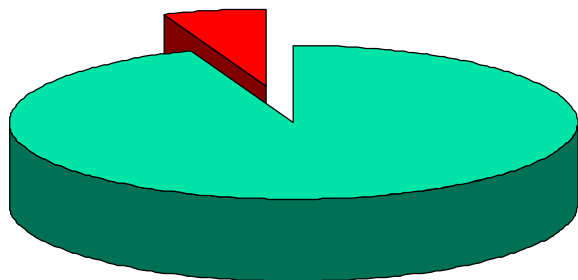■ Projects with slippage 出現延誤的項目

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
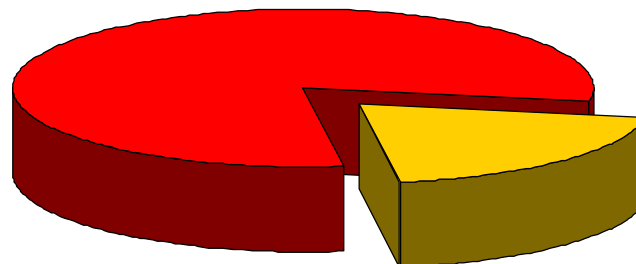
$940m (20%) 9.4億元

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

$129m (2%)
1.29億元
(31)

Needs Attention
需要關注

$3,017m (44%)
30.17億元
(443)

$3,738m (54%)
37.38億元
(18)

Projects on schedule
依期進行的項目
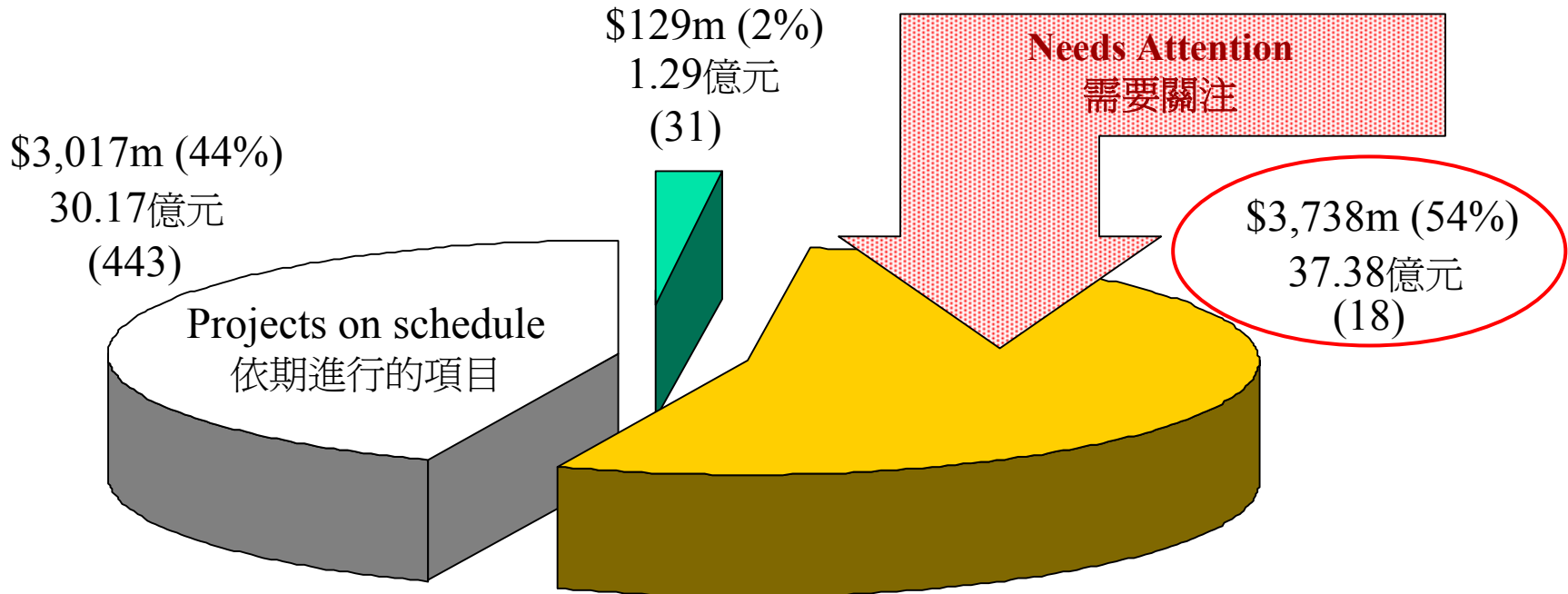
◻ Small projects with slippage
出現延誤的小型項目

◻ 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<u>顧問及支援</u>轉為<u>共同審批</u>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