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vision

New Zealand is a world leader in E Government

April 2001

FOREWORD

All around the world e-government is revolutionising our understanding of how government works and the quality of what it can deliver to people. This is happening because the Internet has changed the way organisations, communities and individuals learn, work and interact.

Turning government into e-government is essential if New Zealand's public sector is going to maintain its high quality performance in the information age. The Government recognised this, in May 2000, with our vision for e-government:

New Zealanders will be able to gain access to government information and services and participate in our democracy using the Internet, telephones and other technologies as they emerge.

Creating e-government is a key to our future social well being through its focus on better understanding and meeting individual New Zealander's needs and creating opportunities for greater public participation in government and democratic processes.

It is also critical for New Zealand's future economic performance. Government is a big part of the economy so it is important that modern technology is harnessed to increase its efficiency and improve its quality, at the same time minimising the costs it imposes.

This strategy sets out an operational vision for e-government:

New Zealand will be a world leader in e-government.

The vision is supported by the following mission:

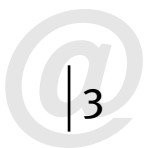
By 2004 the Internet will be the dominant means of enabling ready access to government information, services and processes.

E-government is not just about the public service. Although achieving the strategy's goals is the formal responsibility of the public service, e-government has a much wider focus. Crown entities and other state sector organisations will be encouraged to participate in the strategy. Local government will be invited to take up the opportunities and challenges presented by e-government and I hope it will work in partnership with central government so collectively we can serve people better.

I am excited about what this e-government strategy can achieve. I commend it to all New Zealanders whether they work in government or want to know how government will work for them in future.



Hon Trevor Mallard
Minister of State Services



“We have accepted that globalisation is an inexorable process and we either get wired up and innovative or our living standards slide. We live in a fast-paced world and New Zealand is getting on with turning its small size and flexibility to great advantage. This means being as nimble and high-tech as the yachts that have brought us America’s Cup glory”

*Prime Minister Rt Hon Helen Clark,
“The Sydney Morning Herald”,
26 November 2000.*

“Our e-government vision is to use information and communications technologies to provide better government services and information electronically and to build a closer relationship between government and citizens. It is an important part of the future of democracy.”

*Hon Trevor Mallard, Minister of State Services,
keynote address at the Government Information
Systems Forum Conference, May 2000.*

“At a third of GDP, government activity is a huge part of the economy. It is therefore essential that government walk the talk. Government will lead by example through e-government... In this context the government is committed to using online technologies to deliver better quality, cheaper and faster services to its citizens, as well as providing opportunities for New Zealand businesses...”

*Hon Paul Swain, Minister for Information Technology,
keynote address at e-commerce summit,
Auckland, November 2000.*

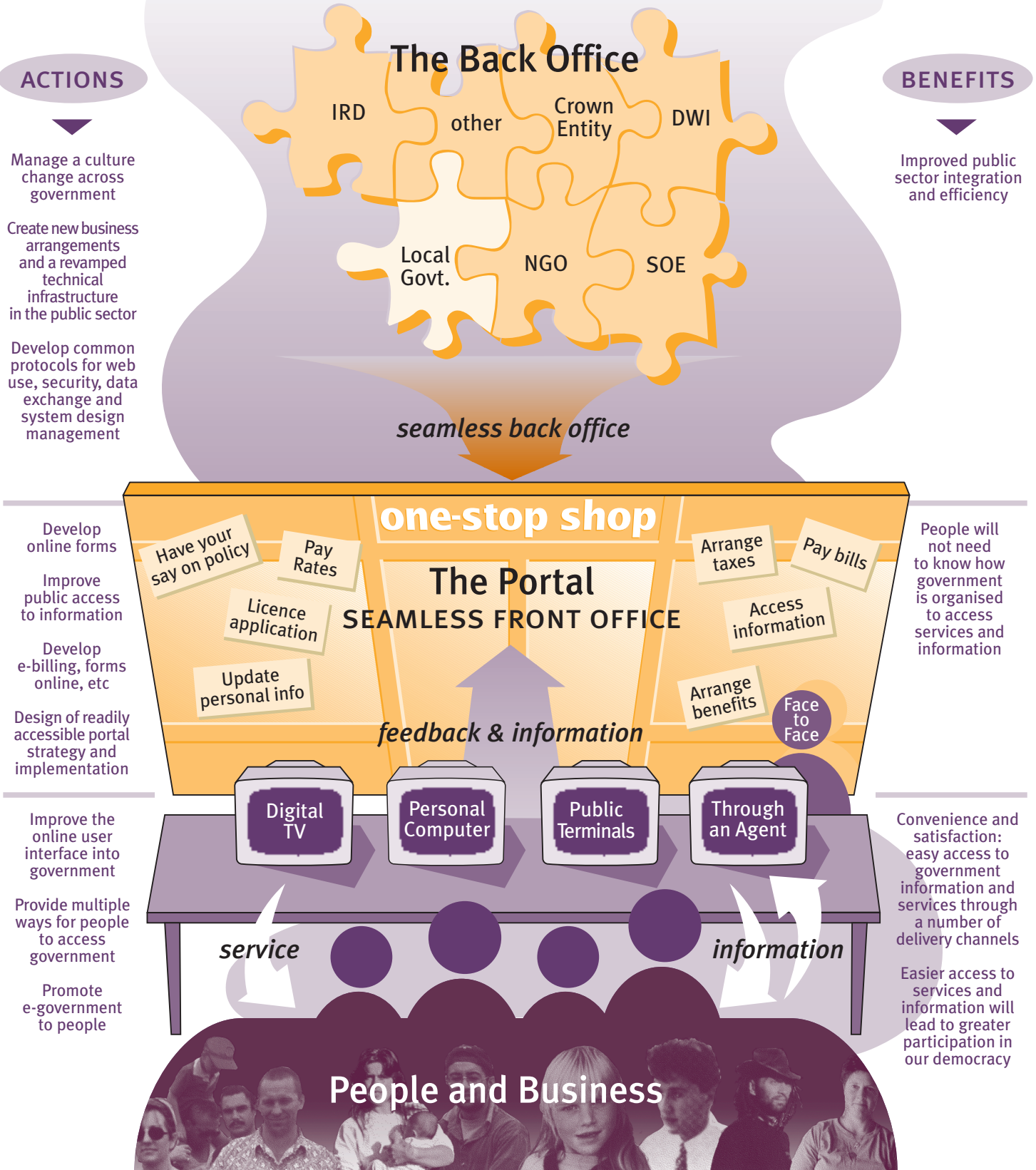


Governments around the world are responding to the information age society and New Zealand is no exception. The key forces of change – including globalisation, the rise of knowledge economies and new technology – are transforming the relationship between government, business and society. Public attitudes and expectations of government are changing quickly. It is clear government must change the way it relates to its customers. This is the New Zealand Government’s strategy to deliver e-government over the next 14 months as part of its long-term vision.

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New Zealand's e-government strategy

"We live in a fast-paced world and New Zealand is getting on with turning its small size and flexibility to great advantage. This means being as nimble and high-tech as the yachts that have brought us America's Cup glory" *Prime Minister Rt. Hon Helen Clark*



Objectives of e-government

- Better service** – more convenient, lower cost, more reliable
- Cost effectiveness and efficiency** – lower transaction costs in delivery
- Leadership** – support the knowledge society through public sector innovation
- Improved reputation for New Zealand** as an information age society
- Greater participation by people** in government.

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WHY AN E-GOVERNMENT STRATEGY?

Modern human history is a story of technological innovation – the motor car, the aeroplane, television and radio, the telephone, and the computer. These innovations were not accompanied by active government policies – they just happened. Generally innovation is introduced by commercial organisations, often at an accelerating pace, and consumers embrace it. Sometimes the state has an active role; more often it is a bystander. Governments are forced into a reactive mode, responding to the opportunities and problems.

All over the world governments are attempting to manage e-technology in a different way. Governments are capitalising on e-technology to improve people's lives. Generally governments are aiming to make e-technology the servant of society in order to improve the quality of neighbourhoods, to make economies stronger and to bring people closer together. The New Zealand Government intends to be among the governments which actively manage e-technology to make life better for its people. Overall that requires government to do two things:

- create the environment where others – the private sector, communities and individuals – can make the most of e-technology; and
- capitalise on e-technology to improve the way government serves New Zealanders .

This strategy, which sets out a programme for the State Services Commission's E-government Unit and government agencies working alongside the Unit, is largely dedicated to the second role – making the most of e-technology in government. This is a strategy for e-government but it also affects the first role, the role of the state as a facilitator. Many of the infrastructure, legislative and management decisions government will make in managing its e-technology will benefit other institutions. The spin-offs of e-government will make it easier for others to embrace e-technology.



ANTICIPATING CHANGE

This strategy sets out the Government's aims in e-government with specific policies and projects which the E-government Unit, and government agencies working alongside the Unit, will have to deliver to meet the Government's aims. It is an adaptable strategy because government cannot know exactly how the future will look.

Uncertainty is probably greater in e-technology than in many other policy areas. The opportunities and problems of technology are not yet entirely known. More importantly, the human dimension cannot be predicted so it is not known exactly how e-technology will fit into New Zealanders' lives. Consequently, policy will have to be adapted as the situation develops. This e-government strategy represents the minimum required to create e-government in New Zealand.



GOVERNMENT'S CUSTOMERS

Customers of government agencies are mainly New Zealanders or businesses operating here and sometimes people or businesses from other countries.

Customers of government agencies do not always have the same obligations or rights as customers of commercial organisations; they often have no choice. Dealing with the Inland Revenue Department, for example, is mandatory. People should, however, be able to expect the same levels of service and responsiveness from government agencies as they receive from commercial organisations.

DEFINING THE TARGET

– STRATEGIC AIMS

The E-government Unit has established the following operational vision to deliver e-government:

| ***New Zealand is a world leader in e-government.***

The supporting mission is:

| ***By 2004 the Internet will be the dominant means of enabling ready access to government information, services and processes.***

The New Zealand Government aims, under its e-government strategy, to create a public sector (including the public service, Crown entities, State Owned Enterprises and local government) that is:

structured, resourced and managed to perform in a manner which meets the needs of New Zealanders in the information age and which increasingly delivers information and services using online capabilities.

E-government will provide:

- **Better services** – more convenient and reliable, with lower compliance costs, higher quality and value;
- **Cost effectiveness and efficiency** – cheaper, better information and services for customers and better value for taxpayers;
- **Improved reputation** – building an image of New Zealand as a modern nation, an attractive location for people and business;
- **Greater participation by people in government** – making it easier for those who wish to contribute; and
- **Leadership** – supporting the knowledge society through public sector innovation.



HITTING THE TARGETS

– THE THREE ESSENTIAL CHARACTERISTICS OF E-GOVERNMENT

How the benefits of e-government are maximised is as important as the idea itself. Under this strategy, e-government in New Zealand will be characterised by:

Convenience and Satisfaction

Customers will be able to access government information and services using channels that are convenient, easy to use and deliver what is wanted.

“24 x 7 x 360° – services provided anytime, anyhow, anywhere in the world”

Strategy

- Create a multi-channel government portal.
- Build partnerships with local government to deliver services and information electronically.

Supporting Activities

- Develop communication standards to enable the same information and services to be delivered through a range of channels.
- Classify, index and describe information and services so they are readily identifiable, discoverable and accessible to people with widely different knowledge and skills.
- Identify customer needs and competence in accessing information and services – time, place, channels, cost and skills – to ensure services meet needs.
- Identify where lack of skills, resources and knowledge limit access to modern, more convenient channels, focusing on areas of major opportunity to encourage uptake.
- Provide secure systems to satisfy privacy and security concerns of customers and providers.

Integration and Efficiency

Information and services will be integrated, packaged and presented to minimise cost for both customers and departmental administration.

“integrated, customer-centric, efficient services”

Strategy

- Integrate services and their delivery to customers.
- Integrate the supporting back office systems of government agencies.



Supporting Activities

- Develop common data protocols, infrastructure and system standards which will enable information and data to be shared and integrated horizontally and vertically across agencies, reducing the multiple collection and processing of the same data.
- Identify how and when (groups of) customers deal with government. Aggregate services in the virtual environment which meet the needs of these e-communities of interest, for example life events and business activities.
- Identify duplication in data capture, updating and purchasing amongst agencies – and remove through managed sharing of data.
- Investigate impediments to information and service integration (legal, administrative, social, personal) and develop strategies to remove or overcome them.
- Identify whether, how, and where government’s back office information and communications technology (ICT) infrastructure can be rationalised and integrated to support cost-effective, integrated service delivery.
- Reduce procurement costs through use of e-technologies to leverage the purchasing power of government and reduce back office costs.

Participation

New technologies will enable easier access to government information and processes. People will be better informed and better able to participate.

“people participating in government”

Strategy

- Make government information easier to find.
- Publish key government information online.
- Provide multiple channels for contact with government.

Supporting Activities

- Provide a secure environment and authentication framework enabling secure, trusted exchange of information among agencies and between agencies and customers.
- Catalogue government information.
- Drive the routine online publishing of key government information.
- Provide facilities to enable interactive consultation among agencies and between agencies and customers.
- Develop systems to enable the public to offer structured feedback on policy issues.



CRITICAL SUCCESS FACTORS

A range of factors will determine the success of the e-government strategy. The most critical of these are:

- Broad support and advocacy for the programme;
- Willingness to change the way agencies work together, share, manage information and services;
- Ability to change the culture, skills, governance and financial arrangements in agencies to support e-government;
- Starting small and growing quickly, but at a speed consistent with customer expectation, adoption rate and acceptability;
- Ensuring equality in access to information and services;
- Developing acceptable privacy and security safeguards, including authentication;
- Putting a facilitative, enabling legal environment in place;
- Availability of an adequate knowledge infrastructure; and
- Some early successes.

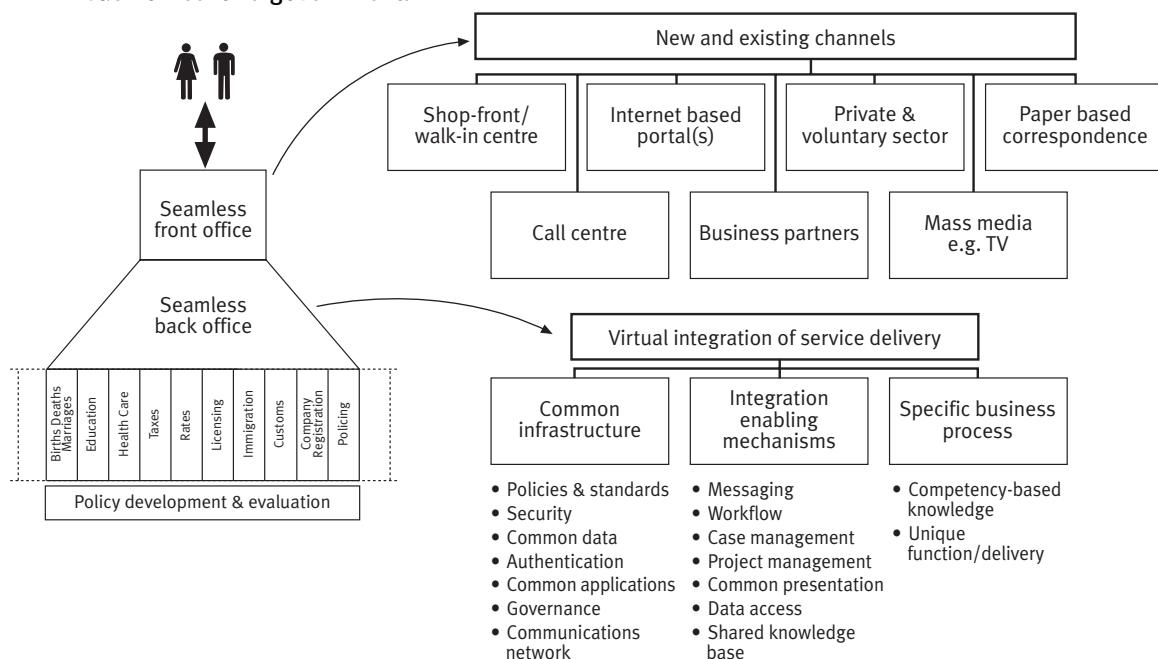
CO-ORDINATION – MAKING IT ALL HANG TOGETHER

The integration of services delivered electronically will require new state sector business arrangements, a revamped technical infrastructure, common protocols for web use, security, data exchange, system design and management and new governance and management mechanisms.

Mandatory policies will be needed for authentication, privacy, security, data management (including metadata), information systems management and inter-operability. These policies will form a framework for the 'back-office' of e-government.

Customers will access required services with ease as knowledge of the structure of government will be unnecessary. Services will be linked and bundled in ways which are convenient and relevant to customers (for example, life or business events) giving seamless and integrated service delivery.

Integrated service delivery will need to be built upon new processes and technologies and a collaborative culture which is consistent across government. This will allow service delivery to be cost-effectively integrated and customised to meet the needs of customers.



WHAT E-GOVERNMENT WILL LOOK LIKE

E-government will have been achieved when the following features are manifest:

Seamless access

Customers will not need to know how government is organised, what a department or agency does, or whether central or local government exercises a particular function.

Multiple access channels

Customers who choose not to use online services will still be able to interact with government using traditional channels (for example, going into an office).

Anywhere, anytime

All government services which can be practically and legitimately delivered electronically should be available anywhere, anytime.

Seamless back office

E-government will be based on an integrated electronic service delivery platform.

Common infrastructure

Integrated service delivery will require seamless business processes and technologies that can inter-operate.

Integration mechanisms and tools

Software applications and data must support the integration of common business processes.

Government processes and systems will be based on e-technology

For example, the use of common e-billing and e-procurement solutions will be well established.

Easy access to information

New technologies and active management of information resources will provide easier, more reliable and predictable access to government.

Easy feedback to government

Electronically delivered services will allow easy feedback on content, quality and satisfaction.

Open and inclusive policy development processes

New technologies will allow increased consultation and discussion between government, people and business.

Authentication

The technology will protect customers' information and privacy by ensuring people accessing information or a service are who they claim to be.

Privacy

People's privacy will be maintained and respected.



DELIVERING THE GOODS

– SPECIFIC DELIVERABLES & MILESTONES TO IMPLEMENT E-GOVERNMENT

The rollout of the initiatives described in the e-government strategy will continue until June 2002. There will be reviews and further projections every six months, allowing for a detailed 90 – 180 day view and a further well shaped, but less detailed, 12 month view to be held at any one time.

The deliverables are required to achieve the e-government strategy's objectives, to drive and guide the development of e-government applications by agencies and for implementation of the e-government portal, which is scheduled to be in place by January 2002. These projects provide the foundation for the portal to be government's front door.

Key foundation deliverables – June 2001 – strategy, framework, standards & policy projects

The strategy, framework, standards and policy projects are prerequisites to later delivery projects as they provide business process, policy and technical infrastructure.

- A plan to leverage the investment in IT systems across government to ensure best value by integrating the systems in the back office of government.
- Secure Electronic Environment & Public Key Infrastructure policy to enable information to be shared and transactions to take place in a secure environment.
- Government metadata framework (GUIDE – Government Information Discovery Enhancement) to catalogue government information in a standard way to make it more easily discoverable by the public.
- Web-portal strategy and standards will be developed and consistently applied across government to ensure online information and services are designed from the user's perspective and are easily integrated.
- Framework for common data policies and standards to ensure government information systems can be connected (inter-operability) to support integrated service delivery.
- National Information Infrastructure Protection strategy (NIIPS) & implementation plan to ensure New Zealand is actively protecting itself against cyber-attack.

Delivery projects – June 2001 – key implementation deliverables

Several delivery projects are running concurrently with, and depend on, the achievement of the foundation deliverables.

- A framework for agencies to publish government forms online.
- E-billing strategy to enable customers to be able to pay their bills with government online.
- E-procurement strategy and pilot to move government purchasing processes online.

Other key milestones – June 2001

- Government directive expecting every public servant to be able to use Internet-based services in order to lead the way in building skills and capability.



- Agencies to have explicitly incorporated e-government into their strategic business planning for 2001/02 onwards.
- Agencies to have incorporated reporting on achieving e-government objectives and milestones into their performance reporting.
- Cabinet to have approved a reporting strategy and framework to monitor the progress of agencies in meeting e-government objectives and milestones.
- Established networks across government and the private sector to ensure collaboration and co-ordination of e-government.

Key deliverables – January 2002

- All-of-government solution to streamline government purchasing processes and encourage suppliers to go online.
- New government web portal as the primary entry point to government online.
- Government services audit to determine what services government provides and identify where integration can take place.
- E-billing pilot to test the benefits for customers of being able to pay their bills with government online.
- A change-of-address strategy and implementation plan so customers can advise government online.
- Identification of current departmental IT projects to ensure consistency and alignment with the e-government strategy.
- Agency level inter-operability plans completed.

Key deliverables – June 2002

- Implementation of the NIIPS strategy ensuring New Zealand is actively addressing its vulnerability to cyber-attack.
- Customer (front-office) delivery strategy for delivering integrated services and information to customers.
- Authentication policy to ensure appropriate identification and protection of customers.

For a diagrammatic view of the key deliverables refer to Appendix 1.



KEEPING TRACK

– MEASURING PROGRESS

The objectives and key deliverables will be the basis for measuring progress towards the desired outcomes.

Behind each of the key deliverables are one or more projects with defined terms of reference, and scope, with agreed and measurable deliverables and milestones.

The E-government Unit will develop formal measurements as part of its management function. Agencies will be required to report formally on progress towards achieving targets.

BUNDLING IT UP

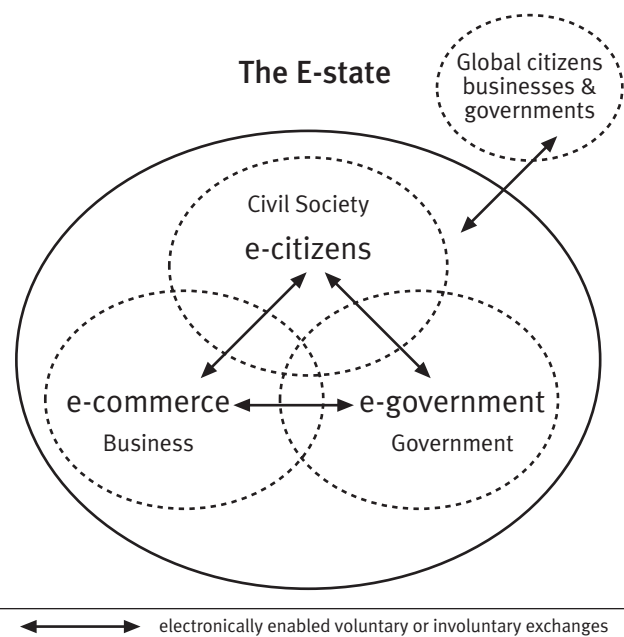
– LINKS TO OTHER INITIATIVES

The Government is committed to making it easier for all people to get access to information and services electronically.

All New Zealanders will benefit when customers can easily access and interact with government through multiple channels and it will lead to lessening some of society's divisions. The Government will be a leader and model user of new information and communications technologies. Overseas experience shows this will stimulate uptake of new technologies by people and business. The move towards online government-to-business transactions will support the growth of business-to-business e-commerce.

The e-government strategy intersects with work in the Ministry of Economic Development on e-commerce, and work on the digital divide being led by the Department of Labour. The e-government programme is contributing to the e-commerce strategy and, in time, will contribute to addressing the differences between the information and technology rich and poor in New Zealand.

Each initiative will contribute to the success of the others. The E-government Unit will work with the Department of the Prime Minister and Cabinet to ensure consistency, alignment and completeness across all related programmes.



THE WHOLE PICTURE

– REACHING OUT TO COMMUNITIES

New Zealand's best interests lie in the integration of central and local government services and information. Local government bodies are strongly encouraged to:

- participate fully in developing and implementing e-government;
- offer a wide range of services online through the government portal;
- form information-based service partnerships with central government, either as a whole or with specific state sector agencies with which there are areas of common interest; and
- adopt, where applicable, the policies developed for e-government.

MANAGING CHANGE

– IMPACT ON GOVERNMENT AGENCIES

E-government demands public servants work in new ways. They will need increased skills in the use of information and will need to understand how technology creates new possibilities for conducting business and interacting with customers.

There are three principal areas that require commitment from all public servants, from chief executives and boards through to frontline staff:

- 1 Leadership and policymaking** – understanding the implications of new technology for the way the state sector is organised and for policymaking, service delivery, management and organisational culture;
- 2 Change and project management** – working collaboratively, learning from past successes and failures, building on the successes in innovative ways, fostering, managing and rewarding innovation and implementing improvements prudently; and
- 3 End-user skills** – training all staff to use new tools for better service and more effective working together.

All public servants will be expected to:

1. Think about and incorporate an all-of-government perspective into planning and investment decisions, not just focusing on their organisation's requirements.
2. Prepare their own organisation for this change:
 - a. Understand the impact of delivering e-government;
 - b. Recruit and retain people with the skills necessary to deliver e-government;
 - c. Learn the lessons, the new business models and the technology;
 - d. Actively seek opportunities to develop business applications jointly with other agencies, where appropriate, from an all-of-government perspective;
 - e. Accept that some e-government initiatives conducted by individual agencies may either need to adapt and change, or may be discarded; and
3. Participate:
 - a. Align current organisation goals and activities with the e-government strategy;
 - b. Volunteer or ask for inclusion in projects and activities that are congruent with their organisation's activities;
 - c. Ensure business plans (outputs, services, budgets) cater for the required activities;
 - d. Eliminate or change non-aligned activities and projects; and
 - e. Comply with policies and standards developed to support e-government.
- f. Prepare the organisation to operate in an integrated but decentralised environment.

“People should be under no illusion as to the fact that e-government is going to mean dramatic and positive change for them in many ways, no matter which agency they work for, or how well they have done to date. The strategy that we will put in place will build upon the good examples we have of what can be achieved, and enable every agency in government to be up with the best in the world in terms of the results they deliver to the public using information and technology.”

*Hon Trevor Mallard, Minister of State Services,
keynote address to GOVT.NZ Conference,
6 December 2000.*

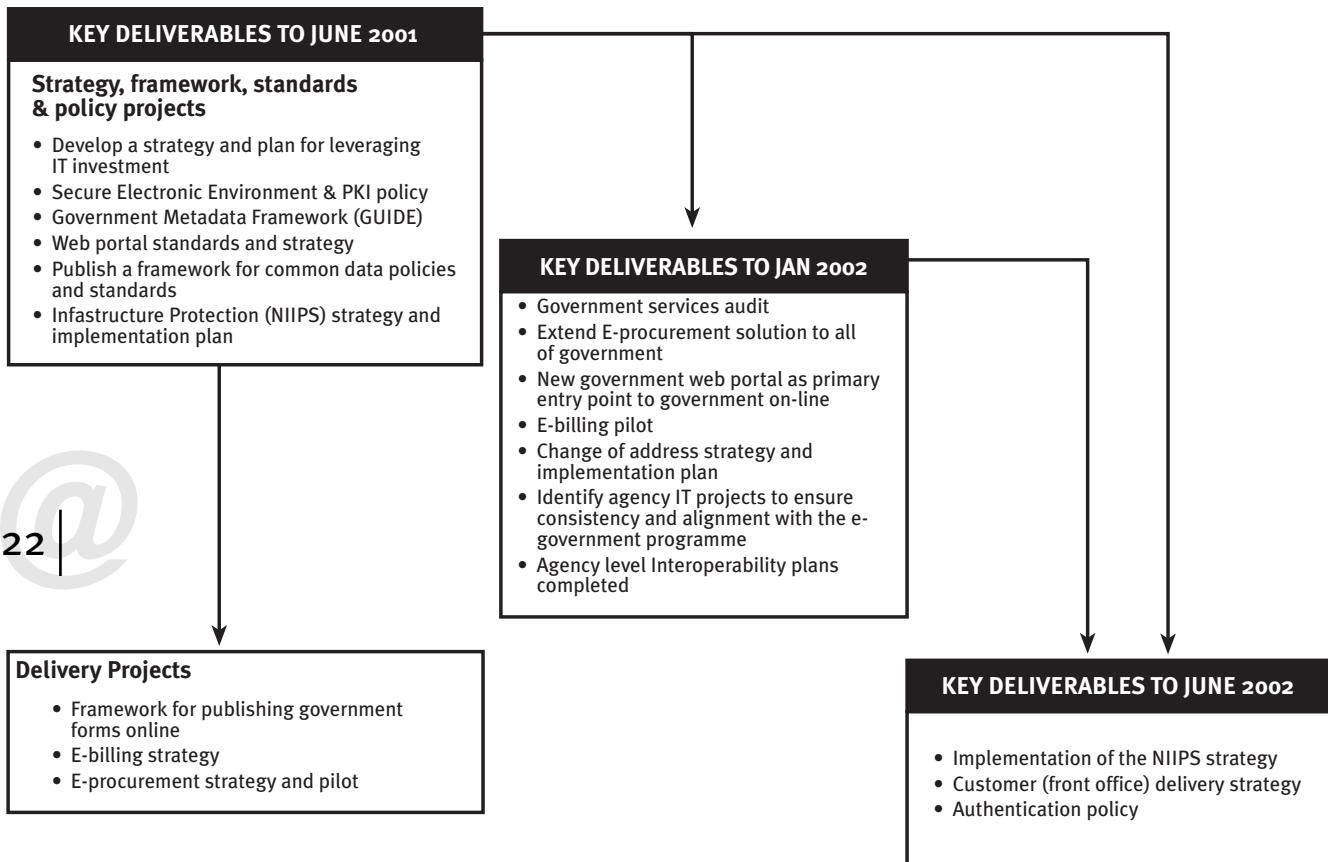


APPENDIX 1

NZ e-government Programme

01 Jan 2001	01 Jul 2001	01 Jan 2002	01 Jul 2002
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STRATEGIES	Ongoing reviews / Capture of emergent strategies
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DEFINITIONS

<i>Knowledge society</i>	A society in which the generation and exploitation of information play the predominant part in the creation of economic value and social well-being.
<i>Information age</i>	A period in history characterised by new capabilities for managing information and the exploitation of information and knowledge as a key determinant of wealth creation and social well-being.
<i>E-government</i>	Government typifying the best of information-age organisation structures, systems and processes.
<i>E-government programme</i>	Technology-enabled transformation of government to better meet the interests of people and business and to improve administrative efficiency.

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