

# **ICA Country Report 2006**

- updated and revised from 2005

## **New Zealand**

### **1 Brief description of the Government Structure**

New Zealand is a constitutional monarchy with Queen Elizabeth the Second, Queen of New Zealand, as head of state and an appointed Governor-General as her representative. There is a unicameral Parliament (elected under proportional representation) and a centralised system of Government providing the majority of public services to New Zealanders.

While regional and local government are functionally independent of central government (and each other), they are mandated and governed by legislation passed in Parliament. The range of services provided by regional and local government is limited compared to other jurisdictions, e.g. Education, Police and Fire Service are provided by central government.

Cabinet is at the heart of the central government decision-making process in New Zealand. Cabinet is made up of Ministers, drawn from the Members of Parliament from the governing political party or coalition of parties. It operates through a series of committees that focus on specific issues, but responsibility for decisions ultimately rests with Cabinet as a whole, as it operates under a principle of collective responsibility.

The Prime Minister is the leader of the Government and the chair of Cabinet. In addition to this and any portfolio roles they may have, the Prime Minister also has an important role in promoting co-ordination across the Public Service.

The Public Service consists of 35 departments that are required to serve Ministers impartially, which primarily involves the effective implementation of Ministerial decisions and the provision of free and frank advice. In addition to the Public Service departments, there is a range of other organisations within the wider State sector providing different services/functions and constituted under a range of statutory provisions. (e.g. State-Owned Enterprises, Crown entities, Offices of Parliament, non-Public Service Departments). Most of these organisations' activities are funded through appropriations (which are included in an annual Appropriation Bill approved by Parliament) and is accountable to a responsible Minister for their performance.

Three public service departments have a functional responsibility spread across the Public Service and the wider State sector). These central agencies are responsible for co-ordinating and managing public sector performance and each has a different focus area. The Treasury is responsible for budgetary and fiscal management, the State Services Commission focuses on the performance of State sector organisations and the Department of Prime Minister and Cabinet facilitates government strategic and operational decision-making.

Additional references:

[www.govt.nz/aboutnz/](http://www.govt.nz/aboutnz/)

[www.teara.govt.nz](http://www.teara.govt.nz)

## **2 The strategic approach towards e-government**

The strategic approach to e-government is encapsulated in the E-government Strategy [www.e.govt.nz/docs/e-gov-strategy-june-2003/index.html](http://www.e.govt.nz/docs/e-gov-strategy-june-2003/index.html) This is the second update of the E-government Strategy, which was first released in May 2001.

The third edition of the New Zealand E-government Strategy is due to be released by the end of 2006 and will be able to be found at [www.e.govt.nz](http://www.e.govt.nz) . It builds on the achievements that have been made over the last five years, recognises the changes in the social use of technology, and incorporates changes in the strategic environment. Key themes include collaboration, trust and value-for-money.

The future direction signalled in the Strategy incorporates the underlying drivers of social networking websites and tools such as blogs, wikis, and folksonomies which are becoming commonplace, and acknowledges the emerging opportunities of the digital channels - mobile phones, instant messaging, podcasts and digital TV - to improve the quality of peoples' interactions with government. In terms of broader policy, the E-government Strategy supports the 2005 Digital Strategy [www.digitalstrategy.govt.nz/](http://www.digitalstrategy.govt.nz/), and Development Goals for the State Services, which have, respectively, underlined the role of information management technologies in economic transformation and in developing a world class state sector.

The E-government Strategy continues to emphasise the role of agencies (including local government) in transforming service delivery, and reinforces the role of the central agencies in providing all-of-government enablers like the Government Logon Service, and providing the necessary standards, processes and collaborative frameworks needed to support collaborative working arrangements. Where it extends previous versions is in the use of information and communication technologies to transform the relationship between government and people, and the need for government to recognise and meet the challenges this provides.

With the Internet becoming a mainstream channel for people to interact, transact, and participate in government, online authentication has become a prerequisite for effective and efficient government worldwide.

## **3 Organisational Issues**

### *State Services Development Goals*

The responsibility for leading implementation of the E-government strategy lies with the Information and Communication Technologies Branch of the State Services Commission. [www.ssc.govt.nz](http://www.ssc.govt.nz)

The State Services Commission (SSC) ensures that the State Services are well placed to carry out Government policy and meet the needs of New Zealanders. It has a specialist role as a leader on issues of State Services development and a core function of appointment and performance management of Public Service chief executives.

The SSC also advises on State Services management issues and defines and promotes good practice in a number of areas, including e-government, people capability and integrity and conduct.

The State Services Commissioner has announced new Development Goals for the State Services: the e-government strategic goals have been integrated into these development goals. [www.ssc.govt.nz/development-goals](http://www.ssc.govt.nz/development-goals)

The first report detailing progress against these goals was released in July 2006. This report <http://www.ssc.govt.nz/display/document.asp?DocID=5432> is a first attempt to establish a platform for understanding performance across the State Services in relation to the Development Goals. It contains examples of good practice, challenges State servants collectively to make the goals a reality, and introduces an initial set of indicators for measuring progress towards the goals.

The State Services Commission will continue to engage with State Services agencies on refining the indicators, as well as locating new sources of information to assess progress.

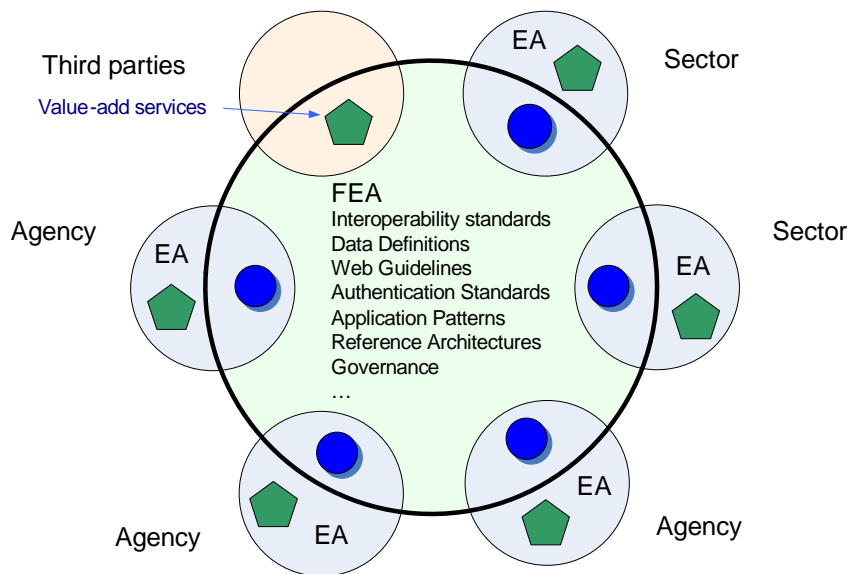
#### *Interoperability and Enterprise Architecture*



A key component of the E-government Strategy is the E-government Interoperability Framework (e-GIF). [www.e.govt.nz/interoperability/index.asp](http://www.e.govt.nz/interoperability/index.asp) The e-GIF is a collection of policies and standards endorsed for New Zealand government information technology (IT) systems.

The e-GIF provides a successful model for developing a more comprehensive architecture that would enable the transformation of government, and respond to the increasingly networked nature of our Internet-enabled society.

The use of Enterprise Architectures to provide a framework for individual business and ICT development is becoming conventional wisdom. The extension of this concept to all-of-government is an emerging development. It applies Enterprise Architecture practices to the New Zealand State Services as a whole, whilst recognising agency autonomy and agency-specific enterprise architectures.

The figure below shows the relationship of a Federated Enterprise Architecture (FEA) to agency-specific Enterprise Architectures. The jurisdiction of an FEA is primarily in the inter-agency space where connectivity and interoperability are required. However, an FEA also includes some aspects of the agency space where common data or services are used. For example, the Government Logon Service authentication tool is a common (federated) resource that will be accessed by agencies, and agency connectors will need to fit with the standards, policies and protocols required to use the service.



- FEA Federated Enterprise Architecture – covers shared resources
- EA Enterprise Architecture – covers both common and agency specific resources
-  All-of-government shared resources – authoritative data , meta-data, data access tools and applications
-  Agency specific resources – data, meta-data, data access tools and applications

#### 4 Operational Issues

There are a range of activities (listed below) envisaged to implement the next version of the New Zealand E-government strategy.

##### *Delivering government services*

Agencies provide transformed service delivery through online services that are user-centric, convenient, integrated, proactive, inclusive and efficient.

##### *Enabling variety in delivery*

Access to government services and information reflects the varying needs of New Zealanders and their families, and businesses.

##### *Adding value to information*

People know that government information is well managed and that they can readily access digital content and heritage held by government.

##### *Providing authoritative data*

Authoritative government registries and other databases mean each provides a single source of data that can be used across government, and that can be accessed to inform policy development and public engagement.

##### *Delivering value for money*

The use of technology adds value for both users and government. Opportunities to achieve synergies and to ensure efficient and effective use of technology are identified and implemented

#### *Building standards and interoperability*

Government adopts and uses common standards to ensure that agencies and their partners can work together, and that users can access government services and information.

#### *Building the foundational infrastructure*

Technology efficiencies are gained for government by the development, management and operation of common tools and networks which enable collaboration and cost-effective service delivery.

#### *Addressing collaboration*

Legislation, administrative practices, and organisational cultures reflect the needs of the knowledge economy, especially in enabling the exchange and use of data and information, and in supporting the governance and funding of technology-based initiatives.

#### *Providing collaborative tools*

Collaborative tools are provided to State servants to enhance communication and professional development, and to enable collaborative work and sharing in cross-agency projects and activities

#### *Fostering innovation and the use of technology*

State servants are aware of the ways in which technology can enable them to deliver better government outcomes, and can contribute to a dynamic work environment.

#### *Building ICT professionalism*

Foster the development of a competency and skills framework and culture for government ICT professionals

#### *Enhancing public engagement*

People are able to contribute online to government policy and service design, development and delivery.

#### *Strengthening trust and security*

People have trust and confidence that accessing New Zealand government online is secure and that government held information is protected from Internet security threats.

#### *Managing the govt.nz space*

People have ready access to reliable and authoritative government information and services across the Internet.

## **5 Other issues**

### **Trusted Computing**

As trusted computing technologies become widely available, the question of their responsible USE becomes more important. These technologies promise some advantages for privacy and data protection generally but also pose risks to the integrity of government-held information. New Zealand has developed a framework for the responsible use of trusted computing and associated digital rights management technologies (TC/DRM) by government agencies. The framework is principle-based with policies deliberately not tied to New Zealand specific law. Indeed it is hoped that the principles and policies are acceptable to and adoptable by all governments. They address the full range of obligations that governments have with respect to information they hold, in the

context of these new technologies. These include matters such as public records, archives, privacy, freedom of information, and security.

Short of shutting out the technologies altogether, the New Zealand government can only fully comply with its principles and policies if vendors assist it by developing standards and product architectures that support its requirements for transparency, full disclosure and informed consent. However, New Zealand is a small country and its ability to influence the development of the technologies and the behaviour of the multi-national vendor community is limited. To put it plainly, without international support for these ideas, New Zealand's ability to engage with these technologies and yet adhere to these principles and policies is limited. Other governments acting in isolation will face similar challenges.

New Zealand encourages the adoption of these principles and policies by other governments, and welcomes collaboration to improve their universality. Collaboration between governments could encourage the vendors of TC/DRM products to develop the standards and product architectures necessary for governments to implement the principles and policies or some improved version of them.

Further information can be found at: <http://www.e.govt.nz/policy/tc-and-drm>

## **6 Key areas of New Zealand's Information Technology strategy**

Three areas of significant importance to New Zealand's E-government strategy at this time are:

### **Online Authentication <http://www.e.govt.nz/services/authentication>**

To use some government services, you need to verify who you are. You also need to know that you are dealing with a real government agency. The process of verifying who you are and establishing the authenticity of the agency is called 'authentication'.

In recent years the SSC has been working with a range of public interest groups and agencies to examine what online authentication might mean for people and government agencies dealing online with each other. The focus has been on determining an approach that allows individuals to have confidence when they transact online with New Zealand government agencies.

In April 2002 this work resulted in the Government approving a set of policy and implementation principles for authentication. The principles were the basis for the four conceptual models that were developed in late 2002 to represent the possible ways to achieve a consistent approach to online authentication. These models were analysed to determine the implications of each approach and feedback was also sought via a public consultation.

This led to a decision by the Government in June 2003 to proceed with designing an all-of-government authentication solution. With input from a range of groups and individuals the SSC determined how such a solution might work and considered the various implications that it may give rise to.

On the basis of this work, the All-of-government Authentication Programme was established in July 2004. The Initial Implementation phase of the programme is nearing completion and the work achieved in this phase includes:

- The initial implementation of the Government Logon service.
- Development of standards for the overall authentication process.
- Policy work on privacy, and future legal implications.
- Researching and developing ways in which electronic identity can be managed.
- Development of review bodies and privacy impact assessments.

The decision was made by government to proceed to the next phase based on a proposal by the programme in June 2006 which included in-depth analysis of the benefits and costs of the programme. The proposal took great care to preserve critical government interests in regard strategic control, trust, privacy, and security.

Over the next two years the programme will:

- Develop and implement further authentication standards for government-wide adoption.
- Rollout the Government Logon Service to agencies. This service is designed to let service users opt to use a single logon across government without their identity being shared.
- Design an Identity Verification Service allowing people to choose to have their identity verified authoritatively to government agencies online.
- Investigate the feasibility of further authentication shared services.

### **Government Shared Network**

The development and deployment of a New Zealand Government Shared Network (GSN) was approved mid-2005. The key drivers of the GSN include:

- Steady growth in use of the Internet for public access to government services.
- The increasing public value of collaboration between government agencies.
- The government's commitment to securing its data and that of its constituents from unauthorized access or attack.
- The government's desire to access telecommunications transport services in an open access model not offered by currently available supply arrangements.
- The cost/benefit opportunity to rationalise duplicated infrastructure by sharing certain infrastructure elements.

The State Services Commission was charged with delivering a shared infrastructure that addressed these and other requirements in a manner that has direct relevance to the delivery of efficient and effective public services.

The GSN provides a networking platform designed to meet the needs of the State Services. It enables inter-agency collaboration and facilitates easier and more efficient access to information across a dedicated infrastructure secured to government standards.

Products available to participating agencies include:

- High-speed interconnection of agencies with adherence to a 'RESTRICTED' level security standard.
- Secure remote access for agency staff.
- A secure Internet Gateway with security features including, virus and SPAM filtering.
- Internet telephony.
- Access to storage options including storage on demand.

The shared network offers a number of benefits to participating agencies and to government as a whole, including:

- Facilitation of inter-agency collaboration with more efficient information access across a dedicated infrastructure secured to government standards.
- Storage and bandwidth capacity to accommodate seasonal or event-driven peaks.
- Enhanced choice of technology products and services for all agencies.
- Improved security and business continuity options for agencies.
- Reduced exposure to security breaches and cost avoidance related to these.
- Cost efficiencies through increased leverage and purchasing power with suppliers.
- Reduced infrastructure design, development and support costs.
- Efficiency gains from consolidation of infrastructure and services.
- The government procurement guidelines requiring agencies to periodically return to the market for services are waived for agencies adopting GSN services. This presents participating agencies with cost avoidance opportunities.
- Lower costs for inter-agency voice and data traffic including reduced telephone toll costs.
- Reduced Internet Protocol Telephony (IPT) management and support.
- More affordable access to a range of specialised services.
- Improved time to market for new agency initiatives.
- Cost savings for cross-sector initiatives.
- Better service to the NZ public.

Governance arrangements will give effect to ownership of the GSN by participating agencies. The GSN design enables operational control to be retained by individual agencies within a trusted corporate framework. Control of current network infrastructure will not be lost with participation in the GSN. Participation does not exclude or limit an agency's ability to participate in connections or exchanges with entities outside the GSN.

For further information <http://www.e.govt.nz/services/gsn>