



STATE SERVICES
COMMISSION

Te Komihana
O Ngā Tari Kāwanatanga

New Zealand Government Portal Strategy

for a Customer-Centric Portal

Part B: High-Level Implementation Plan

2001-2004

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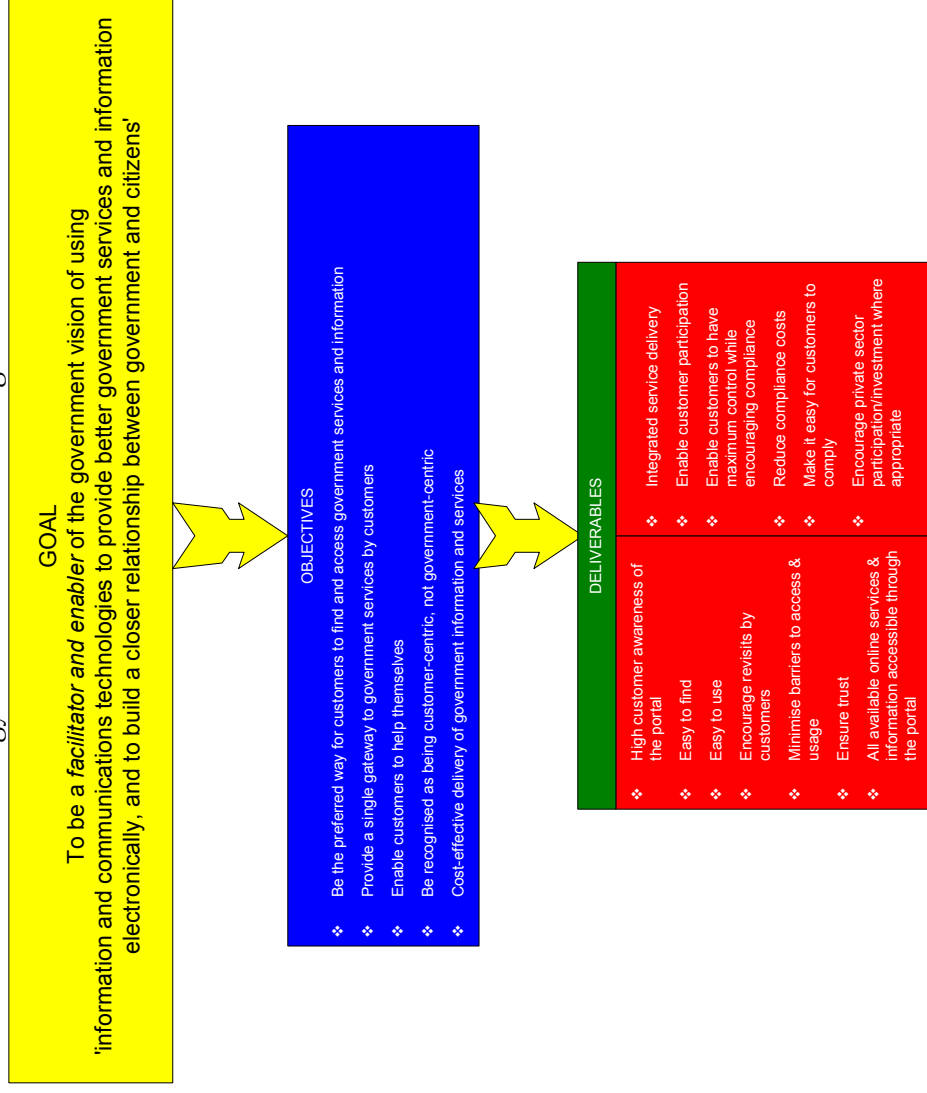
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Introduction

This document is Part B: High-Level Implementation Plan of the New Zealand Governments Portal Strategy. This document should be read in conjunction with Part A: Strategy Overview for a complete picture of the background to the strategy, the consultative methodology used for its development, the key issues, benefits, initiatives and timeline for its introduction.

The overall goal, objectives and deliverables of the strategy are summarised in the figure below.



IMPLEMENTATION STAGES

All identified initiatives required to make the New Zealand Government Portal a reality have been grouped into five broad, overlapping phases. These initiatives are grouped into those that have to be undertaken 'Sooner' (short term prior to June 2002) and those that can be undertaken 'Later' (after June 2002).

It is important to remember that the portal is a facilitator and an enabler. By itself, the implementation of the portal will not deliver transactions and information online. Agencies will have to fulfil their obligations before the portal can enable access to them. Agencies will need to organise their business processes and systems to leverage off the New Zealand Government Portal and shared services that are provided.

The New Zealand Government Portal will be implemented progressively. It will build on lessons gained from the existing New Zealand Government Portal, New Zealand Government Online (NZGO). There are a number of key dependencies between the portal and some of the other projects currently under way. Many of these are co-requisites to implementation of the portal.

A number of initiatives can be undertaken without much capital investment, and can build on existing NZGO infrastructure. The Phase 1 activities are shown highlighted. Indicative completion for Phase 1 activities is June 2002. It is proposed that these start immediately under the sponsorship and direction of a governance structure with appropriate resources allocated. This initial governance structure will also direct the planning and establish the management framework for the subsequent phases.

It must be noted that the timeline and the initiatives shown are preliminary. The deliverables will be prioritized based on the consultative process that will be one of the preliminary implementation activities. The portal deliverables are dependent on a number of co-requisites and the timeline will have to be reviewed based on their milestones. It should be assumed that Part B will evolve over the next 3-6 months.

Phase1 (Initiatives that must be complete Prior to June 2002)

INFRASTRUCTURE Putting the infrastructure in place	REACH Getting people to use electronic government services	TRUST Enhancing confidence in integrity of government services delivered via portal	INTEGRATED SERVICES Facilitating provision of integrated government services	PERSONALISATION Service for an Individual
<p>I1. Establish governance structure and operational team.</p> <p>I2. Identify with agencies and selected local government bodies what they must do for the portal to deliver.</p> <p>I3. Protect portal and underlying infrastructure from misuse.</p> <p>I4. <i>Implement robust architecture and infrastructure to support 24x7 services.</i></p>	<p>I5. Determine what the customer/business would like online.</p> <p>I6. Make information and services easy to find in a variety of ways.</p> <p>I7. Make information and services easy-to-use (Web standards).</p> <p>I8. Make sure the metadata used to find information and services is of high quality.</p> <p>I9. Deliver some quick wins for customers with agencies and local government and establish critical mass.</p> <p>I10. Market portal's availability and features to customers and service providers.</p>	<p>I11. Build trusted brand.</p> <p>I12. Establish independent customers' advocacy group and feedback mechanisms for customers.</p> <p>I13. Develop Trust Charter for customers.</p> <p>I14. Develop Quality of Service Charter for customers of portal.</p> <p>I15. Develop Quality of Service Charters with service providers to back the customer Quality of Service Charter.</p> <p>I16. Develop Infomediary Code of Conduct.</p> <p>I17. Protect customers' information from abuse.</p>	<p>I18. Facilitate provision of shared services to customer via the portal.</p> <p>I1. Redesign governance structure and management team.</p> <p>I19. Provide access to all agency online services and information.</p>	

Phase II (Initiatives that can be complete after June 2002)

INFRASTRUCTURE Putting the infrastructure in place	REACH Getting people to use electronic government services <i>I22. Develop integrated access channel strategy</i>	TRUST Enhancing confidence in integrity of government services delivered via portal	INTEGRATED SERVICES Facilitating provision of integrated government services	PERSONALISATION Service for an Individual
I21. Acquire product suite to enable customer participation, support personalisation, and enable integrated service delivery.			I23. Facilitate provision of integrated services from agencies to customers. I24. Focus on local government to deliver expanded range of services to customers via portal. I25. Enable customer participation (individually as well as an e-community). I26. Facilitate added-value services from non Government organisations. I27. Enable cost-effective delivery of services	I20. Implement a scheme for associating unique identification for customers. I28. Facilitate pro-active notification of services to customers. I29. Provide for personalisation of individual view of government. I30. Provide mechanism for customers the option to use integrated and personalised services. I31. Facilitate provision of channels for communities of interest.

Each of the five phases (Infrastructure, Reach, Trust, Integrated Services and Personalisation) are detailed on the following pages.

INFRASTRUCTURE

Two aspects to infrastructure require early consideration: the technical infrastructure, and the governance infrastructure. Initiatives to deliver these are detailed below.

Establish a governance structure

A formal governance structure will be implemented for the New Zealand Government Portal. The E-Government Unit in consultation with agencies will design the governance structure. This is a pre-requisite to implementing the portal strategy.

The governance structure will pursue the all-important customer-centric theme in the establishment and continuing development of the portal. It will be accountable for:

- establishing and managing the governance framework including funding models
- implementing the portal strategy
- owning and managing the New Zealand Government Portal environment and common infrastructure
- developing and managing the Trust Charter
- developing and managing the Quality of Service Charter for the portal
- developing and managing Quality of Information and Service standards with agencies
- developing and managing the Infomediary Code of Conduct
- collaborating with non-governmental agencies and the private sector to offer value-added services
- maximising brand value
- initiating and directing other implementation projects.

This governance structure should:

- be consistent with other governance structures established for whole-of-government initiatives
- initially comprise representation of government agencies and local government, and possibly non-governmental agencies in the future
- align with the business models adopted for service delivery.

Business models

The long-term success of the portal depends on establishing a viable business model that can justify the investment in advanced technologies and support infrastructure and their future management. This is especially true in the context of offering integrated services and personalisation, which require significant investment in advanced technologies such as a generic exchange for cross-agency process integration and a customer relationship management module for personalisation. A number of government portals languish (and possibly disappear) over time because of the inability to justify these ongoing investments.

Commercial experience with websites that provide only digital information content indicates the difficulty of implementing a viable business case based on information delivery alone. This will be even more difficult in a government context, where the opportunity to leverage brand value for consumer marketing may be limited – if it is present at all.

Innovative models that bring private sector investment to bear do exist, however. Most make their revenues from some sort of transaction-based pricing for services or information.

As well as the services it can offer to target customer segments, the portal can offer a range of extra services to external organisations and even governments. Consider:

- New Zealand Government Portal could provide consulting services to establish a fully operational portal for other government agencies and other countries (New Zealand Government Portal as a consulting firm).
- The portal technology and management infrastructure to manage the portals and possibly the content for other (small?) government agencies, other countries (New Zealand Government Portal as a government portal ASP).
- The New Zealand Government Portal could provide a portal for enabling New Zealand Small and Medium Size Enterprise start-ups to participate in the world economy. The portal could assist in breaking down the Digital Divide by becoming a Incubator Portal for these new businesses.
- It could provide market research information from portal content (as Statistics NZ does today).

A high-level market assessment has identified these business models:

- **Infomediary** (free sub-contracting). The portal information is used by an external organisation under the 'Infomediary Code of Conduct'
- **Information provider**. Selected, processed government services/information are provided at a price to an external agency following the same model as a Market Research organisation (such as PC INFOS from Statistics NZ).
- **Sub-contracting**. Components of the portal are managed by an external organisation under a service level agreement (e.g., facilities management)

- **Technology/process outsourcing.** Portal components or service processes are outsourced, but the asset is owned by the supplier (e.g., change of address process).
- **Technology/process leasing/rental.** Portal components or services processes are rented on an as-and-when-needed basis (e.g., an electronic survey service).
- **Joint investments.** Joint investments using a multitude of risk/reward models between suppliers and organisations such as in the case of CNN.com or ACOL.com.

A combination of these options would result in the optimum structure.

Establish an operational team and resources to operate

The existing infrastructure is insufficient for the job. The New Zealand Government Portal will require an improved operational capability. The following roles/functions are required to deliver a portal capable of meeting goals and adapting to changing demands:

- Relationship management which manages all the relationships with government and non-government agencies from a sales, marketing and brand management viewpoint, customer relationships from a service delivery viewpoint and partnership management for managing the relationships with suppliers/partners including infomediators.
- Service level management, responsible for ongoing service delivery.
- Portal content quality management.
- Operational management, including
 - site management
 - network management
 - cyber-librarian
 - editor
 - security management
 - user account management
 - helpdesk/user support.

An ongoing budget beyond that currently provided to the E-Government program would be required. Once established, this service can be incorporated within an existing agency infrastructure. An analysis of operational requirements and resources required will be undertaken by the E-Government unit, and options for funding discussed within the governing body.

Identify with agencies what they must do

The portal cannot succeed without agency participation. Agencies must understand very clearly what is required from them over the next two to three years for the portal to succeed. The E-Government unit will undertake communication and education for agencies, incorporating:

- understanding E-Government (including this portal) strategy, vision, goals and principles, and adopting the principles
- provision of metadata to enable location of services and appropriate information
- compliance with Web standards
- using shared services such as change of address or single user sign on.
- ensuring reciprocal service level agreements between portal and agencies.

Protect portal and infrastructure from misuse

The portal will be protected from misuse. Appropriate security architecture will be designed to protect the portal from denial of service attacks, cyber vandalism and other security threats. Secure links will be established, as appropriate, between the portal and those agencies delivering the information and services.

Implement robust architecture

Investment in the portal architecture and operational environment is needed to achieve a robust architecture capable of providing around-the-clock portal services. This will require investment in appropriate hardware and software infrastructure that will be reliable, secure, scalable and designed to avoid any single point of failure. The architecture will need to support load balancing, peak demands and a full deployment environment incorporating formal migration from development and testing to the live environment. The development of this may require leverage of existing agency infrastructures and/or an RFI process.

Acquire an appropriate product suite

A product suite is needed that will build services, support personalisation and enable integrated service delivery. As the portal matures it will move from being a simple redirection and search service to one that provides some shared and integrated services with linkages into agency systems, and potentially some content and support for secure connectivity. The delivery of shared or potentially integrated processes via the New Zealand Government Portal will require an appropriate development and deployment environment. This environment will include support for interoperability, security services and other factors.

Introducing integrated service delivery may require new components to exchange information seamlessly with agency systems such as active repository and ability to conduct multi-phase transactions. Personalisation might demand that the front-end of the portal be enabled with customer relationship management functionality.

REACH - Getting people to use electronic government services

The portal implementation can be successful only if people can access the services it provides. The potential efficiency and service improvement gains will only be achieved if the uptake is high. This cluster of initiatives focuses on getting people to use the New Zealand Government Portal.

Determine what the customers would like online to establish critical mass

The most effective way to encourage people to use the portal is to provide services and information that deliver immediate value and convenience to them. This means analysing what services and information are delivered by agencies, what the demand for these services is, and the cost of meeting those requirements. The subsequent supply of these services will fuel further demand.

A framework will be developed to prioritise initiatives. 'Priority areas' are those that make the most difference to customers, such as:

- where transaction volumes and user numbers are high
- where there is interaction not just publication
- where the implementation is easy and low risk
- where services can be joined up.

Work with lead agencies and develop critical mass

Quick wins can be delivered by working closely with leading agencies involved with provision of information and services to a significant proportion of the community on a regular basis. As stated above, many agencies have already started to deliver these services online. The forms and services inventory projects are designed to scope these current and future activities. We need to work with these agencies and others in the production of their information systems and services strategies. This will be done with a view to integration and consistency with the New Zealand Government Portal strategy without compromising agency business requirements.

Make information and services easy to find

Customers will need to be able to find information and services easily in a variety of ways. Key components of any portal are the navigation systems, search capabilities and menus that enable customers to find what they want. Good search systems will alleviate information overload. This will require establishment of a metadata system and appropriate mechanisms to filter and search the information. The portal should allow customers to filter by topic, audience, service type, region, and life event. The region or geographical characteristic will become increasingly important as services are customised and local government services are integrated. The portal should also provide a context-sensitive, free text

search facility to cater for a known term. Making the portal easy-to-use will require continuous monitoring of its usability. The initial development should incorporate user testing on a range of mock-up systems to determine the effectiveness of filter and search mechanisms.

It is important to organise the portal around customers. The portal could provide a variety of views – and the user can choose the view that best meets their need at the time. For example, a user who is just wanting to submit a GST return can choose a *service directory* view, a user who wants to know about benefits can choose a *functional* view, someone who has just had a baby can choose the *life-event* view, and there could be specific views for customer groups such as disabled, aged, youth, women and so on.

Life events will span public, private and community organisations. So the life event model must include government and non-government agencies.

There are two approaches for implementing life-events :

1. the portal can have a life-event comprising a predefined set of links to online services from providers
2. the services concerned can have standard meta-data definitions/search keys which will allow the grouping of all appropriate services on demand from customer dynamically.

The most appropriate approach is dependent on the nature of life-event and the constituents who provide the support services for the life event.

Make information and services easy to use

The services and information available must be easy to use. Ease of use is determined by a combination of such factors as the quality of the links, feedback access, terminology, design, navigation, intuitive use, multiple views and good quality metadata. Ease of use will be enhanced further by two sets of standards:

- **Web Look and Feel standards.** The Web portal and closely aligned sites should have a similar look and feel to help establish and maintain brand. Search engines should work the same way. Information to be entered into a form should be similar in terms of what it is called and the order in which it is captured.
- **Web standards.** Web standards will be developed to facilitate the broadest possible access to the New Zealand Government Portal and related sites. They will incorporate technical standards around disabled access, access via slow bandwidth or text-based browsers. It will promote best-practice standards for provision of feedback and help facilities.

Provide metadata of high quality

For filtering and search capabilities to work effectively, the metadata must be of high quality. One way of achieving this is to use a controlled thesaurus. The following points should be given due consideration to enhance the quality of metadata:

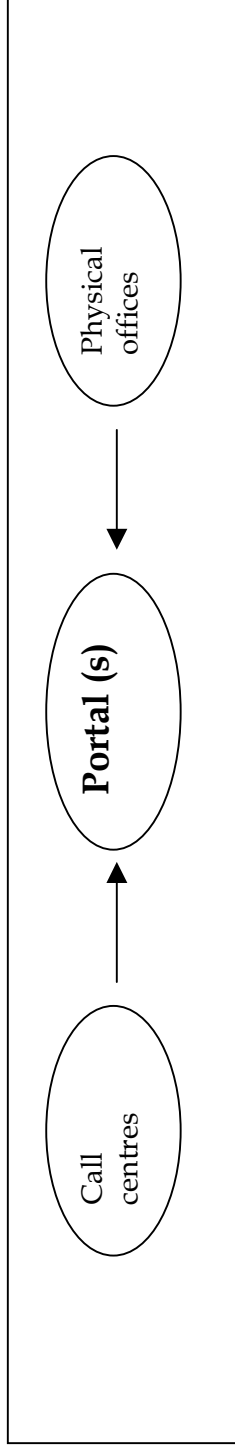
- Agencies should be responsible for populating all metadata except life event and topic.
- Only authorised trained staff with the agency or portal should populate the topic, from a controlled thesaurus.
- Life events to be populated centrally from an individual perspective and incorporate services and information from both agencies, and if appropriate, from the wider community.

Develop an integrated access channel strategy

Several integrated access channel issues need resolution. These include:

- Integration of portal-based services with call centres and physical offices. It is critical that agency channels are organised to complement and support the electronic services from the portal, providing the same quality and consistency of service irrespective of the channel used. Call

centres and service staff in agency offices as well as service providers could use the portal as the primary mechanism to meet customer requirements. This would improve consistency in customer service delivery.



- Integration of government agencies and call centres to provide a uniform relationship between the government and the citizen or customer. This would mean cross-training of staff and consolidation of front offices or call centres. A combination of these options is feasible. The channel strategy could be consistently extended and applied across all government agencies. Any opportunities for common infrastructure components (such as a common helpdesk for integrated service delivery across all agencies) would be leveraged.
- A multitude of electronic channels are available for the customers. Since most people will continue to have a high degree of access to phones, it is expected that call centres will be preferred channels for the medium term at least. In New Zealand, Web TV and WAP phones are in their preliminary stages of market deployment – but if New Zealand follows overseas trends, these channels will become quickly established. The channel strategy will need to consider the most cost-effective and effective means of access for different types of interactions, customer segments and contexts.

TRUST - Enhancing confidence

This cluster of initiatives complements the REACH range of strategies insofar as they are designed to build confidence and trust of the customers who use services and information delivered via the portal.

Build trusted brand

A brand strategy's purpose is to create a long-lasting, easily recognisable brand that will be consistently applied across the portal and the associated service delivery environment. The strategy must :

- reflect the values and principles of overall New Zealand E-Government strategy and New Zealand Government Portal
- represent New Zealand identity, history and heritage
- recognise the need for constituent organisational brands
- specify how the brand value will be enhanced and secured
- specify how the brand will be presented and used, and
- specify how different components within the portal will be certified before being marketed under the brand.

The nature of the brand will be a key driver of the type of business models that will drive the integrated service delivery environment and the intermediary services where private sector will collaborate with public sector service delivery components.

Establish advocacy group and feedback mechanisms

An independent customers' advocacy group and feedback mechanisms for customers are an essential part of the strategy. We will build relationships with customer representatives and customer-based organisations and advocacy groups such as the Community Librarians (LIANZ), 20/20 trust, Citizens Advice Bureau and Consumers Institute, among others, who will provide feedback on the services delivered via the New Zealand Government Portal. These agencies have contributed to the development of the e-Government Portal strategy and implementation approach to date and are interested in continued participation. The involvement of these agencies will drive changes and improvements to the delivery of government services and information. The portal will solicit feedback to improve service delivery via all appropriate channels.

Trust Charter

The Trust Charter is an explicit, public statement of commitments, explaining how the portal will:

- protect citizens' interests
- present information in a non-discriminatory way.

Although the New Zealand legal framework provides sufficient protection for the customer, experience in the United Kingdom shows that having a simple, easy-to-read, published Trust Charter will go a long way towards encouraging public use of the system.

The Trust Charter must ensure that:

- when providing information, customers know why the information is provided
- customers may authorise their personal information to be used for specified purposes
- customer information is used only for the purpose it was provided
- customer information is not presented or used in a discriminatory manner
- customers can manage (add, change, delete, secure, view) their own information
- customers' identity is authenticated before they can access their data.

The Trust Charter must include a complaints process that is focused on protecting the rights of the citizen.

Quality of Service Charter

A Quality of Service Charter will set and manage customers' service level expectations. Both portal performance and quality levels (such as response times, quality of content or accountability for personal information) and service fulfilment standards will be covered. These will be used as the basis for service levels between portal and agencies, including process ownership and outcome accountability when multiple agencies are involved in service delivery.

Quality of Information and Service Standards

Service level agreements will be developed between the New Zealand Government Portal and those agencies accountable for the delivery of information and services via the portal. These service level agreements will define the roles and responsibilities of both the agency and the New Zealand Government Portal. They will include:

- quality of metadata
- hours of operation
- currency of links

- quality of content
- compliance with standards
- service delivery commitments – especially if a portal initiated transaction requires back-office fulfilment activities
- an explicit statement of accountability and ownership in government
- compliance with Trust Charter.

Government pages referenced online will be expected to carry a certification symbol providing users with confidence that the information is mandated by government, is current and has been through a quality control process. It can also be used to differentiate government pages from those provided from other sources.

Infomediary Code of Conduct

The Infomediary Code of Conduct provides the basis for organisations such as community or private-sector organisations when they operate in the Infomediary role. These organisations can add value to both services and information. The services are covered by appropriate legislation (e.g., tax agents are covered by tax legislation). Codes of conduct for information management have to be made explicit.

Protect customer information from abuse

The E-Government unit will work in conjunction with the Privacy Commissioner to ensure that mechanisms, policies and procedures are in place to ensure that customer information is not abused. Parts of this initiative will be incorporated in both the Trust Charter and Infomediary Code of Conduct and management procedures and protocols.

Integrated services

The portal is an enabler of ‘joined-up government’, facilitating the provision of shared and integrated government services. This set of initiatives is about facilitation of shared and integrated service delivery and involves identification of opportunities for shared and integrated delivery and design of processes. It is recognised that private sector agents (manual or automated) could provide significant cross-agency process integration services.

Shared services

A number of shared services can be delivered to customers from either the portal itself, via the private sector or from one of the government agencies.

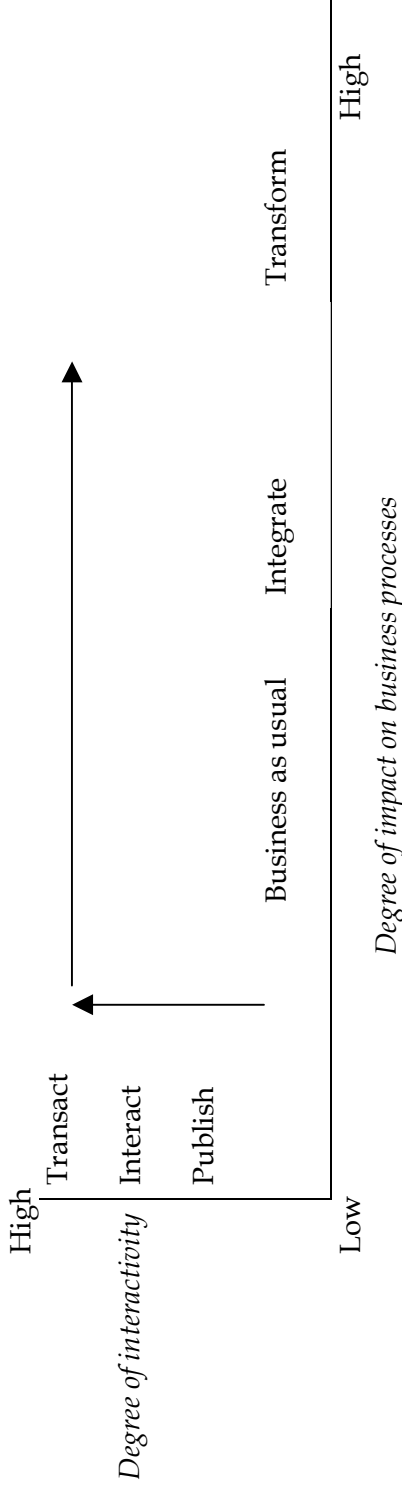
For example:

- change of address service for whole of government could be delivered by a private sector change of address organisation.
- application for a government job could be delivered by the portal
- the ability to sign on once for all government services could be hosted by an agency already possessing that infrastructure.

Integrated services

There are likely to be a number of services through government that could be integrated or simplified. The integrated services could be delivered via the portal or, more likely, a lead agency. The portal would provide the ability to find the integrated service and potentially authenticate a customer.

This initiative will involve working with agencies to identify where opportunities exist to provide integrated services accessible via the portal. The following diagram illustrates the relationship between the degree of interactivity with a customer and the degree of impact on business processes.



It will be necessary to reengineer back-office processes to reap additional significant benefits from the portal. An profile of services will be developed to support this work. An integrated service delivery framework will be developed to complement it.

Redesign governance structure and management team

The need to work with a multitude of non-governmental organisations during this stage would require changes to the governance structure and management team.

One of the key opportunities during this phase is to implement business models that will enable non-governmental agencies to make the necessary investment in a commercial context to add value to the portal services and information.

Enable added-value services from Non Government Organisations

Facilitate further dialogue with private sector organisations for provision of added value services. Examples of these in the current environment include tax and immigration consultants/agents, Change of Address service provided by private sector providers. The user may pay for these services. Opportunities exist to integrate with EFTPOS banking systems for provisioning of payments, and business directories as a mechanism to find services within the business community that support both communities of interest and life events.

Focus on local government

This strategy will focus on working with local government with a view to being able to find local government information and services via the portal. Preliminary consultation with customer representative groups and review of many Government websites has identified that the services offered by Local Government are in high demand. Further, this will allow an extra dimension to be added concerning life events. A geographic dimension to meta-data definitions is necessary to handle the local government context.

Enable customer participation

The portal can provide a number of key services that will encourage customer participation, both individually and as an e-community. These include participation that is solicited (such as voting, referenda, census and surveys), as well as unsolicited participation such as e-mail to public servants or public submissions or citizens' referenda.

While undoubtedly reinforcing the customer-centric nature and image of the portal, the technology for these services will have to cope with some unique challenges. By nature, these interactions will have huge peaks between long lulls. For example, a census is taken only every five years, but when it occurs, everyone will interact with the system over a short time period. Events like censuses place a heavy demand for computing capacity, network bandwidth and services support functions. Some of these services are candidates for process outsourcing to the private sector or to the community.

Enable cost-effective delivery of services

One of the ultimate outcomes of the integrated services and self-service delivery is the ability to lower the overall cost of service delivery. Once established, the portal, along with the associated agency service delivery processes, will drive economies in a number of ways:

- self service reduces the need for human interactions
- service integration makes processes more efficient via automation
- it reduces compliance costs for the consumer in a variety of ways
- it improves the legislative compliance via pro-active interactions and reduces the cost of policing non-compliance
- it enables the private sector to make investments that add value to government services and information via the portal.

Along with increased customer participation and an independent customer advocacy group, the portal will drive changes that reduce the overheads the government places on the citizens.

PERSONALISATION - becoming customer driven

These initiatives are about development of the New Zealand Government Portal such that each customer can create his or her own customised view of the Government. Customers can set up key events (both personal and government) that trigger alerts or actions when they occur - for example, schedule a provisional tax payment on the prescribed dates, or apply for a passport renewal in time before their current passport expires. Customers can also set up their own customised life-event processes - when a child is born, register its birth, apply for a passport for the child, and find out about child care facilities in their area.

The portal will need a sophisticated customer relationship management front-end and open interfaces to enable dynamic reconfiguration of business processes in a multi-agency context. The interactions need to be supported by a rich and easy-to-use knowledge base that can guide the customer to their desired outcome. A high degree of support for the self-service environment such as the ability to schedule appointments with government staff or use of expert systems to provide online advisory services are some of the advanced capabilities required to support the sophisticated self-service interactions.

The presentation and ergonomics could be changed to accommodate literacy levels or provide for specialised access channels for disabled people.

The following initiatives are required to achieve this:

Unique identification for customers

Personalised service delivery will require unique identification of every customer who prefers to use these services. The unique identification will need to be assigned and managed via a register in compliance with the Privacy Act. Further, in the context of integrated service delivery, once the customer is identified, that identity has to persist across the entire process which transcends organisation boundaries. This will involve matching the identity across a number of disparate systems. In some instances, some of these systems might be product/service/account-centric rather than customer-centric. The customer must be able to control this complex matching process - and the authorisation might apply only to the current context or even transaction. A policy framework in compliance with the privacy legislation would have to be developed to achieve this.

Facilitate pro-active notification of services

Once the person is identified, the government policy can be mapped into the personal context and the interaction can become far more targeted and sophisticated. Customer profile information might be used to effectively build the process dynamically. For example, if a customer

changed the job status to unemployed in their personal profile, the system could trigger benefit eligibility, housing supplement provision, job search, skills development - and a whole lot more. The system could automatically apply prompts to a profile, with or without the customer controlling the interaction. For example, a person logging on for GST information might also receive automatic notification that their driver's license was about to expire. Personal milestones can also be used to trigger prompts: on your 60th birthday you might get an eligibility notification for super-annuation. This level of personalised interaction, if used appropriately, can drive high levels of compliance and personal satisfaction.

Personalisation of individual view of government

This will involve having the ability to save customer preferences either within the portal architecture or via information stored at local access devices (as appropriate and in accordance with the customer's preferences). The customer could then adopt several profiles for using the system, depending on their current role (parent, citizen, business person, senior citizen). It would include developing mechanisms to integrate with personal management tools such as personal financial managers.

Opt in to integrated and personalised services

Customers should be provided with the option of receiving access to integrated and personalised services. This will involve allocating some form of identification, and an authentication process.

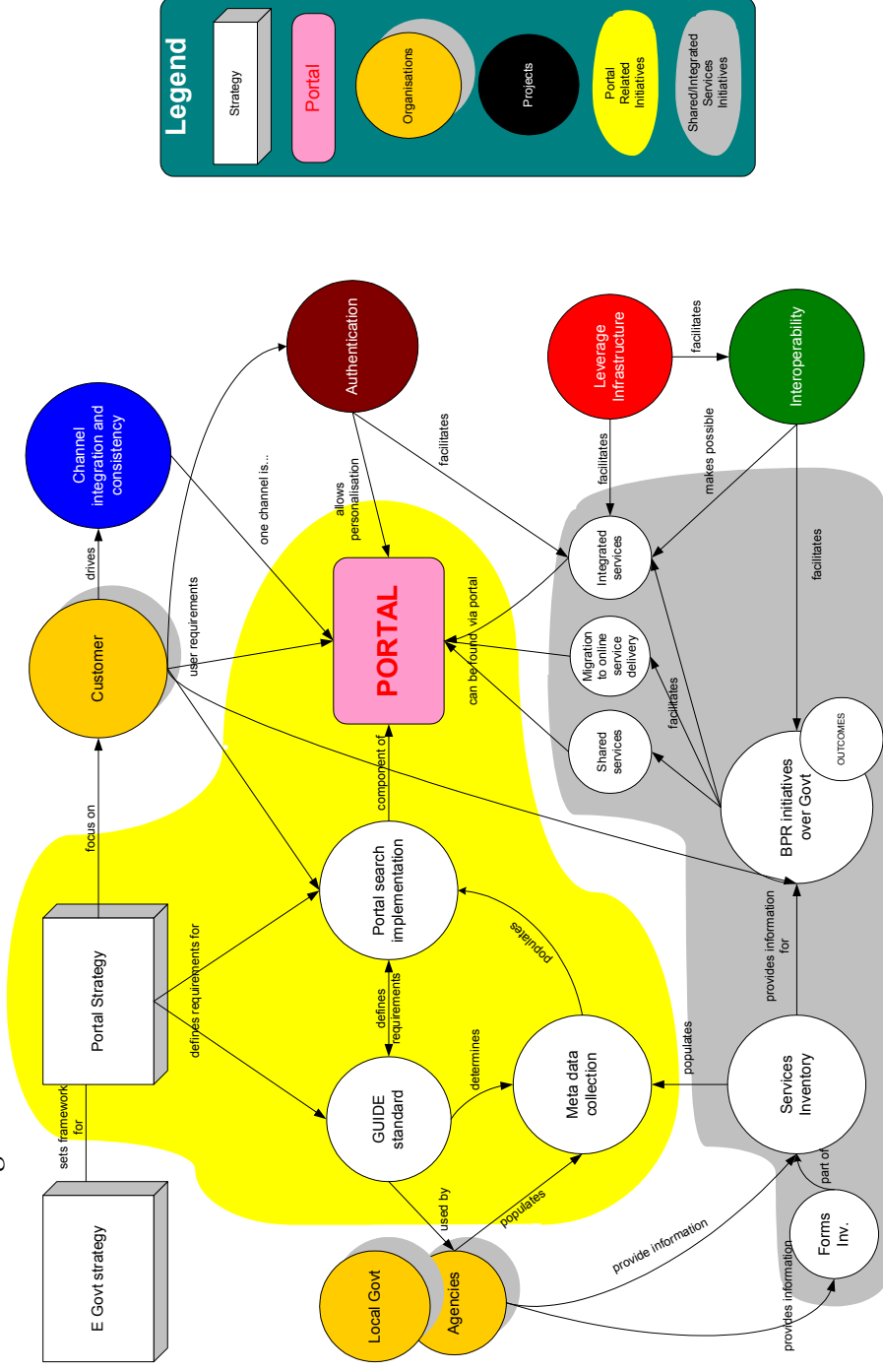
Facilitate provision of channels for communities of interest

The personalisation services could also be used to provide a 'private chat room' for enabling the formation of e-customer groups. This is an important aspect of enabling citizen participation in government. It is essential for these components to remain private, and not be monitored by government agencies, as this would constitute gross violation of trust.

IMPLEMENTING THE STRATEGY

The New Zealand Government Portal strategy will be implemented progressively. The transition from the existing New Zealand Government Portal (NZGO), to a new environment should be perceived as the start of the transition process, not the end. It will build on lessons gained from NZGO. It can be expected that the portal will undertake a number of transformations and upgrades over the next few years as customers increasingly demand services and information online, with a great degree of personalisation.

A number of co-requisites are essential for the successful implementation of a New Zealand Government Portal. A number of these initiatives are under way as shown in the diagram below.



Failure to achieve these co-requisites will mean that the portal initiative will not meet its stated objectives.

The table below includes all the projects above as well as some additional actions necessary for a coherent approach.

Co-requisites	Explanation	Responsibility
Policy development arising from E-Government initiatives	A number of policy questions have been and will continue to be raised as a consequence of the development and implementation of the portal strategy and other E-Government initiatives. These require a forum for debate and resolution.	e-Government Unit (SSC)
Digital divide	The REACH initiatives need to be consistent with various government initiatives to close the digital divide. The ability to access and use the services is essential to the success of the strategy.	Department of Labour
Facilitation of knowledge economy	The provision of a New Zealand portal encompassing private and public sector information and services. The ability to discover these will require consideration of a New Zealand based metadata standard under the auspices of NZ Standards.	?
Leverage infrastructures	This is required to ensure the cost-effective delivery of portal-based services and information, for example, shared operational capabilities, shared security and customer registration and authentication systems.	e-Government Unit (SSC) and the Agencies
Interoperability framework	Integrated services will require access to or transmission of structured information between agencies, and between agencies and the private sector. The development of interoperability standards for data schema and common understanding of the schema complying with standards such as XML is required to ensure this happens.	e-Government Unit (SSC) and the Agencies
Services Inventory and BPR initiatives over government	An analysis of services will be carried out as a precursor to meta data collection and to identify opportunities for migration of services online and identification of shared and integrated services.	e-Government Unit (SSC) and the Agencies
Channel integration and consistency	Services delivered by the portal will need to be consistent and integrated with those delivered via other channels.	e-Government Unit (SSC) and the Agencies

Co-requisites	Explanation	Responsibility
Training the Public Service	A training programme will need to be developed and delivered focusing on government policies, standards, procedures and technologies in use throughout the Public Service.	Agencies
Change management process	Implementation of the E-Government strategy and portal strategy will result in change to the delivery of existing services and information. It is essential that the change process is well managed.	Agencies
Information management policies	The information management policies will provide guidance as to what information goes on line. These policies will also provide guidance as to the quality of information that goes online, and whether it is accurate and up to date.	e-Government Unit (SSC)
Framework for protection of government information	The framework for protection of government information, which will be incorporated into information management policies, will provide guidance as to what can be published online.	?
Authentication	The portal needs to be able to associate each customer with a unique ID to provide personal service. A registry will need to manage allocation of personal ID's to all New Zealanders and maintain it on an ongoing basis.	Department of Internal Affairs

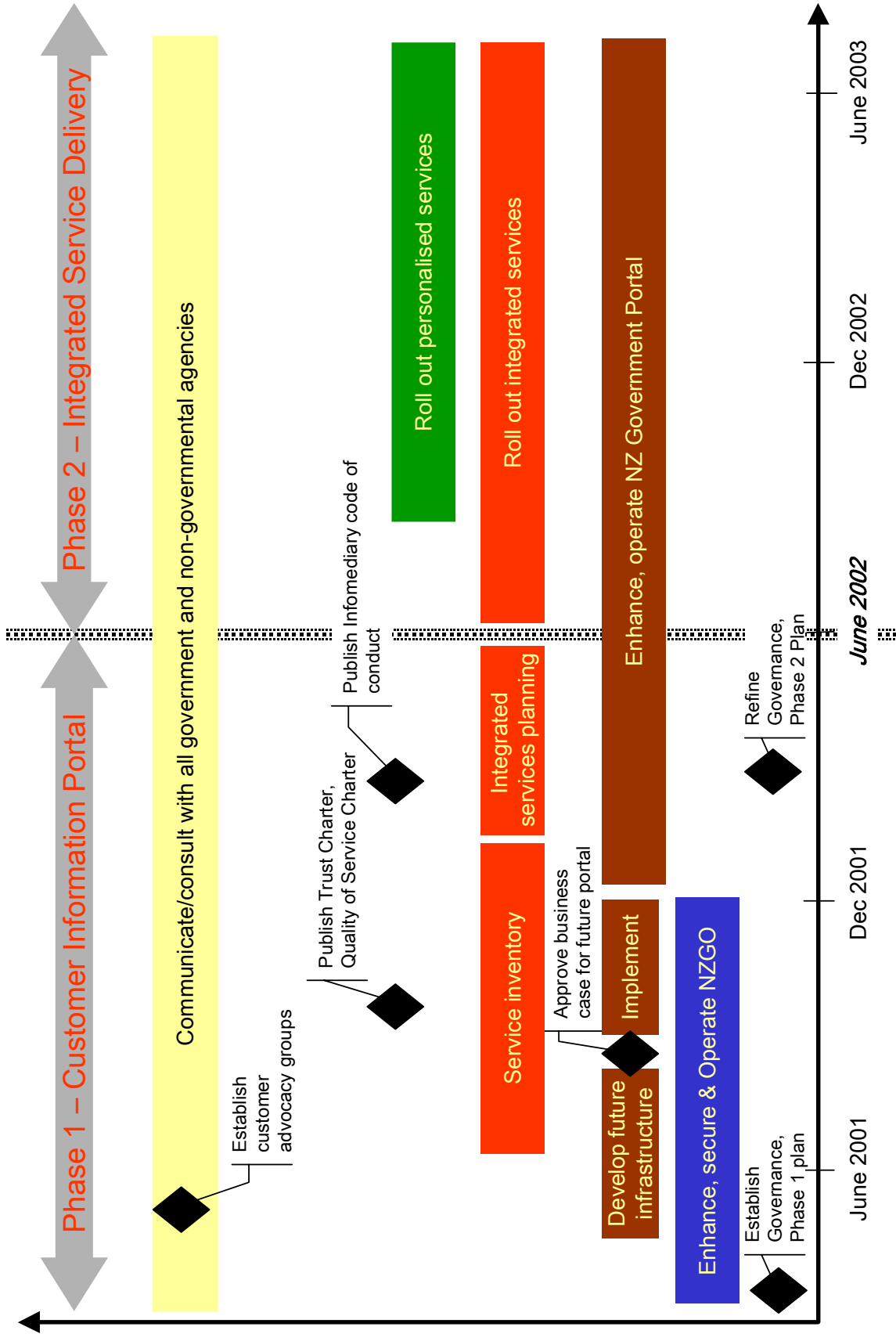
Implementation phases

The portal strategy itself will be implemented as a project incorporating a range of sub-projects. These are detailed below as a series of projects and milestones. It must be noted that the timeline shown below is preliminary and the achievement is dependent on resources committed.

For planning purposes, the sub-projects have been divided into two phases:

- Phase 1 – until June 2002
- Phase 2 – post June 2002

The following diagram provides a high level view of the overall implementation programme with some milestones and deliverables.



The primary work programme during Phase 1 Portal Implementation comprises the following initiatives:

Governance Framework

Enhancing, securing and operating existing NZGO

Establishing Customer Advisory Group to develop appropriate relationships with customers and proxies for service delivery

Develop and publish Quality of Service Charter, Trust Charter and Infomediary Code of Conduct

Provide input to the service inventory and portal planning for enabling shared/integrated services delivery.

Implementation of metadata standards and collection of metadata

Development of search capabilities to use metadata to find government services.

These initiatives will commence with the development of a detailed Portal Implementation Programme Plan.

Glossary

ASP	Application Service Provider. ASPs aggregate and broker IT services to deliver IT-enabled business solutions across a network via subscription-based pricing.
Digital divide	Disparities between people arising from lack of access to electronic technologies due to any number of reasons such as skills, geographic remoteness, financial situation, or disability.
Governance structure	The organisation structure for Governance.
Infomediary	Creation of new middlemen that deliver value through information distribution or sales rather than physical distribution or sales.
Integrated services	The superset of services from a number of providers, which are structured to satisfy a customer need in a seamless manner.
Interoperability framework	The standards and methodologies necessary for disparate application systems to exchange data.
Knowledge economy	The management of knowledge to derive economic benefits.
Leverage	Effectiveness
Metadata	Information that describes the contents of a database. Metadata tells users when a piece of data was last updated, its format and its intended uses. That information can guide users through databases and help them understand the meaning and context of financial data, customer records and business transactions.
Metric	A unit of measure.
PC INFOS	A commercial service from Statistics New Zealand.
Portal	Usually used as a marketing term to described a Web site that is or is intended to be the first place people see when using the Web. Typically a Portal site has a catalog of web sites, a search engine, or both. A Portal site may also offer email and other service to entice people to use that site as their main point of entry (hence portal) to the Web.
Product suite	A group of products that generally work together in some integrated manner.
Single user sign on	The ability for a user to sign on once and get access to multiple systems in a secure manner.
SME	SME (small-to-medium enterprise) is a convenient term for segmenting businesses and other organizations that are somewhere between the small office-home office (SOHO) size and the larger enterprise. The European Union has defined an SME as a legally independent company with no more than 50 employees.
XML	The Extensible Markup Language (XML) describes a class of data objects called XML documents which are stored on computers, and partially describes the behavior of programs that process these objects. XML is a subset or restricted form of SGML, the Standard Generalized Markup Language (ISO 8879). The goal of XML is to enable generic SGML to be served, received, and processed on the Web in the way that is now possible with HTML. XML has been designed for ease of implementation and for interoperability with both SGML and HTML.

WAP	The de-facto world standard for wireless information and telephony services on digital mobile phones and other wireless terminals. A published, open, global wireless protocol specification based on existing Internet standards, such as XML and IP, for all wireless networks.
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