Digital government toolkit

The OECD Council adopted on 15 July 2014 the Recommendation on Digital Government Strategies. The Recommendation provides a set of 12 principles structured around 3 pillars. The OECD Secretariat is developing a Digital Government Policy Toolkit to support OECD member countries and non-member adhering countries with the implementation of the Recommendation. This practice was submitted by the government of New Zealand to be considered as a good practice in the implementation of one or more of the principles contained in the Recommendation.

Description of the practice:

Organisation: Government Chief Digital Officer, Department of Internal Affairs

Name of the practice: Marketplace/Digital Procurement Channel

Principles implemented: Principle 1 – Ensure greater transparency, openness and inclusiveness of government processes and operations

Description:

New Zealand Government has established a digital marketplace for products and services that simplifies procurement and security assurance. Marketplace transforms how Government can operate as a 'single customer', making it even easier and faster to connect individual government agency needs with industry innovation. Marketplace makes it straightforward for suppliers, especially small and emerging suppliers, to work with government.

Results

The Marketplace, a new digital procurement channel for government, opened to eligible agencies and suppliers on 26 September 2018.

Initially the Marketplace will be open to suppliers of Public Cloud Software as a Service (SaaS), with more channels and services to be added over the coming months.

Marketplace has generated significant interest from government agencies and suppliers, both in New Zealand and overseas.

It is expected that the Marketplace will simplify how the NZ Government buys, reducing the time, cost and complexity that come with traditional procurements, increase choice and improve access to innovation.

At the highest level, Marketplace has shifted New Zealand Government to a new era in procurement. It has radically simplified the initial primary procurement process, reduced the barriers for suppliers engaging with government – and made procurement easier for government agencies.

Technical aspects of the solution have been audited, including security and controls design. We are still developing the formal evaluation methodology for the overall work programme as well as for specific initiatives.

Development

Design:
Marketplace is the result of Government and the wider market working together to transform procurement for a digital age.

Process:

The project followed a multi-staged co-design process involving government organisations (buyers) and service providers (sellers), along with a thorough comparative analysis of other Governments' similar constructs across a number of countries.

This was followed by two proofs of concept with a broad cohort of stakeholders to determine and validate the needs assessment. The technology platform provider was selected following an open tender advertised on the New Zealand Government Electronic Tenders Service (GETS) https://www.gets.govt.nz/ExternalIndex.htm

This provided the local market with full visibility of what would be required from the platform technology. In line with government rules of sourcing, suppliers were selected using a comprehensive evaluation and due diligence process.

Stakeholders:

Key stakeholders include: New Zealand Government agencies, New Zealand domiciled and international businesses.

Testing:

Method:

We used collaboration, inclusion, human-centred service design, and an Agile approach across Alpha and Beta phases.

Implementation:

The work programme was delivered through a blended approach. Planning was carried out using a traditional waterfall approach; delivery was managed through an Agile and iterative approach.

A small core project team was established to deliver the project, supported by specialist resource as required. A governance project board provided oversight.

Resources: N/A

Diffusion and scaling:

In general, knowledge transfer and informing key stakeholders happens by:

- Following a structured communications plan of regular messaging timed to specific milestones

- Milestone and event specific co-design workshops and presentations

- Social and electronic media including YouTube, Twitter and LinkedIn

At the project participant level, communications and collaboration was managed through:

- Project collaboration tool Basecamp: https://basecamp.com/

- Regular co-design workshops

Partnerships:

- Bal Lab – Marketplace Platform provider – https://www.ballab.com
- Common Web Platform – https://www.cwp.govt.nz/
- Somar - https://www.somar.co.nz/

Lessons learned

- Innovative solutions bring unique implementation challenges – there may be extra work to do to understand and address existing legislation, existing policies and process, and stakeholder skillsets.

- Traditional methods of engagement such as one-on-one meetings do not scale for digital solutions – communicating with many organisations and stakeholders requires a digital approach.

- New concepts require clear, visual messaging and ideally a working prototype – you should aim to 'show' rather than 'tell'.

- Be aware of what you are committing to from a technology perspective – understand the nature of what you are buying and what you are proposing to do yourself

- Choose flexible partners and look beyond the obvious to the opportunity – your solution may evolve with your programme.

- Understand you may need to compromise functionality for timeliness; your solution can evolve as technology develops.

Several conditions are important for successfully implementing a new procurement model, including:

- An appetite at the senior level to do things differently
- Supportive governance, leadership and oversight
- Agency engagement in determining product and functional roadmap
- A core capability of technical, service design and problem-solving skills provided for participating agencies (public and private).

Additional information:

- Website: https://www.Marketplace.govt.nz
- YouTube: https://www.youtube.com/watch?v=UnnuKqrHOI0
- Blog: https://www.digital.govt.nz/blog/marketplace-launches/