



**MINISTRY OF SOCIAL
DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA

- 3 OCT 2016

Dear

On 1 August 2016 you emailed the Ministry requesting, under the Official Information Act 1982, the following:

- *Information on an IT project called IMI, this was a many year project of 2014/15 and involved the identity of users and setup of new staff in IT systems. I am wanting to understand the costs and results of the project.*

The Ministry takes its responsibilities for Information and Communication Technologies cyber-security and privacy of information very seriously. Any release or publication of such information must not lead to or be connected with any other information that could threaten the security of government data sets or systems operations.

The IMI (Identity Management Improvement) project involved infrastructure improvements to modernise the Ministry's approach to the management of IT (Information Technology) system users. The project ran from July 2013 until November 2014 at a total cost of \$1.8m.

The project delivered changes to the Ministry's user identity and access management processes which included the implementation of a procured COTS (commercial-off-the-shelf) product. The new system enabled integration between back-end IT infrastructure and the Ministry's vast suite of business applications including email. Telephony access controls were also transferred to the modernised platform as a part of the project.

The project put in place the foundations for enhanced user controls essential for the Ministry's ongoing IT strategic roadmap and supporting the organisation's business functions and services. In the continuously changing IT landscape in government the Ministry's approach aims to proactively build defences internally as well as against targeted cyber-attacks, online threats, and malicious attempts to interfere with Ministry systems and online services.

Please find enclosed the following documents, which have been identified as in scope of your request:

1. An excerpt from the 'IT Security Programme Business Case' that covered the scope of the project, dated July 2014.
2. A memo to the IT Security Business Steering Group (BSG), dated 20 November 2014.
3. Minutes from the IT Security Programme BSG, dated 28 November 2014.

There was no formal project closure report for the IMI project. The memo to the BSG, dated 20 November 2014 details the decision to close the project. As you will note from the minutes from the BSG dated 28 November 2014, the BSG agreed to option one outlined in the memo.

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For the 2014/15 year there was no individual document for the business case for the IMI project. The scope of the project was covered in the 'IT Security Programme Business Case', dated July 2014. Enclosed is the relevant excerpt of this document.

You may note that in item 26 of Housekeeping- Action Items of the minutes, there was mention of a 'lessons learned review'. There are no documents to release relating to this.

I trust the above and enclosed information will assist your understanding of the costs and results of the IMI project and I believe it satisfies the public interest in this project. While I acknowledge your interest and right to Official Information, the documents enclosed contain detailed content about the Ministry's IT system security controls. These documents include information that details particular methods that could be used to interrogate the Ministry systems, identify system defects, and if released could assist others to design ways of inappropriately or illegally accessing the Ministry's systems.

As such, some information has been withheld from the documents under section 6(c) of the Official Information Act where making that information available would be likely to prejudice the maintenance of the law, including the prevention, investigation and detection of offences.

You will also note that the details of some individuals are also withheld under section 9(2)(a) of the Official Information Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

You will also note that some parts of the documents are withheld as they are outside of the scope of your request and do not pertain to the IMI project.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Yours sincerely



Nicholas Pole
Deputy Chief Executive, Organisational Solutions

Identity Management Improvement	
Scope	<p>This capability focuses on improving identity management within MSD. [Section 6(c) Maintenance of the law]</p> <p>Following are the original high level objectives of this project (likely to reviewed as the project progresses and [Section 6(c) Maintenance of the law])</p> <ul style="list-style-type: none"> • Replacement of [Section 6(c) Maintenance of the law] with a commercially available off the shelf (COTS) solution. • Simplified management of [Section 6(c) Maintenance of the law] • Automation of [Section 6(c) Maintenance of the law] • [Section 6(c) Maintenance of the law] • Modernisation of the [Section 6(c) Maintenance of the law] • Removal of the [Section 6(c) Maintenance of the law] • [Section 6(c) Maintenance of the law]
Business Outcomes	<p>MSD will have a modern system to manage identity [Section 6(c) Maintenance of the law]</p> <p>Business will be able to [Section 6(c) Maintenance of the law]</p>
Security Risk Addressed	<ul style="list-style-type: none"> • [Section 6(c) Maintenance of the law] • Access to IT resources should be allowed based on roles and responsibilities. [Section 6(c) Maintenance of the law] <p>[Section 6(c) Maintenance of the law]</p>

<p>Compliance Alignment</p>	<ul style="list-style-type: none"> • GCSB: Identify appropriate controls or processes to treat identified risks and plan to implement the controls • Deloitte: Integrate information security into strategic planning and performance monitoring • NZISM : Section 15 • ISO/IEC 27002 Section 9
<p>MSD IT Strategy Alignment</p>	<ul style="list-style-type: none"> • IT Security Strategy and Operating Model (ISOM) Objective 2: Staff access to core systems is secured via the appropriate access controls based on risk and sensitivity of information.
<p>Best Practice Reference</p>	<p>SANS Top 20, NIST sp800-53, SIGS 2002 Chapter 9</p>



memo

To: IT Security Programme Business Steering Group
CC: Section 9(2)(a) Privacy of natural persons
From: [redacted], IT Security Programme Manager
Date: 20 November 2014
Security level: IN CONFIDENCE

Decision on Closure of Identity Management Improvement (IMI) Workstream within the IT Security Programme

Action: For information and approval

Recommendations

It is recommended that the IT Security Programme Business Steering Group (BSG):

- a) **Note** that the operating landscape and business drivers which defined the need for the Identity Management Improvement (IMI) project have changed through the course of the IMI project. It is now necessary to assess the strategic need for Identity and Access Management (IDAM) Section 6(c) Maintenance of the law [redacted] Section 6(c) Maintenance of the law [redacted]
- b) **Note** that an IDAM strategy is currently being developed for the Ministry.
- c) **Agree** that it would be beneficial to close the current IMI project. Then once the IDAM strategy (currently being developed) is finalised, a way forward will be clear and any new initiatives can then be identified.
- d) **Agree** that **Option 1** below is the recommended way forward in terms of the IMI project.

Background

The IMI project endeavoured to Section 6(c) Maintenance of the law [redacted] at MSD and had a long term goal of replacing the Section 6(c) Maintenance of the law [redacted]. The project has had some success by Section 6(c) Maintenance of the law [redacted] Section 6(c) Maintenance of the law [redacted] and delivered components to the Section 6(c) Maintenance of the law [redacted] Section 6(c) Maintenance of the law [redacted].

IMI [redacted] was focused on changes to the internal Identity Management Section 6(c) Maintenance of the law [redacted]

Landscape by making [Section 6(c) Maintenance of the law]
[Section 6(c) Maintenance of the law]

[Section 6(c) Maintenance of the law]

[Section 6(c) Maintenance of the law] The project team undertook a "Project Point in Time" review and due to wider issues being uncovered, the project team recommended suspending the project, pending a final decision. The project suspension was approved by the IT Security Programme Business Steering Group (BSG) with a requirement to draft a memo with future options.

[Section 9(2)(a) Privacy of natural persons, Section 6(c) Maintenance of the law] As highlighted, a consideration is that [] is currently developing an IDAM strategy for MSD as a whole which will be driven by business need, strong architectural principals and will take a holistic approach.

The IDAM strategy has [Section 6(c) Maintenance of the law]
[Section 6(c) Maintenance of the law] It would be beneficial, both for the IT Security Programme and IDAM to collaborate in the early stages of the IDAM strategy development. The IDAM strategy, led by [S 9(2)(a), 6(c)] [Section 6(c) Maintenance of the law] [6(c)] proceed through MSD's governance and approvals committees.

Key Issues Faced by the IMI Project

- a. [Section 6(c) Maintenance of the law], when a COTS application was the intended objective.
- b. [Section 6(c) Maintenance of the law]
- c. [Section 6(c) Maintenance of the law]
- d. [Section 6(c) Maintenance of the law]
- e. [Section 6(c) Maintenance of the law]

IMI Project Way Forward

Option 1 – Undertake stabilisation activities to close the IMI project and provide funding to assist in the development of the IDAM strategy

As part of the delivery of the IMI project, there are [Section 6(c) Maintenance of the law] by the business. To support this, there are outstanding activities to be completed:

1. The [Section 6(c) Maintenance of the law] was deployed to [6(c)] [Section 6(c) Maintenance of the law] This workstream has been completed and [6(c)] [Section 6(c) Maintenance of the law] The following activities need to be undertaken:
 - a. Assigning a [Section 6(c) Maintenance of the law]
 - b. Completing [Section 6(c) Maintenance of the law]

c. Adding [Section 6(c) Maintenance of the law]

2. As part of the [Section 6(c) Maintenance of the law] delivered by the project, [Section 6(c) Maintenance of the law] [Section 6(c) Maintenance of the law] [Section 6(c) Maintenance of the law] [6(c)] The [6(c)] team have recently built [Section 6(c) Maintenance of the law] [Section 6(c) Maintenance of the law]
3. Clean-up of [6(c)] – Currently [Section 6(c) Maintenance of the law] have been configured to use the [Section 6(c) Maintenance of the law] As part of the shutdown of the IMI project, these [Section 6(c) Maintenance of the law] [Section 6(c) Maintenance of the law]

Additionally, [Section 6(c) Maintenance of the law] [Section 6(c) Maintenance of the law]

4. Provide assistance to the [Section 6(c) Maintenance of the law] developing the IDAM strategy.

A high level estimate for Option 1 is \$35,000

Option 2 – Restart Delivery Activities for IMI

Before any work is undertaken to restart any IMI project activities, [Section 6(c) Maintenance of the law] [Section 6(c) Maintenance of the law] It is recommended that the following steps are taken before the project is restarted:

1. Investigation – [Section 6(c) Maintenance of the law] [Section 6(c) Maintenance of the law]
A gap analysis is recommended as the output from this piece of work and would form the core of a new business case.
2. Business case – the business case will outline the business drivers, indicative costs, benefits and risks, assumptions and dependencies. This would then be submitted to the IT Security Programme BSG for approval.
3. If the assumption [Section 6(c) Maintenance of the law] [Section 6(c) Maintenance of the law]

A high level estimate for Option 2 is \$267,000



minutes

IT Security Programme BSG

Date: Friday 28 November 2014 Time: 11.00am to 12.00pm

Attendees:

- Section 6(c) Maintenance of the law
[redacted] – Chair
- Section 9(2)(a) Privacy of natural persons, Section 6(c) Maintenance of the law
[redacted] (Manager [redacted])
- S 9(2)(a), 6(c) [redacted] (Manager [redacted])
- S 9(2)(a), 6(c) [redacted] (Manager [redacted])
- 6(c) [redacted] (Director [redacted])
- S 9(2)(a), 6(c) [redacted] (Manager [redacted])
- S 9(2)(a), 6(c) [redacted]
- S 9(2)(a), 6(c) [redacted] (Manager [redacted])
- S 9(2)(a), 6(c) [redacted] Manager
- 6(c) [redacted] (Director [redacted])
- 6(c) [redacted]
- S 9(2)(a), 6(c) [redacted] – (IT Security Programme)
- S 9(2)(a), 6(c) [redacted] – (IT Security Programme)
- S 9(2)(a), 6(c) [redacted] Security Programme)

Apologies:

- S 9(2)(a), 6(c) [redacted]
- S 9(2)(a), 6(c) [redacted]
- S 9(2)(a), 6(c) [redacted] PCaR)
- 6(c) [redacted] (Director [redacted])
- 6(c) [redacted]

Agenda

1. Housekeeping – Agenda, previous minutes and action points.
2. Decisions
 - a. Out of scope [redacted]
 - b. [redacted]
 - c. IMI Closure: Memo
 - d. Out of scope [redacted]
 - e. [redacted]
3. Out of scope [redacted]
4. [redacted]
5. [redacted]

1. Housekeeping – Action Items

Previous minutes from 31 October were accepted.

Action Item	Date Raised	Details	Owner	Update	Target Date	Status
Out of scope						
26	17/10/14	Distribute IMI release issues to BSG for discussion at next meeting. <input type="checkbox"/> reported a stakeholder meeting had occurred and recommended the project be halted. BSG agreed item 26 remain open until a formal paper including options for further activity is presented to the group although in principal agreed with the stakeholder group's assessment.	<input type="checkbox"/> S 9(2)(a)	Decision paper had been circulated prior to the meeting with six responses agreeing to recommendation to stop the project. <input type="checkbox"/> noted a lessons learned review had been requested by <input type="checkbox"/> S 9(2)(a) . The BSG formally agreed to stop the IMI project.	28/11/2014	CLOSED
		Out of scope				
		Out of scope				

Action Item	Date Raised	Details	Owner	Update	Target Date
Out of scope					

Out of scope

Out of scope	

- **IMI Project Closure**

S 9(2)(a) sought official agreement from the BSG to close the IMI project as noted in action item 26. The approval process prior to the meeting had a response of six members in favour of closing the project.

S 9(2)(a) noted:

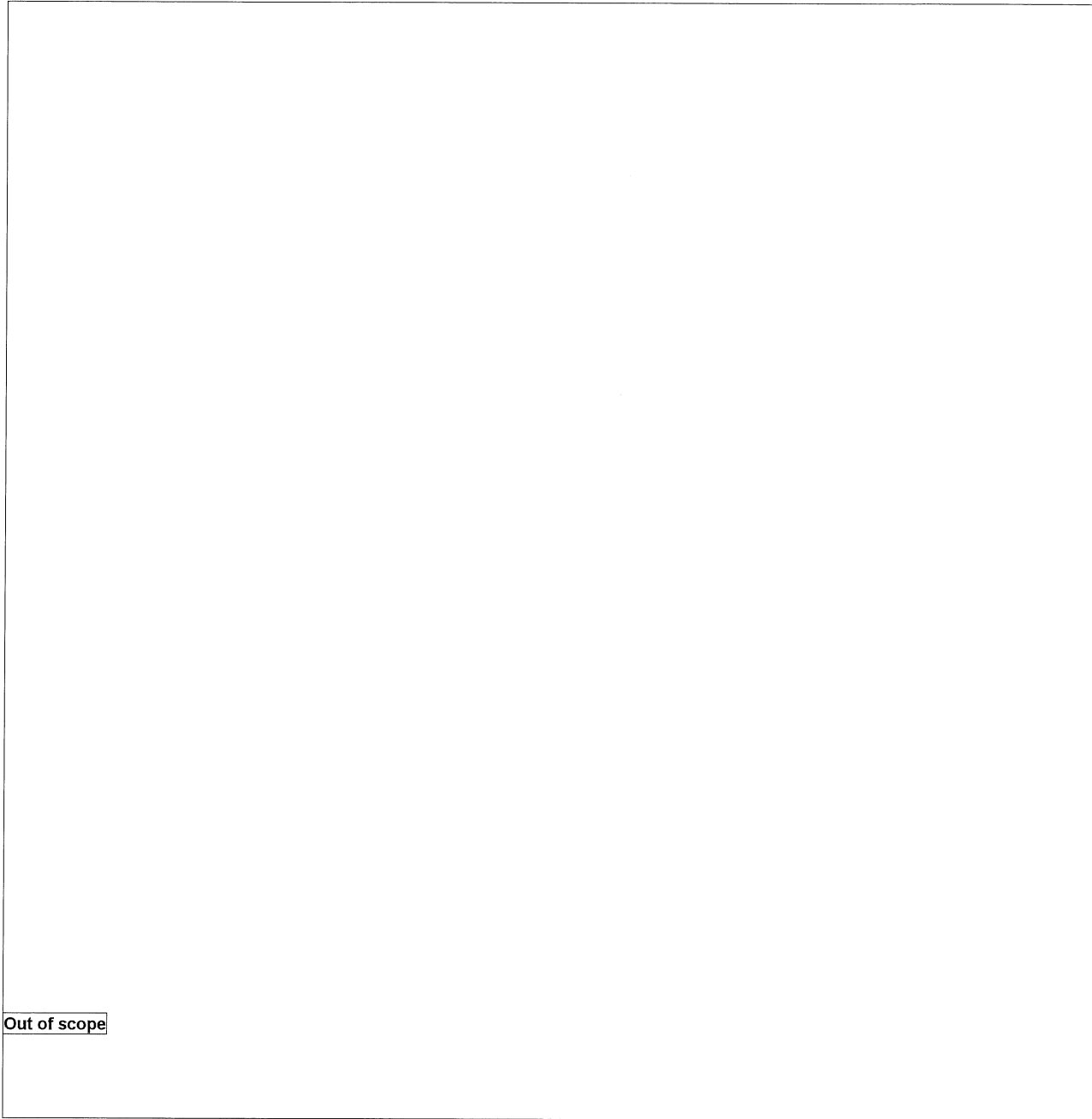
- the operating landscape and business drivers which defined the need for the IMI project have changed through the course of the project and it was now necessary to assess the strategic need for Identity and Access Management (IDAM) Section 6(c) Maintenance of the law
- Section 6(c) Maintenance of the law
- A number of stabilisation activities (Option 1) need to be undertaken to close the IMI project and provide funding to assist in the development of the IDAM strategy.

The BSG agreed:

- To close the IMI project and once the IDAM strategy is finalised, new initiatives can then be identified.
- Option 1 to complete outstanding activities and provide assistance to the

Section 6(c) Maintenance of the law developing the IDAM strategy estimated at \$35,000.

Out of scope



Out of scope

The meeting finished at 12.00pm.