

**NEW ZEALAND TRAVELLER DECLARATION
POST IMPLEMENTATION REVIEW (PIR) TRANCHE 2**

Full title	NZTD Post Implementation Review (PIR) for Tranche 2
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Executive Summary

The New Zealand Traveller Declaration programme is a partnership between MBIE (Immigration NZ), Ministry for Primary Industries (MPI), Ministry of Health Manatū Hauora, and New Zealand Customs Service. New Zealand Customs Service is the lead agency in this programme. The programme's main investment objective is:

“The NZTD programme will enable safe, secure, and efficient clearance and enforcement services for passengers, crew, and staff (by air and by sea) while keeping New Zealand safe.”

The primary goal for Tranche 2 was to substantially enhance the health declaration tool developed in Tranche 1 and integrate with other travel systems to support higher traveller volumes at both the air and maritime ports. Tranche 2 started on 02 May 2022 soon after the NZTD going live on 25 March 2022 and ended with the NZTD being put into support mode on 20 October 2022. During its 187 days in operation, the NZTD processed nearly 1.9 million Traveller declarations, catering for 9,778 returning flights. Originally the primary focus of Tranche 2 was to develop and deliver the NZTD Maritime solution, the NZTD Mobile Application and continue to enhance the web based Digital Declaration (DD). NZTD continued to enhance the NZTD solution and developed, but did not implement, the Maritime solution. The development of the NZTD mobile app was deferred until Tranche 3.

Tranche 2 was characterised by frequent releases to the in-production system due to a continuously evolving authorising environment which culminated in the revocation of COVID-19 regulations for both air and sea travellers to New Zealand. This continuously changing nature of the legislative environment meant the NZTD had to regularly embrace and respond to health border setting changes as the national COVID-19 response changed.

Also, where possible, NZTD would include a range of enhancements as per the requirements of Tranche 2 business case. The programme delivered significant system functionality and improvements in the form of improved accessibility functionality, functionality that supports the reaction to events triggered by travellers' actions (event driven systems architecture), rework resulting from prioritising speed of development over final well designed code that was remaining from Tranche 1, Maritime functionality, and implemented various Health Rules changes. The headline changes were as follows:

- PDT (pre-departure testing) removal, Release 1.6 - 13 June 2022
- Resize QR code (supporting airline check-in at Air NZ kiosks), Release 1.7 - 7 July 2022

- Event Driven Architecture (functionality that supports the reaction to events typically triggered by the traveller), Release 2.0 - 9/10 August 2022
- Accessibility enhancements / Verification Assurance Sampling, Release 2.1 - 17 August
- Vax certificates removal, Release 2.3 -- 12 September 2022
- Support Mode, Release 2.5 - 20 October 2022.
- **Health Rule changes.** The following rules were implemented since Go-Live:
 - QFT (Quarantine Free Travel) Rule
 - Self-testing Rule
 - MIQ for Refugees Rule
 - QFT (Quarantine Free Travel) for Antarctic Travellers Rule
 - Manual Border Assessment Rule
 - QFT (Quarantine Free Travel) Rule (Beyond Covid) – This rule basically removes all health-related travel rules from the NZTD. This is the prevailing rule now that the NZTD is in ‘support mode’.
- Maritime toggle functionality – allows for the Maritime border related functionality to be activated or deactivated.
- Various enhancements based on traveller and operational feedback, contact centre enhancements, and operational enhancements such as eGate integration

During this tranche, the programme leadership team continued to implement responses to the lessons learnt during Tranche 1, especially regarding programme vision, alignment, and accountability.

Work continued during Tranche 2 to address and close out the 43 recommendations of the Technical Quality Assurance (TQA) conducted from 5 to 27 May 2022; 16 recommendations remain work in progress. Preparations are already on the way for the next Treasury Gateway 0–4 review (27 February 2023 to 3 March 2023) and the second TQA (*circa* end of April 2023). Treasury Gateway 0–4 will gauge the programme’s readiness to transition the NZTD to business groups in each of the four agencies.

With the NZTD now in support mode, the programme team is focused on delivering the remaining functionality towards the achievement of its last business case **Objective 3** - enable safe, secure, and efficient clearance and enforcement services.

Overall, the objectives set out for Tranche 2 (within the approved business case) were met, except for the development of a NZTD mobile application is a considerable focus of the programme during Tranche 3. The use of NZTD throughout the COVID-19 response to support the processing of travellers at increased scale through the New Zealand border.

Introduction

Background

The New Zealand Traveller Declaration programme is a partnership between Ministry of Health -Manatū Hauora, MBIE (Immigration NZ), Ministry for Primary Industries (MPI), and New Zealand Customs. New Zealand Customs is the lead agency in this programme. Through Tranches 1 & 2 - NZTD system was originally implemented as a critical component of the reopening of New Zealand's borders under the Reconnecting New Zealanders framework. It enabled previous COVID-19 health risks to be managed effectively at the border and currently provides a platform to manage future risks such as new COVID-19 variants, future pandemics, or new biosecurity risks. New and changing border settings will be digitally enabled with relative simplicity.

By June 2023, the NZTD system will provide a single point for travellers to complete their digital traveller declaration, removing the need for a physical arrival card. It will link biosecurity, prohibited goods, security and other existing border assessments including any health risk assessment, and will extend to the maritime border.

The NZTD programme is fully funded through to the planned go-live date of 30 June 2023, at which time the system is intended to be operating as a BAU function with a transition phase to fully embed the system with agencies by the end of 2023. The NZTD is developing and implementing through three Tranches:

1. **Tranche 1** – October 2021 to April 2022, now complete with some minor trailing activities in place. (Note - The timeframe for Tranche 1 was formally extended out to 30 June 2022, via a change request to the Steering Committee.)
2. **Tranche 2** – May 2022 to 20 October 2022, the period covered by this report.
3. **Tranche 3** – May 2022 to June 2023, the delivery period currently in flight.

This 'post implementation review' for Tranche 2 signifies the official completion of all work under Tranches 2 and acquittal against all commitments.

Post Implementation Review (PIR) Tranche 2

Purpose

The purpose of this document is to conduct a high-level review of the NZTD Programme post the implementation of Tranche 2 of the programme.

Scope

The scope of this PIR is as follows:

1. Summary of delivery and outcomes for Tranche 2 of the NZTD Programme over the period 2 May 2022 to 20 October 2022.
2. Programme performance to be assessed against the original programme business case investment objectives and benefits including operational performance measures.
3. A summary update on the progress towards closing out the recommendations from both the Treasury Gateway 0 and Technical Quality Assurance (TQA #1) reviews.
4. An update on the Lessons Learnt from Tranche 1.
5. An update on the progress on the Programme Assurance Plan to date.

Tranche 2 Description

Tranche 2 started on 2 May 2022 after the NZTD going live on 25 March 2022 and ended with the NZTD being placed into *Support Mode* on 20 October 2022.

Originally the primary focus of Tranche 2 was to develop and deliver the NZTD Maritime solution, the NZTD Mobile Application and continue to enhance the web-based Digital Declaration (DD).

NZTD continued to enhance the NZTD solution and developed but did not implement the Maritime solution and the NZTD mobile app was deferred.

Tranche 2 was characterised by frequent changes in requirement of the in-production system and the associated authorising environment which culminated in the revocation of COVID-19 regulations for both air and sea travellers to New Zealand.

The following is a list of key events during Tranche 2:

- PDT removal, Release 1.6 - 13 June 2022
- Resize QR code (supporting Air NZ Kiosk check-in), Release 1.7 - 7 July 2022
- Event Driven Architecture, Release 2.0 - 9/10 August 2022
- Accessibility enhancements / Verification Assurance Sampling, Release 2.1 - 17 August
- Vax certificates removal, Release 2.3 -- 12 September 2022
- Support Mode, Release 2.5 - 20 October 2022.

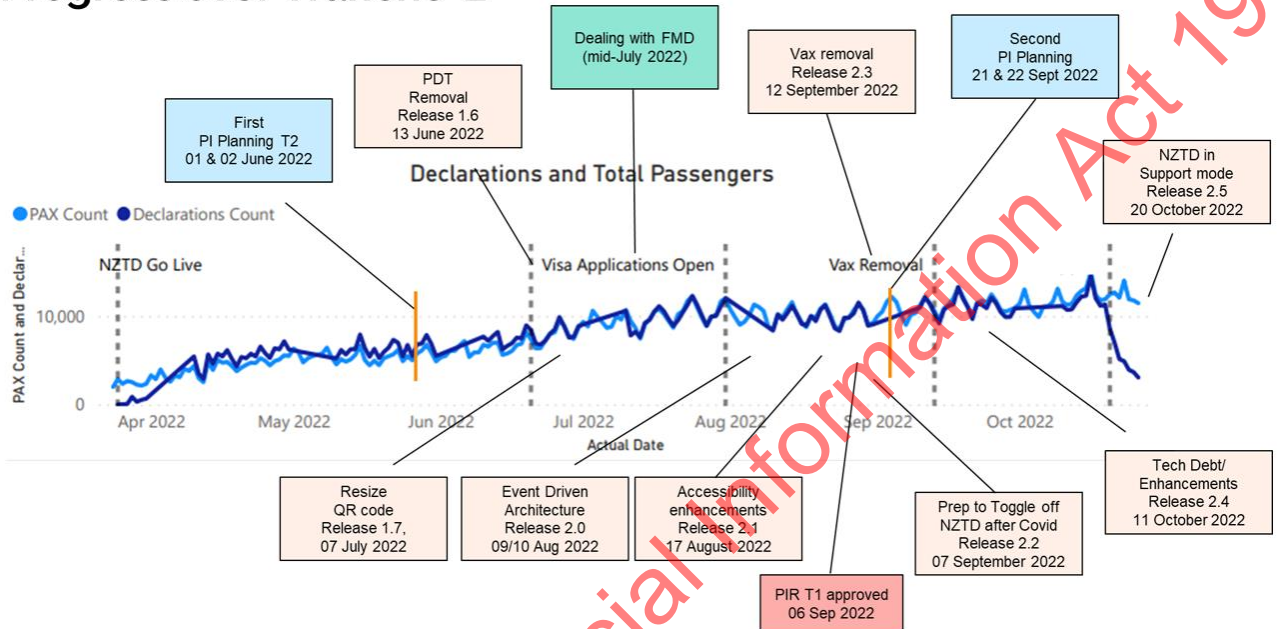
- Health Rule changes. The following rules were implemented since Go-Live:
 - QFT (Quarantine Free Travel) Rule
 - Self-testing Rule
 - MIQ for Refugees Rule
 - QFT for Antarctic Travellers Rule
 - Manual Border Assessment Rule
 - QFT (Quarantine Free Travel) Rule (Beyond Covid-19) – This rule removed all health-related travel rules from the NZTD. This is the prevailing rule now that the NZTD is in ‘support mode’.
- **Maritime** - A significant focus of the programme’s development effort was on the NZTD solution for the Maritime border. However, a legislative authorizing environment for the Maritime solution was never achieved, as all maritime border health requirements were revoked in September 2022 before the solution that was planned could be implemented. As a result, it was decided that the completed development work towards the Maritime solution would be reserved (i.e., not released into production) and become the foundation of the planned Tranche 3 go-live solution in June 2023.
- **Foot-and-Mouth Disease** - During Tranche 2, the programme spent significant time in mid-July 2022 focusing on a possible NZTD solution to respond to the Foot-and-Mouth Disease (FMD) outbreak in Indonesia.
- **Lessons Learnt** - Off the back of the lessons learnt during Tranche 1, the programme assessed and decided to adopt and implement a SAFE Agile methodology. The first PI (Programme Increment) planning took place on 1 & 2 June 2022 at the Sky Stadium. The second PI took place at Customhouse on 21 & 23 September 2022.
- With the revocation of the Air Border Order (ABO) on 20 October 2022, the NZTD no longer had a legislative authorising environment, and as a result the NZTD system was placed in ‘support mode’. By ‘support mode’ is meant:

SUPPORT MODE: Continue NZTD as a traveller information site to maintain awareness of NZTD so that we can quickly support border setting changes during regulatory change and pilot the evolving declaration before Go Live in June 2023. Which includes:

- The cessation of collection of all health-related information and the automatic data feed to National Border Service (NBS)
- Continued operation of the NZTD website supporting traveller communications considering upcoming regulatory change at the border
- Hibernation of the declaration component of the NZTD (block placed on Traveller Declaration page, not accessible to public)

- NZTD Declaration Site is kept 'warm' for fast turnaround time for emergent risk,
- The requirement to have completed an NZTD will be removed from the e-Gates
- At a later stage, site will be used as live pilot site (to support staged DD).

Progress over Tranche-2



Performance against the Business Case investment objectives

The three original investment objectives for NZTD are:

1. **Objective-1:** Enact the reinstatement of Quarantine-Free Travel as and when required by Cabinet and the Ministry of Health. – **achieved in Tranche 1.**
2. **Objective-2:** Enact individual risk assessment and management of travellers through three risk-based entry pathways as and when required by Cabinet and the Ministry of Health. – **achieved in Tranche 1.**
3. **Objective-3:** Provide safe, secure, and efficient clearance and enforcement services for passengers, crew and staff while keeping New Zealand safe.

In the previous NZTD PIR for Tranche 1, investment objectives 2 & 3 were acquitted. It was asserted that Tranches 2 & 3 are focussed on achieving the longer-term strategic intent behind investment Objective-3.

New NZTD features and functionality

The following new functionality and features were released during Tranche 2:

- PDT removal, Release 1.6 - 13 June 2022
- Resize QR code (supporting airline check-in), Release 1.7 - 7 July 2022

- Event Driven Architecture, Release 2.0 - 9/10 August 2022
- Accessibility enhancements / Verification Assurance Sampling, Release 2.1 - 17 August
- Maritime toggle functionality, Release 2.2 – 7 September. This release included the following functionality specific to Maritime, that was developed to support the 2022/2023 cruise season:
 - CAPTCHA bypass
 - Maritime feature
 - Citizenship question
 - Residency question
 - First international port of departure functionality
 - Development to cater for Emergency contact details
 - Development to cater for Contact functionality
 - Development to cater for Vac upload functionality
 - Development to cater for PDT upload functionality.
- Vax certificates removal, Release 2.3 - 12 September 2022
- Support Mode, Release 2.5 - 20 October 2022
- Tranche 2 also included various enhancements based on traveller and operational feedback, contact centre enhancements, and operational enhancements such as eGate integration.

NZTD Budget

The NZTD Programme delivered its Tranche 2 objectives within the programme’s budget. Although the programme’s budget is not aligned or reported against programme tranches as there is an overlap of tranche work, the programme budget status below shows that the programme has reported within the approved budget baseline, up to when Tranche-2 is proposed to be completed. Please refer to the table below:

Combined Customs and Immigration										
Report for October 2022										
(\$000s)	Month				Year to Date				Annual	
	Actual	Budget	Variance	%	Actual	Budget	Variance	%	Budget	
Operating	2,301	2,743	442	16%	8,936	10,751	1,816	17%	48,183	
Capital	2,210	2,707	497	18%	7,451	8,829	1,378	16%	23,783	
Total	4,511	5,450	939	17%	16,386	19,580	3,194	16%	71,966	

NZTD Programme Budget, October 2022

Deferred or no longer required functionality

- 1. Maritime Border functionality: Original business case requirement** – “All maritime travellers, including for cruise ships, commercial and small craft.” The functionality to support the Maritime border was developed but in the absence of a legislative authorising environment a decision was made to defer its release into the NZTD production version. This functionality will now be released in 2023 as part of Tranche 3.
- 2. Mobile Application: Original business case requirement** – “A traveller can make a declaration using the website or using a mobile app. Mobile app provides easy QR code and passport scanning and allows the reuse of declaration data across multiple journeys.” Due to changes to the Air Border Order, the development of this functionality was deferred to Tranche 3.
- 3. Group functionality: Original business case requirement** – “*Parents and others can complete a group digital declaration and identify children or dependents. Groups can then be better facilitated, and consistent group journeys ensured*”. The development of this functionality was deferred to Tranche 3.
- 4. Integration with other external systems: Original business case requirement** – “Allows for integration with other external systems, e.g., airline booking systems, cruise passenger bulk info provision, visa assistance centres, etc.”. An analysis is required under Tranche 3 is to determine which parts of this business case requirement is relevant under a digital declaration not driven by pandemic response requirements.
- 5. Integration with MIQ: Original business case requirement** – “Integration with MIQ or future quarantine systems to check existing bookings and make bookings on behalf from a traveller declaration”. This was confirmed to no longer be a requirement as MIQ no longer operates.
- 6. Immigration eligibility checks: Original business case requirement** – “Immigration eligibility checks to determine whether a traveller has entitlement to enter NZ as part of the declaration process”. This was confirmed to no longer be a requirement for the roll out of NZTD Tranche 3 since this was largely a deliverable for supporting health check requirements at the border.
- 7. Integration with other external applications: Original business case requirement** – “*Allows for integration into external apps, e.g., digital wallets, IATA travel pass, Airline ‘day of travel’ apps, etc.,*”. This was a requirement to board an aircraft under Tranche 2 NZTD configuration. As there will not be a traveller pass as part of the Tranche 3 solution, this is confirmed to no longer be a requirement.

Operational performance update

A comprehensive set of Key Performance Indicators (KPIs) were developed for Tranche 1. These KPIs are being reported to the NZTD Programme Steering Committee as a standard agenda item. The KPIs provide direct evidence of our most critical performance areas, against the NZTD business case. Please refer to the graphic below summarising the NZTD performance for the period 25 March 2022 to 19 October 2022:



Figure 1: NZTD Operational performance summary (20 October 2022).

The data analysis shown in Figure 1: NZTD Operational performance summary supports the success of the NZTD system in reopening the border and managing the increase in travellers to Aotearoa.

- During its 187 days in operation, the NZTD processed 1.9 million Traveller declarations, catering for 9,778 returning flights.

- The 'turnback rate' of submitted declarations continued to trend down as system improvements were made as a direct result of feedback from travellers and border operations staff.
- Similarly, the number of travellers successfully using the eGates increased as the NZTD facilitated easier compliance.

NZTD benefits achieved in Tranche 2

The NZTD's unique contribution to the Border Sector Strategy 2022 is

“Providing safe, secure and efficient digital border clearance and enforcement services for passengers, crew and staff while protecting and promoting New Zealand.”

NZTD will benefit the Border System through:

- A more seamless customer experience
- Reduce risk (managing risk offshore where possible)
- Increase effectiveness & business sustainability
- Sustain effective border operations for government public health and border policy (Tranche 1)

To support achieving these benefits, a comprehensive set of KPIs were recently defined against which these benefits will be tracked and reported on in the long term when the NZTD is implemented in BAU in June 2023 - see *Figure 2 - Long-term benefits for the NZ Border System – Measures of our success*.



Figure 2. Long-term NZTD Performance KPIs

The Tranche 2 initial performance against these Benefits are as follows:

Benefit 1 - Provide a more seamless customer experience. Aiming to improve the efficiency of the traveller processing system, reducing the need for duplicate documentation, and improving the level of traveller knowledge of the requirements for entry to NZ will improve the traveller experience and compliance at the border.

- **As measured by** improved average wait times for compliant travellers, improved compliance rates and improved public sentiment and satisfaction (reduction in complaints), accessibility & inclusivity of the end-to-end system.
- **Actual performance** – System enhancements and improvements as a direct result of traveller and border operations staff feedback contributed directly to an improved customer experience. The time to complete a traveller declaration improved over the course of Tranche 2. Also, customer complaints (i.e., complaints requiring a response from the Minister's Office-), was at only 1 per 70,000 travellers.

Benefit 2 - Reduce Risk (managing risk offshore where possible). Identifying most of the person risk offshore, targeting known risks and providing flexibility to adapt to the changing risk environment.

- **As measured** above by improved compliance rates, improved public perception on border security, improved accuracy of identifying and intervening with active non compliers.
- **Actual performance** – By definition, the submission of a fully completed, and compliant traveller declaration contributes directly and significantly to the reduction of risk at the border. Much work has gone into making it as easy as possible for travellers to successfully complete their declaration. Compliance and NZTD use increased significantly because of the NZTD enhancement and of note when the requirement for PDT (Pre-departure Tests) was removed on 13 June 2022 (See *Graphic 1: NZTD Operational performance summary*).
- In addition to this, the programme's communications campaigns, Airline industry engagement, and other initiatives reached more travellers, and operational and contact centre staff gained more training and experience with the NZTD. They could give more specific feedback on enhancing the system, and so contributed to achieving this outcome. Examples of supporting campaigns:
 - 13 August to 1 September 2022 - Supporting the Foot-and-Mouth disease response.
 - 12 September 2022 to 31 October - Vaccination status was no longer required from 13th September 2022. This campaign alone reached 2,656,352 expats in key nations, 577,695 people in Pacific Nations, 1,576,849 people in Latin America and 1,585,667 people in New Zealand.
 - 1 July to 31 December - Ongoing: Monthly maintenance of Companion website search engine optimisation so travellers can find us.
- Summary of training provided during Tranche 2 in support of this benefit:
 - 27 Customs Service Advisors (CSAs) trained and re-trained in line with each pilot build
 - Trained four Datacom Trainers trained and re-trained in line with each pilot build (they then followed a Train the Trainer approach in house)

- 30 Quality Assurance Analyst/Senior CSA/Technical CSA – Overview/walkthrough question and answer sessions repeated per pilot and go-live
- 6 ALO/IBO Overview/walkthrough question and answer sessions repeated per pilot and go-live
- Trained 150 MFAT (NZ Inc) staff
- Trained 500 Indian Travel Agents overview/walkthrough question and answer sessions.

Benefit 3 - Increase effectiveness and business sustainability. Creating capacity within the system to better focus on improving the customer experience and reducing risk at the border, more targeted utilization of resources, streamline passenger flow, earlier and more complete information will improve efficiency of border operations.

- As measured by improved public sentiment and satisfaction (reduction in complaints), increased capacity focused on higher risk/non compliers, reduced wait time at border for complaint passengers, reduction in inspection table FTEs.
- **Actual performance** – The ‘turnback rate’ of submitted declarations continued to trend down as system improvements were made as a direct result of feedback from travellers and border operations staff. Similarly, the number of travellers eligible to use the eGates increased as the NZTD facilitated easier compliance. Both these factors contributed towards streamlining passenger flow.

Benefit 4 - Sustained effective border operations for government public health and border policy (added). This benefit relates to the need for ongoing management and evolution of the existing system in response to changes of border opening and health settings.

- As measured by the sustained/or improved performance of the order in managing increasing numbers of travellers during the COVID-19 response (see NZTD system performance report).
- **Actual performance** – This was achieved, the NZTD programme responded in time for all legislative changes and was able to provide the support to operations necessary to enable assessments against COVID-19 border requirements. In addition, NZTD worked ‘under load’ as during Tranche 2 there was a considerable increase in travellers using the NZTD. System enhancements and improvements as a direct result of traveller and border operations staff feedback contributed directly to an improved customer experience. The communications campaigns noted above also contributed significantly towards promoting this benefit.

Progress update on the Tranche 1 Lessons Learnt

1. **The programme management model needs better alignment to the process of delivering transformation.** Updates and comments:

- Generally, the programme is making great progress with significant headway made over the past three months.
- The programme is developing a connection between the benefits (performance measures) soon to be finalised, the epics and features in the product roadmap.
- The programme is clarifying what is being delivered so the organisational change team can make change plans and internal communications.
- The programme is conducting an early review in time to be ready for Gateway 4, this will include a review of benefits.

2. **Programme accountability needs to be clearly defined and the leadership team held to that accountability.** Updates and comments:
- It was recognised that there was significant work conducted to provide the programme with clarity on roles and responsibilities, most felt the structure works.
 - There is a need for better and clearer process for the management and capture of decisions.
 - More work required to bring the business owners into the decision-making processes.
 - There is a need to reaffirm some details of demarcation for the Transition period leading up to the NZTD go-live in June 2023.
3. **The Agile approach needs to flourish inside a government model and therefore a hybrid delivery model is required. (A hybrid delivery model combines the SAFe Agile with the more traditional MSP – Managing Successful Programmes methodologies to achieve the best of both worlds in terms of governance and delivery.) We need to identify particular methodology and all participants that are part of the programme delivery model should participate as per the pre-defined processes.** Updates and comments:
- The programme is working to implement the SAFe Agile methodology. The use of SAFe Agile is working and developing well, and it was noted that there has been a great improvement over the past three months.
 - There is more work to go but this is probably never ending and continuing this trajectory will give great lift to the agile team performance in the coming months.
 - The team is focussing on reporting discipline and velocity management is critical.
4. **Increased capacity for product management will assist in the integration of workstreams and operations.** Updates and comments:
- Product management improvements are continuing throughout the programme, and progress to date is highly regarded by all.
 - The programme team is working to better align the roadmap with the benefits is essential to get better outcomes from change and comms.
 - Product owners and business owners' participation is essential to the product management model continuing to improve.
 - The programme team is doing further work to ensure the programme and product management integration continues to improve.
5. **A defined plan of product delivery coupled to the programme vision and benefits realisation will offer a clear pathway from which the desired transformation can be achieved.** Updates and comments:
- The programme and product management teams are focussing on creating synergy.
 - This is a significant requirement for Change and Comms to get the message right.
 - The programme team is working on establishing this pathway as part of the benefits management planning currently underway.

Assurance update

Work continues to address and close out all 43 recommendations of the Technical Quality Assurance (TQA) conducted from 05 to 27 May 2022. The progress status as of 28 November 2022 is as follows:

- 24 TQA recommendations have been mitigated and closed
- 16 TQA recommendations are still in progress
- 2 TQA recommendations have been deferred
- 1 TQA recommendation has been agreed not to be done as it would not deliver the required benefit in the remaining time of the programme.

The primary unresolved TQA and Gateway 0 recommendation remains the establishment of a single instance of Jira (and Confluence) to facilitate across-agency collaboration (TQA Recommendation 1.23). This recommendation is currently listed as an 'Issue' in the NZTD Programme Issue register and is actively being worked on to find a resolution.

The planning in the programme Assurance Plan was updated as follows:

- **Gateway review** - The next Gateway Review (Gateway 0–4) is scheduled for 27 February 2023 to 03 March 2023. The Gateway 0–4 will gauge the programme's readiness to transition the NZTD to operations.
- **TQA #2** – The dates for the next TQA (TQA #2) are yet to be confirmed but is expected to take place in April 2023.

Recommendations

It is recommended that the NZTD Joint Executive Board **notes**:

- The NZTD programme delivered its Tranche 2 objectives within the programme's budget, with the exception of the functionality deferred for development in Tranche 3, and the functionality confirmed as no longer a requirement (see points 2 and 3).
- The functionality specified in the original Business Case for development in Tranche 2 was deferred for development in Tranche 3 as follows:
 - **Maritime Border functionality: Original business case requirement** – *“All maritime travellers, including for cruise ships, commercial and small craft.”* The functionality to support the Maritime border was developed but in the absence of an authorising environment a decision was made to defer its release into the NZTD production version. This functionality will now be released in early 2023 as part of Tranche 3.
 - **Mobile Application: Original business case requirement** – *“A traveller can make a declaration using the website or using a mobile app. Mobile app provides easy QR code and passport scanning and allows the reuse of declaration data across multiple journeys.”* Due to changes to the Air Border Order, the development of this functionality was deferred to Tranche 3.
 - **Group functionality: Original business case requirement** – *“Parents and others can complete a group digital declaration and identify children or*

dependents. Groups can then be better facilitated, and consistent group journeys ensured". The development of this functionality was deferred to Tranche 3.

- The functionality specified in the original Business Case for development in Tranche 2 was confirmed to no longer be a requirement:
 - **Physical Arrival card: Original business case requirement** – *“Travellers complete a physical arrival card in addition to the NZTD digital health declaration”.*
 - **Integration with MIQ: Original business case requirement** – *“Integration with MIQ or future quarantine systems to check existing bookings and make bookings on behalf from a traveller declaration”.*
 - **Immigration eligibility checks: Original business case requirement** – *“Immigration eligibility checks to determine whether a traveller has entitlement to enter NZ as part of the declaration process”.*
 - **Integration with other external applications: Original business case requirement** – *“Allows for integration into external apps, e.g., digital wallets, IATA travel pass, Airline ‘day of travel’ apps, etc”.*
- This PIR includes the following actions that will remain underway to ensure improvement in the delivery of the programme:
 - Continuous planning and revision of programme progress against benefits identified in the strategic assessment.
 - Assuring the programme delivery against the programme assurance plan, tailored to the areas of concern as the programme proceeds in the implementation phase of Tranche 3.
 - Continuous focus on technical quality assurance as required by the extent of the recommendations from the previous TQA.
 - Investment and programme management activities are targeted towards a comprehensive benefits realisation strategy and aligned in time for the program gateway review (Gateway 0-4) in February and March 2023.
- The NZTD Steering Committee provided endorsement of this report on 6th December 2022, and that Tranche 2 is complete and all focus will now be directed to Tranche 3 delivery of the remaining work towards the final Investment objective-3 - *“Provide safe, secure, and efficient clearance and enforcement services for passengers, crew and staff while keeping New Zealand safe.”*