

Voting Services for Māori

Including the Kaupapa Māori Voting Place Initiative for
approval by Programme Board

V0.4

Document history

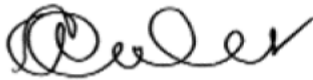
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Document review

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1. Document purpose

The purpose of this document is to outline the proposed voting services that will be provided for Māori in GE2026. These services deliver on the Commission's commitment to the Te Tiriti o Waitangi, our Ngā Maihihioterā Strategy and to the Electoral Act 1993, which includes obligations to provide services to Māori voting in both general and Māori electorates.

The paper also makes recommendations, in relation to the Kaupapa Māori Voting Place (KMVP) initiative. The Programme Board gave approval for the Temporary Accommodation Workstream to progress the preferred option 2¹ in the KMVP Project Brief. This paper outlines the work done in relation to that option.

2. Purpose

The purpose of these services is to achieve the Commission's statutory objective under the Electoral Act 1993. They enable us to facilitate participation in parliamentary democracy by providing services that respond to the needs of Māori and address barriers to their participation.

The KMVP initiative involves Māori communities directly in the development and delivery of voting services. It is a continuation of the Commission's efforts to diversify its voting services to further meet the needs of our Māori communities and support their ability to cast their vote.

By providing these services, the Commission is promoting and protecting the rights of whānau, hapū and iwi to actively participate in our democracy, which in turn maintains confidence in the administration of the electoral systems.

It has been our experience that these services also appeal to voters who wish to engage in a Te Ao Māori voting service, with or without a te reo Māori offering, regardless of ethnicity.

3. Recommendations

It is recommended that the Programme Board:

1. **Note** the contents of this document, including the level of interest from Māori in GE2026
2. **Note** the Ngā Pae framework that identifies three proposed 'categories' of voting services that Māori and other voters will experience in GE2026

¹ Option 2 proposed:

- an increase in the number of Kaupapa Māori Voting Places (with the increase absorbed into the GE2023 voting place allocation),
- with enhancements to the service; and
- with enhancements and the additional EMS and tableau functionality to easily identify and report on KMVP.

3. **Agree** that the Commission offers the voting services outlined in Te Pae Tata, Te Pae Tawhiti and Te Pae ki te Rangi, including the bilingual outreach service in GE2026
4. **Note** that the Voting Services, Māori Advisory, Data and Insights and Strategic Engagement & Partnership teams will work together to analyse our voter data sets and apply criteria to identify priority locations for providing these voting service
5. **Approve** that a variation to our training model is included as part of our offer to KMVP hosts and that this is finalised and costed through working with the Support for Election Delivery Workforce workstream
6. **Approve** the ability of KMVPs to access up to \$500 for manaakitanga to voters in keeping with the tikanga of the voting place
7. **Note** that the additional functionality in EMS to identify and report on voting places has been developed
8. **Agree** that this functionality is used to ‘flag’ the experience that people will have at a voting place.

4. Background

Māori understanding of democracy often extends beyond the Western model of voting and representation. It emphasises the importance of whānau (family) and community involvement in decision-making processes. Māori social structures are layered, influenced by demographic position, economic interests, political relationships, and the practicalities of community. Traditional Māori society emphasises the importance of common ancestry in shaping political interests and social organisation.

In the lead up to GE2026, the Commission is experiencing an increased interest from, and participation by, Māori in electoral related activities. This includes a notable increase in Māori enrolment since GE2023 to both electoral rolls, but more so to the Māori electoral roll. Our Strategic Engagement and Partnerships team is also reporting an increase in enquiries from Māori community organisations seeking information about the electoral process.

In providing services for Māori, the Commission is seeking to achieve its vision that ‘New Zealanders trust, value and take part in parliamentary elections’ by:

- reinforcing the concept of ‘Me Rēhita. Me Pōti. Kia rāngona’. (Enrol. Vote. Be heard.)
- partnering with ‘hāpori Māori’ (Māori communities) to promote opportunities to participate in electoral events (e.g. identify the location of kaupapa Māori voting places and workforce opportunities)
- improving accessibility of the electoral system by providing community-led (and in the case of KMVPs, bi-lingual) voting services
- connecting the wider community to places of significance to Māori. Nau mai, haere mai.

Ngā Pae

Ngā Pae² is an existing Māori framework that has been adapted to propose the future evolution and sustainability of voting services for Māori. It pivots on historical and current practices to inform future service offerings.

The framework is used here to identify three ‘categories’ of service that Māori and other voters will experience at voting places in GE 2026. The three categories are fluid and transformative as we evolve our voting services with and for our communities at place.

Te Pae Tata (whakamaua kia tina) / Secure the horizons that are close to hand.

This forms part of our offering at all voting places and includes the following elements:

- All Kaimahi apply te reo Māori e.g. greetings, pronunciation of personal names/ place names/ electorate names.
- Te reo Māori collateral visible (e.g. ‘how to vote’ brochures, information posters) in the appropriate dialect for the location of the voting place.
- Training is provided as appropriate to te ao Māori/te reo Māori service expectations.

Te Pae Tawhiti (whāia kia tata) / Pursue the more distant horizons so that they may become close.

This is where we locate voting places in locations of significance to the local Māori community:

- We engage with local Māori communities to identify voting place locations that will appeal to voters and encourage participation in electoral events e.g. marae, kura, kōhanga reo, iwi entity properties etc.
- We work with communities to recruit kaimahi who have connections with, or live near to, the voting place location.
- The Te Pae Tata service offering is provided, along with other elements of a te ao Māori experience as appropriate for that voting place location.

Te Pae ki te Rangi (kia whai hua ai) / From horizon to the sky, for all that is possible.

This is the KMVP initiative, with the ‘tikanga’ (community led practice) and ‘manaaki’ (support structures) determined by the host:

- More Māori faces; more te reo spaces; in more Māori places (places of significance to Māori). A bilingual (te reo Māori and English) community-led ‘tikanga-manaaki’ service.
- Also included in the KMVP initiative is a bilingual te reo Māori / English outreach voting service, which will move to selected locations (criteria based on increasing voter participation) within Māori electorates over the voting period.
- Further details on this initiative follow in this paper.

² The well-known proverbial phrase, 'Ko te pae tawhiti, whāia kia tata. Ko te pae tata, whakamaua kia tina' meaning to seek out distant horizons and cherish those you attain, denotes the intention to champion our 'poutokomanawa' and be innovative and future focused.

Kaupapa Māori Voting Places

Kaupapa Māori voting places were first suggested in 2017 to address the issue of low Māori voter turnout, with a pilot service provided in GE2020.

For GE2023, a number of potential partners were assessed and approached in terms of their capacity and interest in participating in the initiative. The Commission sought to have at least one KMVP in each Māori electorate. Where possible, the regional te reo Māori dialect was used in voting place collateral, and where applicable, the KMVP kaimahi spoke the regional dialect. 15 KMVPs were established based on this approach.

In 2023 the criteria for determining a KMVP location and priority Māori communities to approach included:

- Percentage Māori population higher than regional average
- 2023 Area Deprivation Index 7-10 (10 is Highest ranking)
- Limited access to Early Voting Service in 2020 GE
- Current Māori enrolment less than 75%
- 2023 Māori voter turnout less than 75%
- Current Māori enrolment 18–29-year-olds less than 60%

Alongside the above, a key determinant of location selection for KMVP was the availability of te reo Māori speakers able to work in the voting place, particularly those with strong connections to hapori Māori, who could drive greater enrolment and voter turnout. This is why most of the KMVP partners were ‘kura kaupapa Māori’ (immersion Māori primary schools), wharekura (immersion Māori secondary schools) or other Māori medium education providers with the kaimahi or people employed there being kura senior students and staff, whose te reo proficiency could be assured.

At KMVPs the ‘kawa’ (voting protocols) and political neutrality remain the same as in all voting places. However, the ‘tikanga’ (community led practice) and ‘manaaki’ (support structures) are determined by the host KMVP community.

The table below identifies the 15 KMVPs that operated in GE2023, noting that TKKM = Te Kura Kaupapa Māori.

Te Tai Tokerau (2)	Te Wā Kaikohe (Northland) TKKM o Rāwhitiroa (Whāngārei)
Tāmaki Makaurau (2)	TKKM o Hoani Waititi Marae (Glen Eden) TKKM a Rohe o Māngere (Māngere)
Hauraki-Waikato (1)	Te Wharekura o Rākaumangamanga (Huntly)
Wairariki (2)	TKKM o Te Koutu (Rotorua) TKKM o Te Matai (Te Teko)
Ikaroa-Rāwhiti (1)	TKKM o Te Ara Hou (Napier)
Te Tai Hauāuru (4)	Ngā Purapura (TWR) (Ōtaki) Shannon Memorial Hall (Rangitikei) Manukura College (Palmerston North) TKKM o Te Pi’pi’inga Kakano Mai i Rangiatea (New Plymouth)

Te Tai Tōnga (3)	Waiwhetū Marae (Lower Hutt) Te Kura o te Whānau Tahi (Christchurch) Te Hou Ora Whānau Services (Dunedin)
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A report titled [He Tātaritanga o Te Whare Pōti Kaupapa Māori i te Pōtitanga ā Motu 2023](#) (review of Kaupapa Māori Voting Places) details the challenges and achievements of the initiative in GE2023.

The findings highlighted the following positive elements of the initiative:

- an increase in service delivery and satisfaction for Māori due to the KMVPs
- the acknowledgement of te reo Māori regional dialects had multiple positive impacts, together with the growth and normalisation of te reo Māori
- our genuine approach was seen to be relatable, acceptable, and appropriately considerate of cultural protocols
- voters and whānau spoke passionately about how proud they were to have their own people working in the voting place
- rangatahi (youth), felt empowered, supported, and comfortable to vote where staff were either familiar to them or the same generation as them
- many non-Māori in the community came to visit the KMVP out of curiosity and were impressed with the delivery
- the structured open hours were considerate of working parents and community events
- providing ‘manaakitanga’ (the process of showing respect, generosity, and care for others), in all forms was crucial to voter experience and satisfaction.

These demonstrate that the community-led approach to identifying and operating voting places, and the KMVPs specifically, contribute to achieving both the Commission’s objectives and the objectives of Ngā Maihihioterā.

Summary of voting place numbers

For GE2023, the Commission provided:

- 2,334 election day voting places (incl. KMVPs)
- 829 advance voting places (incl. KMVPs)
- Voting places in 45 marae, 62 kura and 9 wānanga (incl. KMVPs)
- 15 Kaupapa Māori voting places (KMVPs)

5. Strategic Alignment

Strategic priority	Alignment
1. Building our capability We will have enough people in the right place at the right time and be clear about how we will work together. Our core systems and processes will be fit for purpose, and we will continue to deliver high quality services.	The approach will ensure that the right people are recruited to work at voting places of significance to Māori (incl. KMVP) to deliver the service in a way that is reflective of te ao Māori.
2. Preparing for an election We will be prepared to deliver earlier, reducing pressure on staff in the election year, and become less reliant on individual people for maintaining knowledge of what we do.	The initial work of getting whānau enrolled on either the Māori or General Roll to support whānau participation in Local Body Elections will be delivered by the Communications and Education team and Strategic Engagement and Partnerships. Work is beginning early to develop the voting services for Māori, so there is clarity on what will be delivered by whom.
3. Preparing for the future We will look at how best to deliver our functions in five- and ten-years' time and incorporate the needs into design thinking and development.	Strategic Engagement and Partnerships delivery of enrolment services and the provision of information to communities to ensure that whānau can make informed decisions about which roll they want to be on. As these voting services develop, we will get a better understanding of what future kaupapa Māori initiatives may look like. Work has already started to understand what aspects of the wider kaupapa Māori initiative can be reflected in all voting places.
4. Building relationships and understanding We will strengthen relationships with the people and groups who support us to deliver elections. The conversations we have with Māori, our community partners, government agencies, and voters help build understanding of the electoral system and	Mana enhancing engagement led by Strategic Engagement and Partnerships together with Voting Services will further strengthen and build relationships with partners and communities, this will be key to the success of the voting services for Māori. As we better understand the offering for GE2026, the project will build a plan of how

Voting services for Māori incl. KMVP initiative

Strategic priority	Alignment
the work we do, as well as foster trust and confidence in the integrity of our democracy.	we deliver the services, and the role communities and partners will have in planning and delivering it.

Ngā Maihihioterā:

Ngā Maihihioterā, the Commission's Māori strategy, provides the foundation of the workstream, our te reo Māori dialect approach, and supports delivery of kaupapa Māori voting places.

The three work programmes outlined in Ngā Maihihioterā are: Kaupapa Kōhere (Operational Policy), Kaupapa Kōtuitui (Quality Engagement) and Kaupapa Kōtuakiri (Cultural Identity).

Ngā Maihihioterā Alignment	
1 – Kaupapa Kōhere We are increasingly integrating te ao Māori into our core functions, ensuring that social procurement reflects our strategy.	The project will work to integrate te ao Māori processes into the engagement with Māori communities. Working with communities to identify and operate voting places provides local employment opportunities and positive social outcomes for kaimahi, particularly rangatahi.
2 – Kaupapa Kōtuitui We will broaden our strategic relationships with: ○ Iwi/hapū/whānau ○ Rūnanga ○ Urban authorities and other Māori organisations, and central and local government agencies	Through engaging with Māori communities and involving them in the delivery of voting services, we are building mana-enhancing relationships that are enduring and nationally beneficial. This includes working with non-government organisations and local authorities to provide the outreach service.
3 – Kaupapa Kōtuakiri We have initiated a relationship with 15 KMVP for GE2023. We will continue to build positive relationships with the intention of increasing community-led kaupapa Māori voting service offerings.	The community-led approach is reflective of te ao Māori and provides a culturally safe space for Māori to engage in the electoral process. This empowers Māori community to expand their service to their community and partner with other local agencies.

6. Initiative objectives

Objectives
Voting places will be supported to increase understanding and use of te reo and local tikanga.
Strengthen relationships with Māori communities to help build trust in the electoral process.
Support environments that encourage rangatahi and whānau to feel informed and included in parliamentary elections.
Work collaboratively across teams to provide a consistent service that aligns with kaupapa Māori and supports the needs of Māori communities.
Understand areas across Aotearoa where Māori engagement in voting is lower and where there are larger Māori populations.
Ensure communities and partners have clear and timely information about Māori voting services and how decisions are made about voting place locations.
Support kaimahi at voting places to have a strong understanding of te ao Māori and the KMVP approach.
Raise awareness within Māori communities about voting services, including where to vote and how to access support.
Create ways to understand what is working well and what could be improved, using feedback from Māori communities and other partners.

7. Recommended project and service offer scope

The tables below describe what is within the scope of the recommended service offer, and what is excluded from scope and the rationale.

In scope
Design, develop, plan, deliver and implement the voting services for Māori for the 2026 General Election.
Identify areas of need across the motu that meet the criteria for engagement to be undertaken on the provision of voting services.
Engage with GE2023 KMVP partners and other identified partners /communities to confirm and secure host locations voting places in GE2026.
Design, develop and deliver materials and information on voting place requirements including information on political neutrality and kawa, processes and timeframes.

In scope
Engage with Government, local authorities and other community-based entities (e.g. Whakatāne District Council, Te Puna Ora o Mataatua) to explore partnering opportunities to access remote communities through its existing mobile services and where practicable support delivery of voting services through the outreach services.
Work with the Communications and Education Team to develop and deliver a communications plan for voting services for Māori in GE2026.
Work with Finance to budget and develop a process for providing and reconciling Manaaki pūtea for KMVPs who take up the offer.
Agree and deliver a mechanism to gather feedback post GE2026 from partners, kaimahi and communities on the voting services and any improvements that can be made to future services.
Develop recommendations based on feedback received through the feedback mechanism to further enhance services to Māori.

Out of scope	Rationale why it is out of scope
Development, testing and deployment of voting place flagging functionality and voting place flags in EMS and Tableau.	This sits within the scope of the Temporary Accommodation workstream.
Development and deployment of Snaaphire improvements highlighted post GE2023.	This sits within scope of the Snaaphire project.
Recruitment and onboarding of employees for voting places.	This sits with the Temporary Workforce workstream.
Identification of employees with the required level of te reo.	This sits with the responsibility with the KMVP host with support where needed from Temporary workforce workstream.
Develop and deliver training using the proposed te ao Māori training approach including the development of training videos.	This sits in the Support for Election Delivery Workforce workstream.
Development (including translation) and distribution of materials for voting places e.g. voting place posters, brochures and voter assistant cards.	Defining changes to voting place material sits within the Voting Services team. Translation of identified changes to voting place material into te reo sits with the Māori Advisory team.

Out of scope	Rationale why it is out of scope
	Development sits with the Information and Education for the public workstream. Distribution sits with Logistics and Supplies workstream.
Request and approval processes and artefacts for pūtea at KMVP	This process sits with Services to voters workstream and Finance.
Defining the site manaakitanga and tikanga at a KMVP.	This sits with the host KMVP site. Voting Services will ensure the 'kawa' and political neutrality is maintained.
Communication of agreed KMVP host site maanakitanga and tikanga to those working at KMVPs.	This sits with the host KMVP site.
Securing and organising Māori Wardens, Māori Justices of the Peace / Māori Women's Welfare League at KMVPs sites.	This sits with the host KMVP site.
Final sign off of voting places by the Chief Electoral Officer	This scope sits within the Temporary Accommodation workstream.
Communicating locations of, and information about, KMVPs and other voting places.	This sits within scope of the Information and Education workstream.
Developing, delivering and implementing training videos in English and te reo Māori.	This sits within scope of the Support for Election Delivery workforce.
Delivering other workstream/ project outputs identified.	This would sit in scope of the relevant business unit or workstream.

8. Components of our voting services for Māori in GE2026

In this paper **Ngā Pae** provides a framework to differentiate the levels of voting services proposed for Māori in GE2026. It reflects an aspiration to grow the extent to which our voting services are grounded in te ao Māori, and to extend these services to communities where they are needed.

It also illustrates that the Commission provides a range of voting places that sit on a continuum, from those that are wholly set up and managed by the Commission, to those that have increasing levels of community participation in how they are established and operated.

Voting services for Māori incl. KMVP initiative

Over successive elections, the Commission has engaged with and involved local communities in the identification and staffing of voting places as a way of increasing participation in electoral events from within communities with low voter turnout. KMVPs are at the leading edge of this approach to partnering with host communities to develop a whānau centric service.

There are a number of elements in terms of how voting places are established, and the experience they offer, that can vary in response to the needs of different communities, along with their interest and capacity, to work with the Commission. **Appendix A** provides additional information on these elements and how they can vary between voting places.

Voting services for GE2026

In the lead up to and during GE2023, there was a lot of interest from Māori communities in hosting a voting place. In our debrief with the representatives of the Iwi Chairs after GE2023, the service offered by these voting places was of particular interest, and they encouraged the Commission to extend this type of service offering.

As noted above, the Commission is already experiencing increased interest in GE2026 from Māori, as reflected in the levels of enrolment activity and enquiries from Māori organisations.

Given this context, it is recommended that the Commission continues and consolidates the voting services it provides to Māori, which includes working with communities to provide services that meet their need and address barriers to participation in electoral events.

The services will incorporate and link with initiatives to support the participation of Māori in electoral events (e.g. the Commission's approach to te reo Māori dialects) and form a key component of the Commission's services for Māori in GE2026.

A number of potential areas for improvement to the KMVP model were identified from the reviews undertaken and feedback received on the GE2023 experience. These were captured in Appendix B to the [KMVP initiative project brief](#) (please follow link). In the following sections, we note how these have been considered and what we are recommending GE 2026.

Voting place selection:

Appendix A to this paper demonstrates that there are two key elements to the selection of voting places – the basis of which they are selected and who identifies them. The Commission will continue to use voting places that are highly visible, well known and well used within communities. The Electorate Manager identifies these based on past experience and voting data.

In situations where there is low participation within communities, the Commission's practice is to approach people and organisations within those communities that it can work with to understand and respond to the reasons for the lower rates of participation.

In GE2023, the Commission provided voting places in over 100 marae, kura and other locations of significance to Māori, in addition to the 15 KMVPs. These were provided in keeping with our practice of identifying voting place locations that would draw in voters from local communities, including those with previously low rates of participation. These voting places differed from

KMVPs in terms of the use of te reo and the extent to which voters experience the tikanga of the community hosting the voting place.

Where there is an identified need for additional KMVPs, the Commission will look to work with the communities associated with these voting places in the first instance. We will also continue to offer voting services at marae, kura and other places of significance to Māori as we did in 2023.

For KMVPs, the Voting Services, Māori Advisory and Strategic Engagement & Partnership teams will work together to analyse our voter data sets and apply criteria to identify priority locations for providing this voting service.

The criteria will include:

- high Māori population,
- high te reo Māori speaking cohort
- previous low Māori voter participation and, or
- identifiable barriers to participation.

In selecting voting places for GE2026, it will be important to continue our hononga (relationship) with the existing 15 KMVP, where we can, in order to:

- build on their experience of working with us
- retain experienced Māori voting place kaimahi
- enable the voting place to build on the awareness generated with voters the last election.

Current indications are that there is likely to be a need for additional voting services for Māori communities in the following locations:

- Te Tai Tokerau
- Tāmaki Makaurau
- Te Tai Rāwhiti

Te Pae ki te Rangi

In addition to the above, we are also recommending the use of bi-lingual pop-up voting services (Te Pae ki te Rangi) for GE2026.

This service would be a cost-effective way to meet the needs of Māori and other voters in more isolated parts of the Māori electorates. The Commission has provided such services in the past, including in Te Hokianga in GE2023, although this was not a bilingual service.

Key aspects of this service include that:

- where possible, the Commission will partner with a government, local government or community provider, that already operates a mobile service within these communities
- we will look to provide voting services at the same time they provide their service at different locations
- the service would be provided at scheduled times and locations

- it would be promoted within the communities in advance
- we will ensure the partners we are working with are politically neutral, in keeping with our policies and procedures.

We are already aware of such outreach services being provided by:

- Te Puna Ora o Mataatua, Rehua Nuku Ora – Health, Medical, Social & Employment provider based in Whakatāne: [Mobile Health Clinic Whakatāne / Bay of Plenty](#)
- Whakatāne District Council (2 vans) to deliver services and engage with rural inland towns: [He Waka Hono Hapori Community Connections and Outreach Project | Whakatāne District Council](#)

In relation to all the different types of voting service above, it is noted that the Electorate Manager will decide on the final composition of voting services (including KMVPs). This will be in keeping with the electorate plan, which identifies the characteristics of their electorate, and the financial and other constraints they need to work within. The Chief Electoral Officer signs off the final set of voting services in each electorate.

Recruitment

Wherever possible, the Commission encourages people from within the community associated with a voting place to apply to work within the voting place. We believe this provides local voters with a greater level of connection, comfort and trust in the experience of voting in that voting place. In the case of KMVPs, we rely on the host organisation to identify people with the level of te reo and te ao Māori competency to provide the experience sought for that voting place. Those people then go through the Commission's recruitment process in the same way that other candidates do.

Feedback from our partners in GE2023 painted two different pictures of how they experienced our recruitment process. Some partners noted the significant difficulties that their prospective kaimahi experienced with the Snaphire recruitment system, Others noted the value of having a more direct connection with the Commission's staff responsible for recruitment, who were able to navigate their applicants through the process and help resolve issues that they were encountering.

It is noted that the Commission is progressing improvements to Snaphire, which should resolve some of the issues our partners experienced. This should also have the knock-on effect of freeing up the Commission's recruitment staff in the field to provide support to any candidate that is having difficulty navigating our processes.

Consequently, it is proposed that the Commission connects each KMVP host with a recruitment staff member from the electorate who can assist with any issues people wanting to work at the voting place encounter with our recruitment processes and systems.

It is noted that while the KMVP host identifies and recommends people with the level of competency to work at the voting place, every applicant must go through the Commission's normal recruitment process and is subject to the same employment checks.

Kaimanaaki role at KMVPs

In response to the reviews, we considered the option of having an additional Voter Assistant role in each KMVP to provide a higher the level of manaaki ki te tangata.

We are not recommending the addition of this role for GE2026. Instead, members of the Strategic Engagement & Partnerships and Māori Advisory teams will be available to supplement the voting place staff in KMVPs. They will be deployed to voting places where there is an identified need for extra support (e.g. in locations with low voter enrolment) and where they have existing relationships within the community. It is important to note that these staff members may not speak te reo to the level and in the dialect of the other kaimahi in the voting place or have knowledge of the tikanga of the voting place host organisation. These staff may also be deployed to other community-led voting places as required.

In addition to this, the KMVP host may choose to invite kaumātua, kuia or other Māori community members, such as Māori Wardens, Māori Justices of the Peace and Māori Women's Welfare League members to be present in support of the voting place. Their presence may provide an additional sense of mana, confidence in, and reinforce the political neutrality of, the voting place.

We discussed the proposal that the kaimahi in KMVPs should receive additional remuneration in recognition of the additional skills and competency they bring as te reo speakers and tikanga-manaaki practitioners. While this may be a recognised offer in some public sector agencies, it is not recommended that there be a higher rate of remuneration paid for KMVP kaimahi for GE2026.

Training for KMVPs

In GE2023, we did consider how we could vary our training model as part of the KMVP project. Unfortunately, time constraints meant we were not able to progress this.

It is recommended that a variation to our training model is included as part of our offer to KMVP hosts.

The training would be based on the premise that:

- voting place training is able to be provided to kaimahi in te reo Māori
- key processes, such as vote issuing, will be delivered accurately and consistently across all voting places, in keeping with legislative requirements
- the tikanga and manaaki of each KMVP will be developed by the host and shared with kaimahi through their own training approach
- other training modules and materials will be available in English and form part of the training requirements of all voting place kaimahi.

To implement this model, it is proposed that:

- Training for key processes, including vote issuing, will be delivered through te reo Māori video recordings or webinars. These would be provided in keeping with the Commission's dialect approach (e.g. a video could be dubbed and/or subtitled with the Commission's te reo dialects).

- We employ te reo proficient people to deliver the training through one of the following approaches:
 - one trainer provides training for a number of voting places in close proximity
 - the host identifies a person from their community to provide the training for that KMVP.

It is not intended that we would have specially trained people travelling extensively to KMVP across the country.

- We would only translate training resources that support the delivery of the key processes covered in the video recording / webinar. Other training material would not be provided in te reo Māori.

If this recommendation is agreed, further work will be done with the Support for Election Delivery Workforce workstream to finalise and cost the model. Aspects of the approach that need to be resolved include:

- which processes and components of what kaimahi do in the voting place are ‘kawa’, and therefore we need to ensure kaimahi receive training to enable them to do these consistently and accurately
- the extent to which we fund the host to develop and share the tikanga and manaaki of each KMVP with the kaimahi
- the extent to which we:
 - want the KMVP trainers to ‘translate’ material for ‘non-kawa’ aspects of the training
 - pay the trainers to undertake this work
 - assure ourselves that what they communicate is accurate.
- what additional support we will provide in relation to training within KMVPs, and who will provide this support.

Encouraging and supporting electors of the future

Feedback from previous KMVP has highlighted the opportunity for kaimahi ‘rangatahi’ (teenagers) Māori employed in KMVP to add experience to their work profile (CV) and future career prospects.

The project will explore the additional opportunity for these rangatahi students of Wharekura/Secondary School (16 years +) to earn NCEA credits for their involvement at the KMVP. The extent of the Commission’s involvement will be to seek information from NZQA on this opportunity, and if there is potential, connect them with the TKKM.

Manaaki pūtea for KMVPs

It is recommended that up to \$500 may be accessed by a KMVP for manaakitanga to voters in keeping with the tikanga of the voting place.

It may be requested as a contribution towards activities such as:

- offering koha to community organisations such as Māori Wardens, Māori Women's Welfare League, Māori Justices of the Peace whose members provide support to the voting place
- the provision of light refreshments to people coming to the voting place e.g. cuppa tea & biscuit for kaumātua and kuia
- an activity or service that addresses a barrier to voters from that community participating in the voting process.

This pūtea cannot be used for any purpose that may be considered 'treating', noting that the Government may provide additional guidance or requirement relating to treating ahead of GE2026.

A request for this pūtea would need to be made in advance and approved by the Electorate Manager. If agreed, this would be included as part of the venue hire agreement between the KMVP and the manager.

It is proposed that this avenue is also available for Electorate Managers to enable activities in other voting places that address barriers to participation. As an example, the electorate could use this mechanism to fund activities that a community group recommends we provide to deaf voters to address barriers they face.

It is proposed that a pool of money is set aside at a national or regional level to support such activities where we are working in partnership with community partners to address barriers to participation.

Description and reporting

The additional functionality in EMS to identify and report on KMVPs has been developed. This functionality enables staff to add one or more 'flags' to a voting place. The 'flags' themselves have not been determined as yet. The functionality enables the Commission to have and name any number of flags.

It is recommended that these flags are used (in part) to denote the 'experience' that people will have at a voting place.

In the case of KMVPs this would include a flag that denotes that a voter will be able to speak te reo Māori in the voting place. Similarly, flags could be added to denote where a voter can vote using New Zealand Sign Language or describe the degree to which a voting place is accessible for people with physical disabilities.

Adopting this approach would mean that the term Kaupapa Māori Voting Place would not be used to denote the voting place in our communications with the public. In doing so, we avoid any potential confusion about what the term means. Furthermore, this shifts the notion that KMVPs are a separate category of voting place. Rather, they are one type of voting place on a spectrum with greater involvement of the community in their establishment, and in the experience voters have there.

9. Costs

These are the estimated costs that will be incurred to complete the preparation work in Tranche 2 and Tranche 3 of the programme. These costs do not include the costs of core employees.

Cost items (preparation)	Cost estimate (\$)
Training: 1. Production of videos of key voting place processes – 5 vote issuing videos. 2. Te reo Māori dubbing and or subtitles in agreed dialects. 3. Voting issuing instructions (A3 sheet) in agreed dialects (translated in GE2023 into all regional dialects) 4. Voting language guide (cards) in agreed regional dialects. In line with the te reo Māori dialect approach the translation service is usually an hourly rate with a registered translator. The cost is estimated at \$250 per hour.	1. These were provided in GE23 – incorporated into GE26 budget assumptions. 2. An additional cost estimated at \$7,500.00 excl GST. 3. Estimated translation and editing cost for updating vote issuing instructions in all regional dialects \$6,000 excl GST. 4. Estimated translation and editing cost for voting language cards into all regional dialect translations \$9,000 excl GST. 5. These were provided in GE23 – incorporated into GE26 budget assumptions.
Total cost	Total estimated \$22,500

* When the Commission would need to make a commitment to pay these costs

These are the estimated delivery costs of the recommendations. These costs do not include the costs of core employees.

Cost items (delivery)	Cost estimate (\$)
Te Pae ki te Rangi bi-lingual pop-up service Contribution to costs of partnering with a local authority and or community entity to access remote communities. Ten days of advanced voting (estimated).	\$1,000.00 (estimated)
Training: Additional costs to deploy the training model will be estimated when the approach is finalised with the Support for Election Delivery Workforce workstream.	To be confirmed
Manaaki Pūtea - up to \$500 may be accessed: • for manaakitanga to voters in keeping with the tikanga of the KMVP.	Not expecting that all KMVP will access this funding. \$10,000 (estimated)

Voting services for Māori incl. KMVP initiative

Cost items (delivery)	Cost estimate (\$)
to address barriers to participation in the voting process.	
Total estimated KMVP cost	Estimated Total: \$26,000.00 (current estimate)

10.Constraints and assumptions

The recommended option has the following constraints:

Constraints
Limited number of experienced KMVP alumni to return for GE2026.
Electorate Managers who have cultural competency/ skillset/appreciation of te ao Māori, te reo Māori and Māori community partnering.
Internal Commission business group capacity constraints namely the Strategic Engagement and Partnerships and training teams.
Funding available to enhance and consolidate the KMVP service outlined in the proposed offer.

The following assumptions have been made when planning the recommended option:

Assumptions
An expectation for most/all existing service providers from GE2023 KMVP (and alumni – those who have worked in the voting place previously) to return for GE2026.
There will be 10 days of advance voting for GE2026.
There will not be enrolment on election day at any voting places including KMVP locations.
Not all KMVPs will take up the offer Manaaki Pūtea of \$500.
Translated materials of information i.e. training videos will be aligned to the principles of the te reo Māori dialect approach.
Videos for training will utilise internal resources for production and voice over or if new training videos are required as part of the legislative change/ or changes to voting services costs will be factored into the services to election delivery workforce.

Assumptions
The expense for the Te Pae ki te Rangi pilot will be captured by the Electorate budget along with other electorate voting services.
The project will explore a partnership with either a local authority and or community entity (or both) to partner for community engagement. There may be a small contribution of \$1000 towards mileage which the Commission will cover.

11.Risks/issues/dependencies

The table below outlines the key risks associated with implementing the recommended option as well as what treatment is proposed to reduce risk. For more detailed information about these key risks, and about risks with a managed risk rating less than 'critical', refer to the programme's centralised risk register - [RAIDDL](#).

Programme RADIL Risk ID#	Risks (with a MANAGED risk rating of 'critical')	Proposed treatment
R175	IF Election Day (voting period) is announced and clashes with other major Māori cultural activities or events, THEN it may have an impact on productivity for our confirmed voting places.	Once the dates are known – we will discuss how this can be managed to provide an effective voting service which may include adapting the community-led concept or reselecting location.
R176	IF political neutrality is not professionally managed before and during the event, THEN the Commission will need to intervene and potentially close the voting place.	Ensure well in advance and throughout the engagement that political neutrality is understood and realised within the management and delivery of the service. Māori Wardens / MWWL / Māori JPs may be engaged to ensure political parties are observing the rules, adding mana and confidence to the experience. The Kaimanaaki role can be tasked to keep a sharp-eye or karu-koi on political neutrality. Clear escalation process to ensure VP staff immediately notify VP Manager who will engage EM when inappropriate behaviours are observed.

Programme RADIL Risk ID#	Risks (with a MANAGED risk rating of 'critical')	Proposed treatment
R177	IF training is not adequately provided to ensure kaimahi are confident in their roles and responsibilities, THEN mistakes and/or supervision increases.	Special focus trainers, with te ao Māori knowledge and te reo Māori are engaged and available on-demand throughout the engagement to answer concerns with appropriate solutions. Exploring the creation of te reo training video/webinar series resources and further te reo paper-based resources
R178	IF community are not aware of the KMVP (Te Pae Tawhiti) and outreach service (Te Pai ki te Rangi), THEN there will be a lower than optimal turnout over the voting period.	We ensure our communication is relevant and clear about the service offering, also encouraging hosts and local community to utilise their networks and social media.
R195	IF people arrive expecting they can enrol or change roll (during the exclusion period), THEN voters will likely be disappointed with their experience.	Kaimanaaki are fully trained to calmly manage these voters. The presence of community services - Māori Wardens, MWWL, Māori JPs may also keep matters calm. Strategic Engagement and Partnerships / Communications and Education are working on the MEO campaign to mitigate this occurrence. (Note: enrolment on the day is currently offered, along with a special vote).
R196	IF the Commission is not clear about the criteria for KMVPs, THEN there will be relational and reputational impacts with groups who are not successful	The development and agreement on clear and agreed criteria for identifying KMVP will ensure the Commission is not engaging with partners who may not meet the criteria for hosting a KMVP.
R197	IF process for identifying, engaging and securing KMVPs is not clear internally and externally,	Work across all relevant internal stakeholders to ensure agreed and

Programme RADIL Risk ID#	Risks (with a MANAGED risk rating of 'critical')	Proposed treatment
	THEN there will be relational and reputational impacts with Māori and non-Māori communities, and unsuccessful groups.	consistent processes are communicated and undertaken
R198	IF the Commission does not deliver an enhanced KMVP service in 2026, THEN there may be an impact from a political, reputational and relational perspective.	Approval of the enhanced service will show the Commission's commitment to Māori, Te Tiriti o Waitangi and to Ngā Maihihioterā
R201	IF a KMVP marae location is unable to be used on election day due to a tangi (or other reason), THEN the electorate manager will need to try and locate another voting site which creates additional work and may cause confusion as voting places will have been made public.	Contingency plan to be determined at point of contract
R258	IF there are insufficient resources (incl. EC staff and budget) available to support the number of KMVPs identified, THEN the potential of the initiative will not be achieved, and there may be an impact from a political, reputational and relational perspective.	Once the resources allocated to the initiative are agreed, the number of KMVPs will be limited to stay within this allocation
R259	IF kawa is not appropriately followed THEN the Commission may not be filling its legislated requirements and/or may be impacted either politically or reputationally	Trainers responsible for training KMVP staff are well-trained on the importance of processes that are identified as 'kawa'

The table below sets out the risks of not proceeding with the recommended option.

Risks of not proceeding with the recommended option

IF the proposed service does not proceed or a reduced service is decided, THEN we risk undoing the progress made to date as outlined in the project briefing document and we effectively set aside our commitment to Ngā Maihihioterā Strategy.

The table below lists the key dependencies associated with implementing the recommended option.

Dependencies

Regional and Electorate Managers embrace the **Ngā Pae** kaupapa, including prioritising Te Pae Tawhiti (KMVP) and Te Pae ki te Rangi (outreach) support for success.

Agreement and approval on political neutrality criteria for distribution to hosts of KMVPs

Dependent on approval of the KMVP service offer.

Temporary Accommodation workstream to deliver any required support, voting place assessments and / relevant plans needed for KMVPs

Temporary workforce workstream to deliver recruitment of KMVP employees.

Support for election delivery workforce to support agreed KMVP training approach, training deliverables and training for KMVP employees.

Strategic Engagement and Partnerships and Māori Advisory team to support engagement with key partners to support identification of host sites and support for the KMVP initiative.

Communication and Education to deliver the KMVP communication plan and implement communication activity.

12.Next Steps

A project management plan will be developed and presented to the Programme Board outlining timeframes, deliverables and assurance.

Appendix A: Voting place examples for 2026 General Election (GE2026)

The voting places we secure sit on a continuum:

- from being wholly managed by the Commission
- to largely community-led.

The nature of the voting places on the spectrum will differ both in terms of:

- how they are identified and established, and
- the experience voters have.

The elements that may vary between voting places (in terms of their establishment and voter experience) are listed across the headings in the following table. Examples of the types of voting places on the spectrum are given down the side of the table.

Example	Why	Who identifies	Who finds staff	Voter recruit	Training	Cost
1. Previously used VPs	Sites with high turnout in previous electoral events	Electorate Manager (EM) & their team	Recruitment and Rostering Manager (RRM)	Vote in English Te reo Māori greetings & pronunciation	Training in English	Rate for the venue
2. Community-led VPs (including those previously used)	Increase voter participation from & address barriers for that community (incl. Māori voters)	EM, Te Pouwhirinaki Māori (TPWM) & Strategic Engagement and Partnerships. team	RRM, TPWM, Strategic Engagement and Partnerships. & community	Vote in English Te reo Māori greetings & pronunciation Activities that respond to the needs of the community	Training in English	Rate for the venue, which may include contribution to activities in response to the community's needs
3. Kaupapa Māori VPs (including those)	Increase Māori voter participation from & address	TPWM & Strategic Engagement and Partnerships. team	Host (e.g. kura)	Vote in English Staff can interact & issue votes in Te Reo Māori	Training in English & Te Reo Māori	Rate for the venue, which may include contribution to

Example	Why	Who identifies	Who finds staff	Voter recruit	Training	Cost
previously used)	barriers for whānau, hapū or iwi			Tikanga & manaakitanga of host		tikanga & manaakitanga

What the variations above look like in practice include:

Selecting voting places (by examples above):

1. Electorate Managers (EMs) & their teams look at previously used voting places & they will approach places that have attracted good voting numbers in the past.
2. EM will work with the Strategic Engagement and Partnerships. team to identify communities within electorates with low participation rates, & work with them to identify community contacts to work with to identify places of significance to those communities that could be used as voting places.
3. TPWM & Strategic Engagement and Partnerships. team will work together to identify locations within the Māori electorates with high Māori Population, high Te Reo Māori fluency & low Māori voter turnout. We will approach potential voting place hosts who have the capacity to provide te reo Māori speakers to work in the voting place & have strong connections to hāpori Māori (Māori communities).

Securing & training staff (by examples above):

1. Staff are recruited by the Recruitment and Rostering Manager (RRM). This will include working with the voting place venue contact to promote work opportunities through their local contacts, newsletters and notice boards etc. They are trained at the electorate level along with other voting place staff. Recruitment and training processes will ensure staff are able to greet voters in Te Reo Māori & pronounce Māori words (incl. the electorate name).
2. Staff are recruited by the RRM. This will include working with the community contacts developed by Strategic Engagement and Partnerships. & Te Pouwhirinaki Māori to attract applicants, who will apply through the normal process & are employed by the Commission. They are trained at the electorate level along with other voting place staff. Recruitment and training processes will ensure staff are able to greet voters in Te Reo Māori & pronounce Māori words (incl. the electorate name).
3. Staff are identified by the KMVP host as having the appropriate level of competency in Te Reo Māori. They apply through the normal process & are employed by the Commission. They are trained at the host venue where the core voting process (the 'kawa') is taught using Te Reo

Māori resources provided by the Commission, and the tikanga of the voting place host is taught by the host. Other training resources are provided in English and may be presented in Te Reo Māori by the trainer.



Service to Voters

Project Management Plan

Version 0.1

October 2025

Document history

Version	Issue date	Changes
V0.1	3 Oct 25	First draft, distributed for review/feedback
V0.2	3 Oct 25	Voting Place scope information added into plan

Document review

Name	Position	Version
Martin Rodgers	Director Voting Services	V0.1
Aaron Tasker	Chief Information Officer	V0.1
Allison [REDACTED]	Snr Project Leader	V0.1
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Tracey [REDACTED]	Manager, Programme Management Office	V0.1
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Lisa [REDACTED]	Project Manager	V0.1
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Document sign-off

Endorsement

Name / Position	Signature	Date	Version
Martin Rodgers, Project Lead			0.1
Aaron Tasker, Project Lead			0.1
Anusha Guler, Project Owner			1.0
Emily Redmond, Programme Director			0.1

Approval

Name / Position	Signature	Date	Version
Programme Board			

Key file links

File name	Link
Programme Board	Project - How we deliver our services to voters

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Introduction

The purpose of a Project Management Plan (**PMP**) is to outline how the project will be executed, monitored, and closed. The plan also records key baselines for scope, deliverables and schedule against any changes to the plan which will be managed through variation management.

It is the responsibility of the Project Manager to complete the PMP and keep it updated through the life of the project. Formal updates should be considered under the following scenarios:

- Commencement of a new planning phase
- Changes that need to be made to the baselines in the approved plan
- The project is experiencing significant issues with delivering the current approved plan.

Please note that the information contained in this document is correct at the time of drafting. This is a living document and will continue to be updated as the project progresses. Any significant changes will be updated and commented upon in the monthly Project Status Reporting.

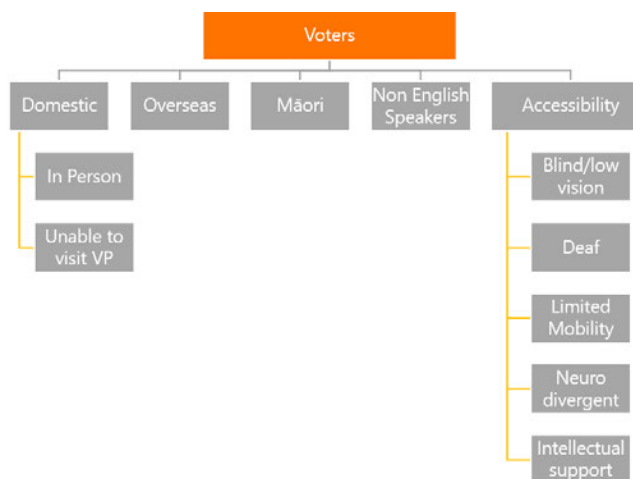
Project Overview

The Services to Voters project (**the project**) will ensure the delivery of voting services throughout the voting period, that those services are accessible to all members of the public, including the groups identified by the Commission to receive services in response to their needs.

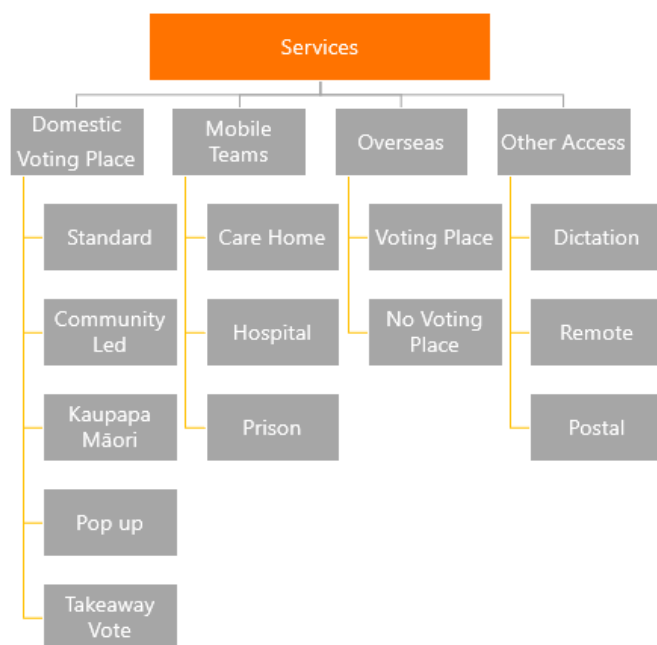
The project will review the voter groups and assess whether the current services meet their needs. Where required and feasible, the project will prepare a plan to test the services. A plan will be established to record the key components of service delivery, ensuring all required services are in place and functioning as intended ready for the start of voting for the 2026 General Election.

This project will be funded through the Voting Services budget.

This table presents the voter groups to which the services are targeted



This table presents the voting services provided by the Commission for the voter groups



Background

In addition to addressing the problem statements and specific issues encountered during GE23, this project adopts a best practice approach to reviewing our services, evaluating how they are delivered and who can access them. The project aims to identify barriers, address service gaps, and explore opportunities to better utilise those services. The project will ensure processes and systems incorporate the necessary provisions to mitigate potential risks and are tested against relevant scenarios.

The project will address all voting services, delivered domestically and overseas. This includes specialised services such as telephone dictation voting, remote voting and those provided by voting teams in care homes, prisons, police cells and hospitals.

The project brief provides further information and addresses the overarching project. This project brief was approved by the Programme Board on 06 September 2024.

Services to Voters Project Brief [Link](#)

Scope redistribution occurred on **1 October 2025** which moved voting place scope for Temporary Accommodation workstream to Services to Voters.

For fullness the Temporary Accommodation project brief can be found here: [Overarching project brief v6 FINAL](#) along with the GE26 Kaupapa Māori Voting Place initiative brief which can be found here: [GE26 KMVP initiative project brief](#)

Lessons Learned and strategic alignment

Lessons Learned

Lessons learned sessions were undertaken after GE23 to identify what went well and what problems needed to be addressed. Please refer to the Project Briefs in the links above for a record of what problems and issues the project will address.

The strategic priorities were updated In July 2025. Below is a high-level indication of how the workstream aligns with the updated priorities.

Strategic priority	Alignment
1. Strengthening our Foundations This includes our funding, people, processes and controls, technology systems and other assets. By 2029 we will have: - enhanced the recruitment system and workforce strategy to ensure the Commission has the right number of staff with the appropriate skills and experience to effectively deliver electoral events - established 'surge capacity' teams for general elections to support areas under pressure - simplified and streamlined critical election processes to remove complex steps and reduce the risk of errors - reviewed and improved our quality and integrity processes and controls to detect and prevent error including automating checks where possible - embedded risk and assurance tools and practices across the Commission - expanded the Board's skillset in areas of key importance to the Commission.	The project will ensure that the voting services are reviewed, improved, tested and delivered for GE26.
2. Modernising electoral services Opportunities to use technology and change system settings to improve the efficiency, timeliness and integrity of electoral processes. (dependent on changes to legislation) If these changes become law, by 2029 we will have: - further extended our current data matching arrangements with agencies to allow us to receive digital contact details (email addresses and mobile phone numbers) - started using extended data matching to directly update electors' details to lift enrolment rates and roll accuracy - started to communicate via digital channels with electors.	The following is included in GE26: eRoll plays an important role in voter engagement and voting place flow, improvements will be made to the search function and user improvement recommendations from VP testing will be considered. The Reconciliation Application plays a critical role in reinforcing the integrity of the election, this app will undergo design review and improvements will be applied to improve user interaction and reduce to risk of errors.

Strategic priority	Alignment
Other changes to prepare for the future can be progressed regardless of legislation change. By 2029 we will have: clarified the investment needed, including a business case, for investment in future technologies for communication, automatic enrolment updates and to improve election processes redesigned the approach to enrolment to transition to a continuous function rather than an event or campaign driven function started testing different election technologies, to be more fully implemented across multiple electoral cycles	Download Voting Paper used by voters outside of New Zealand. Changes to improve the voter experience and slightly reduce the volume of assistance required by the Centralised Processing Team. The workstream is supporting this priority by improving how we use technology and data for property management. We've introduced new functionality in EMS, such as site categorisation, voting place flags, and reporting functionality. These enhancements allow better data tracking, improve responses to Official Information Act (OIA) requests, media requests and support informed decision-making. We've also identified the digitisation of site assessments as a key area for improvement. Digitising assessments will streamline workflows, make processes more user-friendly, and reduce administrative overheads. This has been added to the lessons learned and will be prioritised for the 2029 General Election.
3. Building knowledge and trust Maintaining a strong base of understanding, trust and confidence is essential to ensuring high levels of participation and trust in the legitimacy of election results, which facilitate the smooth transfer of power. By 2029 we will have: sought input to and communicated a clear plan for future elections to stakeholders and electors published updates on our work, the improvements we are making and why provided further advice and recommendations to government and policy makers on potential changes to the election model	The following is included in GE26: By understanding the needs of different voter groups, we can tailor our services to better support them and make the voting experience more accessible and convenient. When voters are aware that services are available to meet their specific needs, they are more likely to participate. Providing a reliable and transparent experience helps build trust and confidence among

Strategic priority	Alignment
continued to support work across the Pacific to strengthen support for democratic elections in our region targeted education and knowledge building toward groups with lower involvement in the electoral system worked with communities to deliver election services in locations and in ways that increase trust in the election and its results built transparency and trust through proactively sharing information, data and insights about the election and the electoral system.	voter, encouraging greater engagement. The workstream plays a key role in building trust by ensuring all temporary sites are assessed and prepared using consistent standards and security requirements. This helps ensure each site is fit for purpose, which supports safe and efficient delivery of services, building public trust in the election process. By developing clear guidance on political neutrality and the criteria for voting place assessments, we are also supporting transparency and accountability. Sharing this information with stakeholders helps build confidence in how decisions are made and assures the public that the Commission operates fairly and without bias.

Strategic Priority Source: [Statement of Intent 25/26 – 28/29](#)

Project Objectives

This workstream has the following objectives:

Deliver a simple, accessible, and inclusive voting experience that upholds the values of care, respect, and hospitality, in alignment with the principle of <i>Manaaki</i> ."
Deliver a reliable and fair voting process that protects the rights of voters to vote securely and privately and is accessible by all Voters.
Remove or reduce barriers to participation, ensuring all Voters can easily take part.
Prepare and test provisions to extend existing services and to mitigate potential risks in response to scenarios such as natural disasters, public health emergencies, or significant shifts in voter turnout.
Confirm through testing that our systems and processes are fully prepared for deployment of GE26.
Voting places will be supported to increase understanding and use of te reo and local tikanga.
Strengthen relationships with Māori communities to help build trust in the electoral process.
Support environments that encourage rangatahi and whānau to feel informed and included in parliamentary elections.
Work collaboratively across teams to provide a consistent service that aligns with kaupapa Māori and supports the needs of Māori communities.
Understand areas across Aotearoa where Māori engagement in voting is lower and where there are larger Māori populations.
Ensure communities and partners have clear and timely information about Māori voting services and how decisions are made about voting place locations.
Support kaimahi at voting places to have a strong understanding of te ao Māori and the KMVP approach.
Raise awareness within Māori communities about voting services, including where to vote and how to access support.
Create ways to understand what is working well and what could be improved, using feedback from Māori communities and other partners.

Management Plan

Scope management for the project will be the sole responsibility of the Project Manager. The scope for this project is defined in the table below.

Changes to project scope outside [Programme Tolerances](#), will be managed via the programme change control process.

The Business Owner is responsible for formally accepting the project's final deliverable. This acceptance will be based on a review of all project documentation, testing results, and completion of all tasks.

Project Scope and Exclusions

The following items are in scope and specifically excluded from scope.

In Scope		
This project covers the service of voting as it is provided via each of the following channels. The actions for addressing each service are listed in the column to the right.		
Voting Place - Standard	Review of each Voting Service, where required recommend service improvements for GE26. Implement improvements within the scope of this project and tracking improvements belonging in the scope of other projects. Update processes, instructions and training with improvements. If the taxonomy and key processes for each voting service are not documented or require refreshing this will be included within the scope of this project.	
Voting Place - Community Led		
Voting Place - Kaupapa Māori		
Voting Place - Pop Up		
Voting Place - Takeaway vote		
Prison / police cell		
Care Home		
Hospital		
Overseas Voting Place		
Overseas no voting place		
Dictation		
Remote		
Targeted Services: Māori . Implement the services for Māori as lead by our Pouwhirinaki Māori including services provided via each type of voting place.		
Targeted Services: Accessibility . Review of GE23 service offering and recommend improvements for GE26 Implement the approved improvements		
Targeted Services: Non-English Speakers . Review of GE23 service offering and recommend improvements for GE26 Implement the approved improvements		
Targeted Services: Risk to Service Work is required to understand what the deliverables and milestones for this function are.		

In Scope	
	- Define and deliver reporting, training and processes are in place to enable the Commission to respond to significant variances in planned demand and other planning assumptions. - Develop proactive, scenario-based information to facilitate a smoother transition to emergency provisions, reducing the need for reactive responses, including options to provide a voting service to communities in any emergency instance. - BCP scenarios, including failure and mitigation plan, are thoroughly planned, tested, documented, and trained where applicable.
Changes or new Applications used to deliver Voting Services	
Domestic: eRoll	Functional improvements as defined by SME and approved by PB. Develop and test ready for Election Readiness Testing
Domestic: Reconciliation App	Functional improvements as defined by SME and approved by PB. Develop and test ready for Election Readiness Testing
Overseas: Download Voting Paper (DVP)	Functional Improvements as defined by the SME for improvements to the front end of DVP.
CPT: Dictation Scripts	Identification and Implementation of a solution to provide CPT staff with digital scripts to follow when engaging with voters using the dictation and remote service
CPT: eShip replacement	Identification and Implementation of a solution to improve process to produce courier labels for packages sent to voters engaging with the dictation service.
Overseas: Workforce Rostering Application	Risk assessment and approvals for continued use of the workforce rostering tool "Find My Shift"

Testing

This project will oversee the planning and implementation of the following test phases.

Test Phase	Purpose	Services	Applications / hardware
1. Component	Processes and system change: Individual elements and their reliability	None	Functional improvements to DVP, eroll and Recon App
2. Feasibility	Processes and system change: All components work together seamlessly	Voting Place processes	eRoll, Recon App
		Overseas CPT - Vote Issue	DVP Dictation script
3. Ops Sim	<i>Key election processes in real world conditions</i>		
4. Go-Live	Dress Rehearsal of critical processes, National office readiness	Overseas CPT Pre-Go Live End to End test of all process areas.	Overseas App, DVP, OVP,
		Election Night Test - Voting place	Recon App

Additional testing may be needed to ensure quality and assurance across the changes made to targeted services. Further work is required to determine the scope and approach of this testing

Voting Places

Ensure all voting place sites fall within the allocated GE26 budget envelope.

Review/ update, and implement Voting place assessments and Master forms for use within the field to assess voting places and selection of property for use as a Voting Place

Ensure all Voting places have site security plans, resilience plans in place to prevent or mitigate service interruptions and maintain security and data integrity.

Ensure regular reporting to senior leadership on property-related legislative and policy compliance, including sale of alcohol and political neutrality.

Identify and secure overseas voting places in partnership with MFAT and other partners (e.g. electoral bodies) within one month of the election announcement.

Ensure OROs are in place at overseas voting locations, and any relevant documentation is signed and in place.

Voting Places
Build, track, and monitor quality assurance controls to ensure all property processes and deliverables meet relevant legislation and Commission requirements (e.g., security, H&S, political neutrality)
Develop, deliver, and implement voting place tick box and flagging functionality by 16 December 2025, enabling full testing and reporting in Tableau by 2 February 2026
Ensure voting places are accessible, compliant with legislation, and support participation by all New Zealanders.
Communicate expectations and responsibilities to all voting place hosts, including political neutrality and conflict of interest
Design, develop, plan, deliver and implement the voting services for Māori for the 2026 General Election.
Identify areas of need across the motu that meet the criteria for engagement to be undertaken on the provision of voting services.
Engage with GE2023 KMVP partners and other identified partners /communities to confirm and secure host locations voting places in GE2026.
Design, develop and deliver materials and information on voting place requirements including information on political neutrality and kawa, processes and timeframes.
Engage with Government, local authorities and other community-based entities (e.g. Whakatāne District Council, Te Puna Ora o Mataatua) to explore partnering opportunities to access remote communities through its existing mobile services and where practicable support delivery of voting services through the outreach services.
Work with Finance to budget and develop a process for providing and reconciling Manaaki pūtea for KMVPs who take up the offer, subject to electoral and finance rules.
Agree and deliver a mechanism to gather feedback post GE2026 from partners, kaimahi and communities on the voting services and any improvements that can be made to future services.
Develop recommendations based on feedback received through the feedback mechanism to further enhance services to Māori.

Out of Scope	Rationale why it is out of scope
Public information campaigns, including digital communications	Information and Education for Voters.
Opportunities for improvement to the enrolment function within the Voting place is the subject of the Enrolment Workstream.	Enhancing Enrolment in a Voting Place
Engagement with the public at community level	SE&P
EasyVote production	Information and Education for Voters.
Vote.nz & Enrol online	Information and Education for Voters.
VPs to have uninterrupted access to data for eRoll.	GETII
Operational Delivery Simulation - scope, planning and delivery	Election Readiness
Overseas CPT: back-end changes to Overseas app, DVP and OVP	Post Election
Technology requirements for the temporary workforce delivering voting services.	GETII
Delivery or management of National Office (NO) premises during MEO26 and GE26 campaigns i.e. spaces for media briefings, internal teams or any NO permanent leases.	This sits within the business-as usual property function.
Set up, delivery and decommissioning of technology at voting place sites.	GETI
Employee specific IT devices or equipment i.e. laptops mobile devices, trainer kits, keyboards and/ software related to those requirements or for devices i.e. desktop scanner Capture Perfect software, required to support field staff.	This sits in scope of the GETII project
Development and deployment of Snaphire improvements highlighted post GE2023.	This sits within scope of the Snaphire project.
Recruitment and onboarding of employees for voting places.	This sits with the Temporary Workforce workstream.
Identification of employees with the required level of te reo.	This sits with the responsibility with the KMVP host with support where needed from Temporary workforce workstream.
Develop and deliver training using the proposed te ao Māori training approach including the development of training videos.	This sits in the Support for Election Delivery Workforce workstream.

Out of Scope	Rationale why it is out of scope
Development (including translation) and distribution of materials for voting places e.g. voting place posters, brochures and voter assistant cards.	Defining changes to voting place material sits within the Voting Services team. Translation of identified changes to voting place material into te reo sits with the Māori Advisory team. Development sits with the Information and Education for the public workstream. Distribution sits with Logistics and Supplies workstream.
Defining the site manaakitanga and tikanga at a KMVP.	This sits with the host KMVP site. Voting Services will ensure the 'kawa' and political neutrality is maintained.
Communication of agreed KMVP host site manaakitanga and tikanga to those working at KMVPs.	This sits with the host KMVP site.
Securing and organising Māori Wardens, Māori Justices of the Peace / Māori Women's Welfare League at KMVPs sites.	This sits with the host KMVP site.
Communicating locations of, and information about, KMVPs and other voting places.	This sits within scope of the Information and Education workstream.
Developing, delivering and implementing training videos in English and te reo Māori.	This sits within scope of the Support for Election Delivery workforce.
Delivering other workstream/ project outputs identified.	This would sit in scope of the relevant business unit or workstream.

Deliverables

The following table lists the key deliverables (or outputs) that the project will deliver during Tranches 2 and 3 of the GE2026 Programme, the quality and acceptance expectations, as well as the planned date.

Key deliverables			
Deliverable	Description of work	Quality and acceptance criteria	Delivery date
Service Recommendations	Record of suggested changes or enhancements to services, including the issue identified, the proposed improvement, and its status or next steps.	- o clearly document each recommendation and relevant details - o easy to understand - o kept up to date - o approved by relevant stakeholders	Oct 24
Updated service taxonomy and processes	A clear, organised list of all services offered, grouped into categories, along with step-by-step process of how each service is delivered to the Voter.	- o clearly categorise the services - o accurately describe how each is delivered - o use consistent EC terminology - o approved by key stakeholders.	Jun 25
Functional Requirement Spec Application changes	Improvement to solve specific problems.	- o Clear statement of changes required - o be actionable - o be achievable - o approved by relevant stakeholders.	Sept 25
Targeted Services Recommendation Papers	Recommendation papers providing analysis and guidance for improving or implementing targeted services	- o Content is focused on the needs of the identified target groups. - o Recommendations are supported by data, research, or feedback input. - o Final papers meet expectations and are approved by PB	Nov 25

Targeted Services Implementation Plan	Steps and timeline for rolling out GE26 service, including tasks, resources.	○ Outlines all tasks, timelines, and responsibilities. ○ Realistic and achievable with available resources. ○ Reviewed and approved by key stakeholders.	Dec 25
Test Approach	Types of tests to be performed, the scope, testing schedule, resources needed, and criteria for success.	○ clearly outline the testing approach ○ cover all necessary test phases ○ realistic and feasible ○ align with project objectives ○ approved by relevant stakeholders	Nov 25
Lesson Learnt	Insights gained from a project or process, including what went well, what didn't, and recommendations for improvement in future projects	○ clearly documented ○ based on actual experiences ○ actionable insights for improvement ○ reviewed, validated by relevant stakeholders	Oct 26
Project Close Report	Summary of the final outcomes of a project, including achievements, challenges, lessons learned, and whether project objectives were met, while providing recommendations for future projects	○ comprehensive ○ accurate ○ clear summary of project outcomes, challenges, achievements, and lessons learned ○ providing actionable insights ○ Reviewed by key stakeholders ○ formally approved	Dec 26
Voting Place process maps	Engage with the business to understand the current process, changes to processes, risks within the process.	○ Validated with field teams/ previous users. ○ Endorsed by Senior users/ suppliers. ○ Approved by Lead.	21 Nov 25

Reviewed and updated leases	Ensure all lease agreements and building documentation are compliant with law and internal requirements.	Documents filed in central system and accessible.	1 May 26
Voting Place Assessments, Master forms, Site Security Plans and Master forms templates	Review and update of voting place assessment, security documentation and any voting place master forms to align to any new Commission requirements.	Voting place assessments: - Reviewed by Security, GETII, SMEs, Field Staff, Property, Health, Safety and Wellbeing. - Approved by Leads. Voting place site security plan templates - Reviewed by SMEs, Property, Field Staff, Regional Security and Resilience Advisor. - Approved by Lead Master forms: - Reviewed by Security, GETII, SMEs, Field Staff, Property, Health, Safety and Wellbeing. - Approved by Lead	Property assessments 31 Oct 25 Site Security Plan template 21 Nov 25 Master forms 21 Nov 25
Voting places (number to be confirmed)	Secure and prepare specific sites needed for the election including both domestic and overseas voting places.	- Sites meet MUST HAVE requirements. - All leases secured by agreed dates. - All sites operational by agreed dates.	Advance Voting places & Voting places 7 Aug 26 Op date From Advance voting through to Election Day
List of domestic voting places approved by Chief Electoral Officer	List of approved voting places provided chief electoral officer for approval.	- List of voting places provided by Electorate Managers to National Office - Political party feedback incorporated.	Approval 7 Aug 26

		○ Reviewed and endorsed by Director, Voting Services. ○ Approval by Deputy Chief Executive, Operations. ○ Final approval Chief Electoral Officer.	
Reporting on voting places	Development of reporting requirements for voting places in GE26, delivery, tracking, monitoring of identified voting place requirements and providing requested reporting to Programme Board	○ Requirements gathered from all interested stakeholders including Programme Board. ○ Approval of requirements.	From 16 Dec 25
Temporary Accommodation budget, readiness and compliance reporting.	Development of property related readiness and compliance requirements and delivery, tracking, monitoring of readiness and compliance and providing requested reporting to Programme Board	○ Assurance reporting in place. ○ Readiness processes tested and communicated.	From 16 Dec 25
Information to potential voting place hosts	Hosts informed of roles and responsibilities. Hosts need to understand their roles, especially around political neutrality and treating.	○ Legislative change incorporated. ○ Agreed political neutrality requirements incorporated. ○ Information reviewed by appropriate teams and endorsed.	Information will require agreement on Commission Political Neutrality requirements – Currently scheduled Nov 2025
All advance and election day voting places secured and operational on the relevant date.	Make sure voting venues are ready, accessible and compliant.	○ All voting places venues secured. ○ Approved by the Chief Electoral Officer	AV – from 13 days prior to the election ED – day prior to election date

Schedule Management Plan

An up-to-date detailed project schedule will be available to the Business Owner, Business Lead and Programme Board, with deliverable milestones flagged. The major milestones for each stage will be reported in the Project Status Report.

Project schedules for the Services to Voters project will be created using MS Project that is then expected to be mapped to MS Planner board for ease of collaboration.

In the creation of the schedule the following aspects of schedule management have been considered:

- Activity definition will identify the specific work which must be carried out to complete each deliverable.
- Activity sequencing will determine the order of work packages and assign relationships between project activities.
- Activity duration estimating will calculate the timeframe required to complete work packages.
- Resource estimating will be used to assign resources to work packages in order to complete schedule development.

Once a preliminary schedule has been developed, it will be reviewed by the project team and any resources tentatively assigned to project tasks. The project team and resources must agree to the proposed work assignments, durations, and schedule. Once this is achieved the Business Owner will review and approve the schedule and it will then be baselined.

If a change is required to the schedule, it will be approved by the necessary governance level in accordance with tolerance levels and the change control process, then implemented by the Project Manager who will update the schedule and all required documentation and communicate the change to all key stakeholders.

Roles and responsibilities for schedule development are as follows:

- **Project Manager** - responsible for facilitating work definition, sequencing, and estimating duration and resources with the project team. The Project Manager will also create the project schedule using MS Project and validate the schedule with the project team, stakeholders, and the Business Owner. The Project Manager will obtain schedule approval from the Business Owner and baseline the schedule.
- **Project team** - responsible for participating in work definition, sequencing, duration, and resource estimating. The project team will also review and validate the proposed schedule and perform assigned activities once the schedule is approved.
- **Business Owner** - participate in reviews of the proposed schedule and approve the final schedule before it is baselined.
- **Other key project stakeholders** - participate in reviews of the proposed schedule and assist in its validation.

Schedule Baseline and milestones

The project has established a schedule consistent with [programme schedule guidance](#). The schedule includes tasks and key workstream milestones.

The below chart lists the major milestones for the Services to Voters project. If there are any scheduling delays which may impact a milestone or delivery date, the Project Manager must be notified immediately so proactive measures may be taken to mitigate slippage in dates. Any approved changes/variations to these milestones or dates will be agreed by the Business Owner/Sponsor and communicated to the Project Team by the Project Manager.

#	Description	Date
1	Service Improvements confirmed	Mon 24/02/25
2	Os CPT - DVP Front-End - Ready for Component Test	Fri 11/07/25
3	Os CPT - Dictation Script - Ready for Component Test	Mon 1/12/25
4	Os CPT - Rostering Tool - Ready for Component Test	Fri 3/04/26
5	Os CPT - Courier Labels - Ready for Component Test	Fri 6/03/26
6	Os CPT - Component Testing Complete	Wed 23/07/25
7	OS CPT - Feasibility Testing Complete	Fri 13/02/26
8	Os CPT - Go Live Testing Complete	Fri 20/03/26
9	Dom - Improvements confirmed	Fri 13/06/25
10	Dom - Process Updates Complete	Fri 28/11/25
11	Dom - eRoll Component Complete	Fri 7/11/25
12	Dom - Recon App Component Test Complete	Fri 5/12/25
13	Dom - Voting Place Feasibility Test Complete	Wed 28/05/25
14	Dom - VP Feasibility Recs in place for Election Ready Test	Mon 17/11/25
15	Dom - GE26 Service to Māori Approved	Fri 14/11/25
16	Dom - GE26 Service to Māori Election Ready	Fri 29/05/26
17	Dom - GE26 Accessibility Service Approved	Fri 28/11/25
18	Dom - GE26 Accessibility Service Election Ready	Fri 24/07/26
19	Dom - GE26 Service Non-English Speakers Approved	Fri 7/11/25
20	Dom - GE26 Service Non-English Speakers Election Ready	Fri 22/05/26
21	Dom - GE26 Risk to Service Approved	TBC

#	Description	Date
22	Dom - GE26 Risk to Service election Ready	TBC
23	Dom - Go Live Testing Complete	Fri 26/06/26

The full project schedule can be found here [Schedule GE26 Services to Voters.mpp](#)

Voting places

#	Milestone	Date
24	GE26 Voting place strategy and plan approved by Programme Board	9 Oct 25
25	Political Neutrality criteria of voting places approved by Electoral Commission Board	15 Oct 25
26	Categorisation of voting places flags in EMS & Tableau: Tested and ready for Tableau pipeline	1 Feb 26
27	MOU with Ministry of Foreign Affairs and Trade signed to secure overseas voting places	One month after ED announcement
28	Categorisation of voting places in EMS and Tableau completed and election ready	1 Mar 26
29	Voting places provided to Political Parties for feedback	5 Jun 26
30	Voting place feedback due back from Political Parties	30 Jun 26
31	Voting places confirmed	27 Jul 26
32	Voting places signed off by Chief Electoral Officer	7 Aug 26
33	Voting place list available on vote.nz	14 Aug 26
34	Voting places advertised on vote.nz map	21 Aug 26
	DVP/UDP on website	2 Sep 26
	Overseas voting opens	2 Sep 26
	Advance voting starts	7 Sep 26
	Election Day voting	19 Sep 26

The project schedule for voting place scope can be found here: [GE26 Voting place schedule](#)

Assurance Management Plan

The key focus of the assurance plan is to ensure that all governance and management aspects of the project are working appropriately, and that the project stays on target to achieve its objectives.

This project will follow and comply with the [Enterprise Assurance Framework](#) and will be aligned with the assurance needs captured in the [GE26 Programme Management Plan](#).

This project will follow and comply with [GE26 Programme Assurance Plan](#).

The project will be undertaking standard project controls and the following specific assurance activities will be undertaken.

The table below lists the key assurance activities the project will use. In keeping with best assurance practice, the project seeks to be agile and responsive to emergent risk and consequently in its selection and use of assurance activities. Key assurance activities will be reviewed and updated on a quarterly cycle or earlier if necessary.

First Line of Defence – Operational Management

Assurance Activity	Purpose	Audience	Performed By
Workstream risk and issue management activities.	Review and update risks and issues with all significant risks and issues to be reported to the Programme Board (monthly)	Programme Board Programme Director PMO Workstream Owner Workstream Lead	Project Manager
Lessons Learned practices – documentation, action and application.	End of Tranche lessons learned Identify and document lessons with action plans. Sharing the lessons and required actions with the Workstream Owner, Lead and PMO to incorporate into programme management practices.	Workstream Owner Workstream Lead PMO	Project Manager
Project status reports.	To provide an overview of project health and progress for the project governance to remain informed and provide direction to the Project Manager. Status reports include RAG status criteria to avoid 'green' reporting.	Workstream Owner Workstream Lead Programme Board PMO Programme Director	Project Manager
Project Assurance Plan execution.	Adherence to a planned approach to assurance management.	Workstream Owner Workstream Lead PMO	Project Manager

Assurance Activity	Purpose	Audience	Performed By
Project Management Plans (PMP)	Documents on how the project will be managed so the required outputs are delivered to agreed requirements and includes assurance activities for items in scope	Workstream Owner Workstream Lead Programme Board PMO Programme Director	Project Manager

Second Line of Defence – Risk Management and Compliance

Assurance Activity	Purpose	Audience	Performed By
Regular governance and oversight activities – Workstream Steering Group, Programme Board.	Review programme status and provide direction, guidance, decision making and support to the programme to ensure successful delivery of expected output and outcomes. Regularly assess ongoing viability and alignment to agreed outcomes.	Programme Board	Enterprise Assurance
Clear roles and responsibilities for project, programme and governance resources.	All resources (delivery, management and governance) understand their responsibilities relating to assurance.	All levels of the Programme	Enterprise Assurance
Appropriate approval is gained prior to proceeding to next stage.	To ensure that the project has all the necessary approvals and control artifacts in place prior to advancing to the next phase or tranche	Programme Board Workstream Owner Workstream Lead Programme Director	Enterprise Assurance
Post Implementation Review (PIR) for Projects	A Post-Implementation Review is conducted after completing a project. Its purpose is to evaluate whether the planned objectives were met, to determine how effectively the project was run, to incorporate lessons and improvements into programme management practices.	Programme Board Workstream Owner Workstream Lead Programme Director	Enterprise Assurance
Voting place process & SOP validation and approvals	Review, validation and approval of process maps and SOPs for site identification, management, and decommissioning by the field and programme teams.	Confirms processes are practical, fit for purpose, compliant, and approved, ensuring consistent management across all voting sites	Business Analyst, Voting Services

		All voting place process maps completed by 31 Oct 2025 Sysdoc instruction completion by 21 Nov 2025 All relevant SOPs (still to be identified) will be completed and updated on Field Echo.	
Voting place lease Agreement and documentation reviews & Filing	Legislative, legal and Commission compliance review of lease agreements in a central storage location to ensure accessibility of documents.	Assures all leases and lease documentation and meet legal and internal policy requirements and relevant voting place documentation is saved in a central location for access by regional manager and National Office voting services SME.	Voting Services
Voting place Assessment reviews & Security Plan Approval	Review and approval of property assessment forms, site security plans, and master forms by relevant stakeholders and security advisors.	Verifies that all sites meet safety, security, and operational standards before activation.	Voting Services, Security, Health and Safety, Regional Managers, GETI
Flagging functionality in EMS and Tableau	Design and testing of EMS and Tableau flags/tick boxes to support transparent reporting on voting places.	Provides reliable and accessible reporting for oversight, media, and public inquiries. Addition to Tableau pipeline by 1 Feb 2026	Data and Insights, IT
Voting Place Host Information Distribution	Communication to voting place hosts regarding roles, responsibilities, and political neutrality requirements.	Ensure hosts understand expectations, reducing risks around conflicts of interest and compliance Information will require agreement on Commission Political Neutrality requirements – Currently scheduled 31 Oct 2025	Voting Services

Commented [KT1]: This date looks unrealistic

Commented [SK2R1]: @Janna [REDACTED] Hi can you help me finish this off after PB

Commented [JH3R1]: Change request coming for this date change.

Site Security & Continuity Plans	Development, approval, and ongoing audits of site-specific security and business continuity plans.	Ensures sites are prepared to maintain security and service continuity during operations. Site security plans are completed once the lease has been approved. Initial security components of sites are captured through the assessment and discussed as part of the working group.	Voting Services, Regional Managers
Voting Places Approval	Approval of domestic and overseas voting places by Chief Electoral Officer, incorporating stakeholder feedback.	Confirms voting venues are secure, accessible, and compliant with political neutrality requirements and where applicable gain agreement on any exceptions. Approval by CEO scheduled 7 Aug 2026	Voting Services, Chief Electoral Officer
Site auditing	Site security audits are undertaken by the field management and Regional Security and resilience advisors to ensure compliance	This activity provides assurance that all temporary accommodation sites meet the required security standards and Commission policies. Regular audits verify that any risks or vulnerabilities are identified and addressed early, helping to protect the integrity of electoral operations and maintain public trust. It also ensures that site-specific security controls are being correctly implemented and maintained across all locations. Frequency of these is still being worked through with the field.	Electorate Managers

Third Line of Defence - Audit

Assurance Activity	Purpose	Audience	Performed By
Not defined at the time of writing			

Resource Management Plan

The project will consist of a matrix structure with support from various internal business units. All work will be performed internally.

The project will require all project team members for the entire duration of the project although levels of effort will vary as the project progresses. The project is scheduled to last Dec 2026 with standard 40-hour work weeks. If a project team member is not required for a full 40-hour work week at any point during the project, their efforts outside of the project will be at the discretion of their functional Line Manager.

The Project Manager will negotiate with all necessary functional line managers in order to identify and assign resources for the project. All resources must be approved by the appropriate functional line manager before the resource may begin any project work. The project team will not be co-located for this project, and all resources will remain in their current workspace.

Resource Calendar

Commented [SM4]: Needs updating

Staffing requirements for the project include the following:

Project Role	Named Individual	Number of hours per week	Over what period
Project Manager	Lisa [REDACTED]	16	3-year cycle
Project Co-Ordinator	Various	8	3-year cycle
SME – Domestic	Allison [REDACTED]	20	3-year cycle
VS Project Lead	Lisa [REDACTED]	16	2025 Sept - ED
SME – Overseas CPT	Tash [REDACTED]	20	3-year cycle
VS Project Lead	Nigel [REDACTED]	16	2025 Sept - ED
IT Applications	Allison [REDACTED]	8	2025 Sept - ED
Accessibility SME	Tom [REDACTED] Erin [REDACTED]	6	2025 Sept - ED
KMVP SME	Nicky [REDACTED]	16	2025 Sept - ED
Risk to Service SME	TBC	16	2025 Sept - ED
Workstream Lead	Martin Rodgers	3-5 hours	29 Feb 24 – 2 October 2025
Senior Supplier/User	Allison [REDACTED]	5 - 15 hours 5 hours	29 Feb 24 – 30 May 26 1 Jun 26 – 30 Nov 26

Project Role	Named Individual	Number of hours per week	Over what period
		3 hours	30 Nov 26 – 30 Apr 27
Senior Supplier/User	Nicky [REDACTED]	25 hours	2 Oct 25 – 30 Apr 27
Senior User	John [REDACTED]	1-3 hours	25 Jul 25 -30 Apr 27
Senior Supplier	Vincent [REDACTED]	1-5 hours	29 Feb 24 – 30 Apr 27
Project Manager	Janna [REDACTED] [REDACTED]	26 hours	2 Oct 25 – 29 Nov 25
Business Analyst	Jeremy [REDACTED]	20-hour hours	2 Oct 25 – 2 Feb 26
Testers for voting place flag functionality	TBC Will be based on available resource for Ops simulation	TBC	10 Oct 25 – 16 Dec 25
Subject Matter Expert Site security & resilience	Blair [REDACTED] Permanent	40 hours 40 hours	1 Aug 25 – 1 Nov 25 1 Nov 25 – 30 Nov 26
Subject Matter Expert Senior Advisory Māori	Merekanara [REDACTED]	20 hours	2 Oct 25 – 30 Nov 26
Subject Matter Expert Senior Advisory Māori	Nancy [REDACTED]	20 hours	2 Oct 25 – 30 Nov 26
Subject Matter Expert Strategic Engagement and Partnerships	Belle [REDACTED]		2 Oct 25 – May 26
Subject Matter Expert People and Culture	Steve [REDACTED]	5 hours	2 Oct 25 – April 26
Subject Matter Expert Training	Rogina	5-10 hours	2 Oct 25 – April 26
Subject Matter Expert Health, Safety Wellbeing and Security	Elaine [REDACTED]	1-3 hours	1 Feb 25 – 1 Jun 26
Subject Matter Expert Data and Insights	Beth Kreitzer	1 hour	1 Feb 25 – 30 Apr 26

Financial Management Plan

No specific workstream budget has been allocated to this project. The costs associated with this work has been forecasted by each respective business unit. These business units are responsible for their own cost forecasting, tracking actual expenditures, and providing estimates to complete their scoped items.

The workstream does not have direct visibility into these costs nor the ability to manage them directly. Each business unit will maintain its own budget management processes, including the oversight of actual costs incurred and for remaining expenses.

Communications Management Plan

The project will communicate with interested parties in a planned manner to ensure the right information is received by the right parties in a format and frequency that is best suited to the stakeholder group and/or the information being shared. The project will work with the Communications Team to ensure the communications remain appropriate throughout the project.

The communication plan will serve as a guide for communications throughout the life of the project and will be updated as communication requirements change.

The Project Manager will take the lead role in ensuring effective communications on this project.

Communications Matrix

The below communications matrix below will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it, and to whom to communicate.

Communication Type	Frequency	Format	Participants/ Distribution	Deliverable	Owner
Weekly Workstream Lead Meeting	Weekly	MS Teams or in person	Workstream team	Updated Action Register	PM
Project Monthly Status Report (PSR)	Monthly	Report template	Workstream Owner, Programme Board and Stakeholders	Status Report	PM
Governance Group updates	As needed	MS Teams or in person	Programme Board, Senior Leadership Team	Presentati on / Briefing papers	PM

External					
Ministry for Foreign Affairs and Trade (MfAT)	Requirements for locations and procurement of services for overseas voting locations	MS Teams, Email or in person	Director Voting Services, Key Overseas SMEs, MfAT representative, Project Manager	Meeting minutes, actions	Key Overseas SME PM
Ministry of Education	Communications to state schools and Board of trustees regarding contact by electoral staff and engagement regarding hosting a voting place	MS Teams, Email or in person	Director Voting Services, Key VS SMEs, Project Manager	Meeting minutes, actions	Key voting place SME PM
Potential Voting Place Hosts	Requirements for hosting a voting place (e.g. access, facilities, dates).	Once initially, then as needed	In person, email + Info Pack	Potential Voting place hosts	Field teams (Regional Managers, Regional Advisors, Electorate Managers) Info pack
Confirmed Voting place hosts	Confirming host responsibilities with confirmed hosts including political neutrality, treating, legislative obligations.	After confirmation and sign off by CEO	Letter, digital, lease to occupy	Voting Place hosts	Electorate Managers

Procurement Management Plan

While this project requires no procurement, in the event procurement is required, the Project Manager will work with the project team to identify all items or services to be procured for the successful completion of the project. The Project Manager will then ensure these procurements are reviewed by the Procurement Team to ensure the procurement plan contains all necessary details to begin the vendor selection, purchasing and the contracting process.

In the event a procurement becomes necessary, the Project Manager will be responsible for management any selected vendor or external resource. The Project Manager will also measure performance as it relates to the vendor providing necessary goods and/or services and communicate this to the procurement team and the Workstream Owner/Sponsor.

The project will comply with the Commission's [Procurement Policy and Procedures](#) and observe procurement related delegations in the EC Delegations Policy.

Risk Management Plan

Standard Project Risk Management approaches as outlined in the [Enterprise Risk Management Framework](#) will be used for this project. Risks will be captured and managed via the Risk Register in the Programme RAIDDL. Risks will be reviewed as appropriate according to the seriousness and volatility of the risk. All risks will be reviewed by the Programme Board at least every three (3) months.

Every effort will be made to proactively identify risks ahead of time in order to implement a mitigation strategy from the project's onset. The most likely and highest impact risks were added to the project schedule to ensure that the assigned risk owners take the necessary steps to implement the mitigation response at the appropriate time during the schedule. Risk owners will provide status updates on their assigned risks in the bi-weekly project team meetings.

Upon the completion of the project, during the closing process, the Project Manager will analyse each risk as well as the risk management process. Based on this analysis, the Project Manager will identify any improvements that can be made to the risk management process for future projects. These improvements will be captured as part of the lessons learned and post implementation review process.

Project risks will be escalated to the Programme Director and PMO in a timely, considered and transparent manner, consistent with [Programme Tolerances](#). Such escalation will be formally documented in the RAIDDL.

Key Risks

At the time of submission of this document to PB, the Risk Assessment has not yet been completed. This will be addressed by the incoming project manager at the earliest opportunity to ensure comprehensive risk management.

Risk Description	Mitigation/Controls	Residual Risk level	Risk Owner
IF the criteria/rationale for voting place selection is not clear and is inconsistently applied at a national level THEN political parties may provide feedback questioning the selection of some voting places and the overarching process WHICH could lead to a lack of trust and confidence by some voters and political parties (R096)	Clear and consistent method for choosing voting places is being used and can be explained publicly if needed. All potential locations are assessed using a standard tool, and guidance is provided to staff on how to apply the criteria. Voting place hosts are informed about their legal responsibilities and how to let us know if anything changes, such as a venue no longer meeting accessibility requirements.	HIGH	Martin Rodgers, Director Voting Services

The full project risk register can be found in the [Electoral Commission Risk Register](#).

Issue Management Plan

Issues will be captured and managed via the Issues Register located in the Programme RAIDDL. Issues will be reviewed as appropriate and will be included in the regular Project Status Reports presented to the Project Owner/Sponsor, Project Lead, Programme Director, PMO and Programme Board. Where escalation is required, the Project Manager will bring these items to the Project Owner/Sponsor, Project Lead's attention as soon as possible.

Key Issues

No high impact issues are currently being managed.

The full project issue register can be found in the [Programme RAIDDL](#).

Dependency Management Plan

Dependencies will be captured and managed via the Dependencies Register located in the Programme RAIDDL. Dependencies will be reviewed at a minimum frequency of monthly and will be included in the regular Project Status Reports presented to the Programme Board.

Additional to the dependency register, dependencies will be captured in the project schedule to show dependency key dates. As new dependencies are identified, these will be added to the Dependencies Register and the schedule.

Dependency Summary

To date the following key dependencies have been identified:

Incoming or Outgoing	Dependency Description	Dependency Owner	Date Needed
Incoming	eRoll Development	IT Business	1 May 2025
Incoming	Recon app Development	IT Business	1 May 2025
Incoming	Electoral Rolls for VP Feasibility Test	Enrolment	1 May 2025
Incoming	PIMS and Training for VP Feasibility Test	Support for Election Delivery Workforce	1 May 2025
Incoming	Materials for Voting Place Feasibility Test. There are a large number recorded in a separate spreadsheet	Logistics and Supplies	1 May 2025
Incoming	VP Phones for VP Feasibility Test	IT Business	1 May 2025
Incoming	Decision required regarding the use of commercial voting place partners and commercial in GE26.	Electoral Commission Board	31 Oct 25
Outgoing	Updating relevant property related instructions in Ops Manual.	Temporary Accommodation	21 Nov 25
Incoming	Approval of voting place political neutrality requirements for public information.	EC Board	31 Oct 25
Incoming	Property requirements to deliver Services for the Deaf.	Services to Voters	31 Oct 25
Incoming	Property related training requirements for Electorate Manager training.	Services to Election Delivery Workforce	31 Oct 25
Outgoing	Information to potential voting places.	Temporary Accommodation	31 Oct 25
Outgoing	Requirements to logistics and supplies regarding Temp Accom property suppliers.	Temporary Accommodation	31 Oct 25

Commented [JH5]: Change request coming to change date
As carried over from previously baselined PMP

Commented [JH6]: Change request coming to change date
As carried over from previously baselined PMP

Commented [JH7]: Change request coming to change date
As carried over from previously baselined PMP

Commented [JH8]: Change request coming to change date
As carried over from previously baselined PMP

Incoming or Outgoing	Dependency Description	Dependency Owner	Date Needed
Outgoing	Approved voting place list provide to Communications and Education	Temporary Accommodation	8 Aug 26
Incoming	Voting place excel list on Vote.nz	Information to the public	17 Aug 26

Commented [JH9]: Date updated as requested By KT in PB,

The full listing of all the project dependencies can be found in the [Programme RAIDDL](#).

Benefits Management Plan

The benefits identified will be managed and tracked in the benefits register within the RAIDDL. Progress reporting will be provided to the Project Board via the regular Project Status Report.

The Project Manager along with the Benefit Owner will track the deliverables of the project that when delivered will achieve the desired outcomes and benefits. If during the delivery of the project the benefits will be reduced or not achieved, an escalation to the Workstream Owner and Programme Director as soon as it is identified.

As the benefits of the project will be realised after project completion, the task of ongoing reporting and monitoring will be handed over to the PMO and Benefit Owner.

Benefits Summary

The table below identifies the benefits expected from the change initiatives that have been approved for inclusion within the scope of the workstream.

Benefit	Measure	Baseline measurement	Anticipated Realisation Date	Benefit Owner
An accessible, inclusive service ensures that everyone can engage with voting.	Number of votes incorrectly issued	TBC	Nov 26	Martin Rodgers
A reliable service assures participation by providing consistent, dependable access for all voters	Voters are issued a vote within xx mins	TBC	Nov 26	Martin Rodgers

Benefit	Measure	Baseline measurement	Anticipated Realisation Date	Benefit Owner
Testing service delivery processes helps ensure they are efficient, and voters can rely on those processes	No significant process change required after Sim tests	TBC	April 2026	Martin Rodgers
To create efficiencies in analysis and reporting by enabling faster and more accurate reporting on voting place types.	Quantitative: Time taken to respond to OIAs or internal reporting requests; ability to report site types in EMS/Tableau 100% of voting places assigned a type in EMS Qualitative: Field staff find it easy to implement new flagging function & staff find the categories relevant & suitable	Quantitative: Clear staff feedback but not quantified Qualitative: Cumbersome manual data collation and analysis. No ability to categorisation voting places in EMS impacting reporting on turn out, voting place type, reporting and finances.	Mar 2026 (post-implementation of reporting functionality) Aug 2026 (All VP information added into EMS)	Martin Rodgers
To improve confidence in compliance with legal and policy requirements (e.g., political neutrality)	100% voting places provided information of what to expect as a voting place and information legislative obligations such as treating and political neutrality 100% voting places reporting on identified requirements i.e. political neutrality Qualitative:	Quantitative: No measure. Qualitative No measure. Though 2 voting places identified through political party feedback as having conflicts of interest.	7 Aug 26 (once all VPs have been signed off by CEO) 7 Aug 26 (once all VPs have been signed off by CEO)	Martin Rodgers

Benefit	Measure	Baseline measurement	Anticipated Realisation Date	Benefit Owner
	Feedback from field staff, venues hosts & other stakeholders (e.g. political parties) that guidance is clear & relevant. Positive feedback from field staff, venues hosts & other stakeholders		1 Feb 27 (Post election feedback)	

Please refer to the Benefits Register within the [Programme RAIDDL](#) for full benefit details. Please refer to the [Benefits Management Guide](#) for more information on how the Programme and its workstreams and projects will manage organisational change.

Change Management Plan

The Change Management Plan is to understand the impacts on the business of a proposed change, and to gain stakeholder agreement on the plan for managing the change.

This plan assists in determining the change actions that will need to occur to address the identified impacts.

The project will impact on process and applications within the Operations Group. The following changes have been identified and will be managed as part of the scope of the project:

Impact Area	Description of the change impacts	Impact Level
Business Processes	Voting Place Processes, VA, VPM Overseas CPT – Vote Issue and Dictation Overseas Operations	Low
Technology	eRoll, Recon App DVP and Dictation Scripts	Low

Voting place Impact Area	Description of the change impacts	Impact Level
Policy/Legislation	Legislative changes in the Electoral Matters Bill are incorporated into the workstream where relevant, particularly around voting place operations and political neutrality.	Minor
Business Processes	A very small number of changes are occurring to end-to-end voting place processes or newly	Minor

Voting place Impact Area	Description of the change impacts	Impact Level
	introduced. These include identifying and recording more detailed information for compliance and reporting purposes.	
Technology	New functionality is being introduced in EMS and Tableau to support categorisation and reporting of voting places. These changes were developed with input from subject matter experts and have been communicated effectively. Minimal disruption is expected as the users are already familiar with the tools.	Low
People – Internal and External	Internal staff will need to understand and use new SOPs, site security templates and voting place property processes. Field staff and managers will require training and guidance on some changes, especially around political neutrality expectations. There is also some external impact for site hosts who will receive new guidance which will differ from previous elections particularly affecting treating changes outlined in the Electoral Matters Bill. The impact of this will be significant for some venue hosts and have no impact for others.	Moderate
Culture and behaviors	Staff, who have worked for the commission previously will need to get used to the changes to processes and expectation regarding Commission requirements – particularly regarding compliance and political neutrality.	Minor
Publications and assets	Ensuring that information for potential voting place hosts and for confirmed voting places is clear and understood is vital.	Low
Data Collection and Privacy	Minor changes to data collection (e.g. new site assessments and flagging functionality) are involved. No significant privacy risks identified, but any changes to data collection processes will follow existing privacy and data management policies.	Low
Guidance and tools	Guidance and tools are being designed to be accessible to all staff, including those needing accommodations. Field feedback loops need to be put in place to identify any access issues, and updates will be made as required.	Low

The project will be utilising the ADKAR model to manage its people change component. Please refer to the [Change Management Guide](#) for more information on how the Programme and its workstreams and projects will manage organisational change.

Project Organisation

The following roles have been allocated:

Project Role	Named Individual	Core employee
Project Owner	Anusha Guler, Deputy Chief Executive, Operations	Yes
Project Lead	Martin Rodgers, Director, Voting services	Yes
Project Lead	Aaron Tasker, Chief Information Officer	Yes
Project Manager	██████████ Oct 2025 to ██████████	Yes
Project Co-ordinator	TBC	Yes
Business Analyst	TBC	Yes
SME – Domestic	██████████	Yes
VS Project Lead	██████████	Yes
SME – Overseas CPT	██████████	Yes
VS Project Lead	██████████	Yes
IT Applications	██████████	Yes
Accessibility SME	██████████ ██████████	Yes
KMVP SME	██████████	Yes
Risk to Service SME	To be confirmed	Yes

The project will be utilising the programme standard [Project Roles and Responsibilities](#).

Constraints

The known constraints for this project are:

Summary of Constraints	
Resource	The project is constrained by limited availability of key personnel, which may impact timelines, decision-making, and the ability to complete tasks on schedule.
By Election	The project is constrained by the simultaneous commitment of all Subject Matter Experts (SMEs) to any By-Election event, limiting their availability for project tasks and decisions

Summary of Constraints	
Test	The magnitude of change proposed for 2026 and the time available to complete that testing is likely to be a constraint to the scope of testing in this project.
Recon App	This application requires the selection of a vendor to complete design review and stabilisation activities, which may constrain the project's ability to test the required functional improvements as planned.

The full list of constraints can be found within the [Programme RAIDDL](#).

Assumptions

In planning this project the following assumptions have been made:

Summary of Assumptions	
Legislation	It is assumed that the EAB will pass, as such the changes resulting from that bill are the baseline for this project, noting the significant change being the closure of enrolment 13 days before Election Day
Budget	It is assumed that improvements included within the scope of this project will have no or minor impact. If that proves not to be the case a Change Request will be submitted for consideration.
Resources	The timeline recorded in this document assumes the resource availability from the point of PB approval, if this is not the case the timeline will have to be adapted in line with resource allocation.
Project	Key Dates - Tranche One ends 28 February 2025 - Voting Place Test 13 May 2025 - Election Simulation 24 Nov 2025 Election Day (planning) 19 September 2026
Legislation	The scope of this project does not require any change to legislation.
Rec's	The recommendations produced by this project for GE26 will be small in impact to election delivery.
Testing	All changes proposed across the programme will have successfully completed unit/component/functional testing prior to the start of this project Readiness Testing
Testing	This project's Readiness Testing will be followed by the Election Simulation (Integration testing).

Voting place Assumptions

There will be at least 1 referendum.
The Electoral Amendment Bill will be passed by 18 December 2025.
Changes will need to be made by 1 January 2026 following the Operational Delivery Simulation.
Any relevant legislative change in the Electoral Amendment Bill will be included in the information provided to voting place hosts.
The enrolment deadline will change to midnight on day before the start of advance voting, 13 days before Election Day.
The period for advance voting will be 12 days prior to Election Day.
An additional strict liability offence prohibiting the provision of free food, drink, and entertainment (other than water) within a 100-metre buffer zone around polling places during voting hours.
There will be overseas voting places in GE26.
The Senior Security Advisor will support operational teams to implement the security approach for voting place sites.

The full list of assumptions and status can be found within the [Programme RAIDDL](#).

Change Control

The project will align with the programme change control process, where all requests to change the agreed project scope, requirements, schedule, quality, cost, resources, risk and benefits are captured, evaluated and then either approved, rejected or deferred.

By following the variation management process, the project will manage each change request through the life of the project in a controlled and purposeful way, be able to communicate the impact of changes to appropriate key stakeholders and will also ensure there is no 'drift' of key controls (time, cost, scope, quality, benefits).

Tolerances are the permissible deviation above and below the agreed project schedule, cost, quality, scope, benefit, resources, and risk without the need to escalate to the next level of management. Any escalation is the trigger of a change. Refer to the [Programme Tolerances](#), to understand what items require escalation via the variation processes, verses what can be managed within the workstream/project without the need for a variation.

All change requests will be logged in the change request register in the [Programme RAIDDL](#) by the Project Manager and tracked through to completion whether approved or not.

Please refer to the [Change Control Guide](#) for how the workstream/project will manage variations.

Document Management Plan

The Services to Voters project will use the Commission's document management system, SharePoint, for storage of all project documentation.

- The SharePoint URL for the Programme folder is: [GE2026 Programme Folder](#)

- The SharePoint URL for the Project folder is: [Services to Voters Folder](#)

Electronic signatures via email will be accepted as a valid form of document sign off. A copy of the approval email / hard copy signoffs will be electronically embedded into the document being approved.

The project will be following the Programme defined [project folder structure and naming conventions](#).

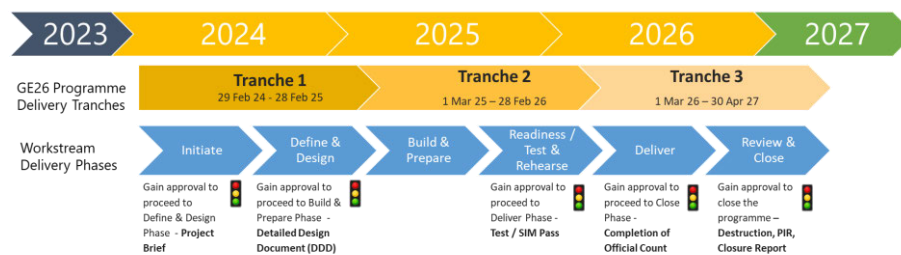
Appendix 1: Project Lifecycle

The Workstream/Project will follow the Commission's project management lifecycle which has been adapted from the PRINCE2 methodology.

The workstream and subsequent projects are part of the GE26 Programme and will follow the Commission's project management lifecycle which has been adapted from the PRINCE2 methodology and will be delivered within the GE26 Programme delivery tranches.

There are five primary governance gate points that which is used to pause and consider if the workstream or a project is to provide the desired outcomes, remains a priority and is aligning to the Commission strategies prior to proceeding to the next phase.

The workstream delivery phases for the GE26 Programme are outlined below.



Election 2023

Pou Tikanga Report to the Electoral Commission

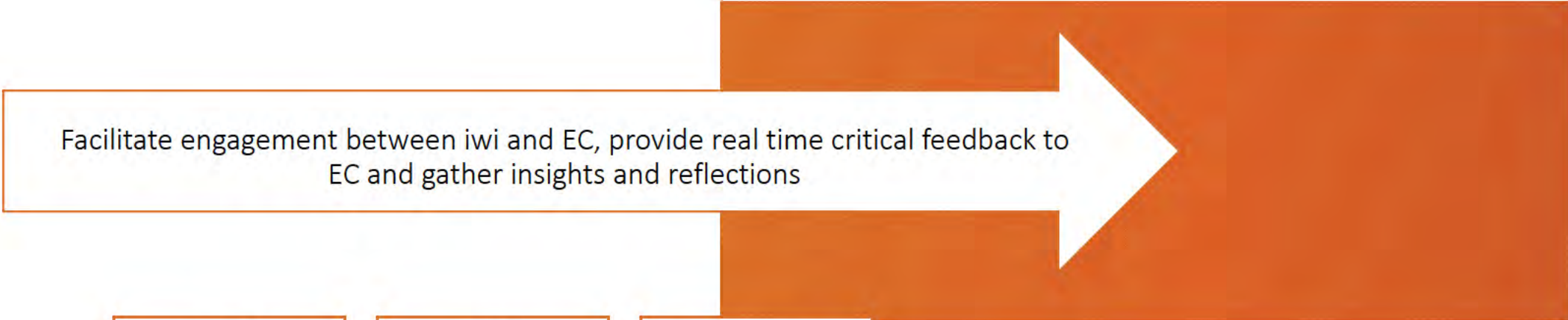
The broader context

Acknowledging the broader context is important when discussing Māori participation in the Electoral System. Māori participation is fraught with tension and cannot be severed from the broader context and systematic failings which includes;

1. Nō wāhi kē: The Electoral System is an imported colonial mechanism
2. Te Ture: The Electoral Act is confusing, has had numerous changes and in numerous places is ambiguous (Independent Electoral Review, 2023)
3. Te Tiriti o Waitangi: Guarantees Māori the right to self-determination
4. Kaikiritanga: There is a history of structural racism and discrimination towards Māori in the electoral system (Independent Electoral Review, 2023)
5. Kaikiritanga: There is evidence of interpersonal racism and discrimination towards Māori when enrolling and voting (Tawhai & Cranberry, 2020)
6. Mana taurite kore: Māori enrolment and voter turn-out is consistently inequitable compared to non-Māori

Acknowledging the broader context ensures that deficit discourse such as 'Māori just need to get out and vote' is balanced with the wider socio-political environments and historical and systematic barriers faced by Māori.

Project Overview



Facilitate engagement between iwi and EC, provide real time critical feedback to EC and gather insights and reflections

Phase 1

- 8 weeks
- Disseminate He mana tō te Kōwhiri resources
- Increase awareness of the Māori Electoral Option

Phase 2

- 5 weeks
- Disseminate and promote key EC resources and messages
- Support whānau to enrol and vote

Phase 3

- Provide recommendations for future MEO campaigns and General Elections

In both phases there was no lead in time to develop, plan or ideate. Therefore, the primary objective was to facilitate engagement between the EC and interested Iwi.



Phase 1

Increase awareness of the Māori Electoral Options

Key Activities:

- Utilised NICF communication and membership platforms to disseminate He mana tōu te kōwhiri resources (77 iwi)
- Disseminated MEO resources to NICF Rotorua hui (77+ iwi, 400+ attendees)
 - Facilitated engagement between hapori Māori and the EC including ordering stakeholder packs, te reo (Ngāpuhi) packs, enrolment forms and introducing Māori leaders to community engagement leads
- Live Iwi Chairs Sprint Kit developed and disseminated to NICF members (77+iwi).
- Weekly feedback and recommendations provided to the Commission
- Recruited Rangatahi roopu
- Facilitated online wananga
- Presented to NICF

**FOUR DAYS
LEFT WHĀNAU**

**Māori Electoral Option
data snapshot**

31 March 2023 - 28 May 2023

Wiki 1

- 1,121 new enrolments - Māori roll
- 736 new enrolments - general roll
- 5,102 switched from general to Māori
- 4,399 switched from Māori to general

Phase 1

Key Insights for the Māori Electoral Option

"I rang the 0800 number, they couldn't answer my pātai, they only knew what was on the website. I wanted more details about the whakapapa of the General roll in comparison to the Māori one"

"Whats the Electoral Commission? We don't know about the rolls, we'll just do whatever Aunty says"
4x Tane Māori, Iwi Provider Manawatu

"One of our trustees made the comment that he is on the Māori Roll but he doesn't really understand why or what the benefits are. This started a 30 minute kōrero about the whakapapa of the rolls, the connection between the Māori roll numbers and the numbers of Māori electorates, seats and Māori MPs in Parliament. An unexpected outcome of the campaign is that there will be lots of kōrero like these happening around Board tables and kitchen tables around the motu"
Māori board, Te Ūpoko o Te Ika

"Thanks to the EC for providing resources in our mita" Kaimahi
Lecturer

Key pātai from whānau

- What is the whakapapa of the Māori roll?
- Where can we get information that is based on Māori world views?
- Is there resource for iwi to wānanga this?
- What is the difference between the 2 rolls and what does it mean for me my whānau, hapū and iwi?

Key Insights:

- Iwi and hapū want more Māori designed resources and opportunities to wānanga the whakapapa of both rolls and the implications and significance of the Māori Electoral Roll
- Little awareness of link between the rolls and identity
- Apathy due to governments not doing well for Māori – a waste of time

Phase 2

Supporting whānau to enrol and vote

Key Activities

- Implemented an Iwi centric strategy
- NICF hui – (77 iwi) resolved to support whānau to enrol and vote in the General Election.
- Facilitated engagements between iwi, hapū, marae and hāpori and EC (call centre, regional EC staff, SLT members and vote.nz website).
- Requested clarification from EC for Iwi/hapū/rangatahi identified issues (x53)

Key Outcomes

- 185 new enrolments (150 Rangatahi)
- 11 iwi/hapū led wānanga
- 30 iwi, hapū, marae, kapa and hāpori supported to enrol and vote

Key Insights

- Whānau want more opportunities to hear from political parties and candidates from across the political spectrum
- Whānau want more opportunities to wānanga, and understand the whole system
- A by Māori for Māori approach works best



Kuia Crafting group.



NICF hui in Waipā



Voting on Election Day

Staff Recruitment

Promoted EC staff vacancies to NICF members (77 iwi) and associated networks.

Key Insights:

- Engagement from numerous iwi
- Online registration process is long and difficult for whānau groups

Recommendation:

- Review and co-design the recruitment process to make it easier to apply
- Promote earlier

“We need more time, we could have helped heaps of whānau and Rangatahi, and had them all work as staff if we had more time” He uri o Ngā Puhi



DO YOU WANT A JOB HELPING WHĀNAU VOTE IN THE 2023 GENERAL ELECTIONS?

The Electoral Commission are actively recruiting for roles in the 2023 General Elections. We want to see as many whānau Māori across Aotearoa take up these roles and improve the voting experience for Māori across the motu. There are more than 20,000 roles and all are paid roles. Wherever you are in Aotearoa there could be a role for you or someone in your whānau, whether you are looking to work for several weeks, or just for a day.

Karawhiua!

Kaupapa Māori Sites (KM site)

Promoted kaupapa Māori sites to NICF members (77 iwi) and associated networks

Key Insights:

- Very high levels of engagement and numerous requests to become a KM voting site
- Confusion as to what the definition of a kaupapa Māori voting site is vs other Māori voting sites (marae, kura etc), what to expect at each site ie –tikanga, manaakitanga and comms, the overall KM strategy, how to apply and cut off dates
- All voting sites should have te reo capability regardless if they are a KM site

Recommendations:

- Increase the number of Kaupapa Māori voting sites
- Ensure every voting booth has te reo Māori capability

Some Whānau kōrero

Communication	“Why are we promoting online enrolment when you have to have ID, when we can just turn up to vote and enrol then? What about Rangatahi that don’t have ID?” Rangatahi “Where is the communication about having whānau or tamariki at voting booths? Why cant we have our tamariki with us? Rangatahi “One of the staff said we can't wear tino Rangatiratanga colours when we vote because it was promoting the Māori Party, we don’t even vote for them...” He uri nō Rangitkei
Voting experiences	“I voted at **** marae, I hadn't slept well, had stuff going on with mum and they gave me a cup of tea and I was able to think first, gather myself and then vote. The experience was”. He uri o Ngāti Kahungungu “Prior to voting day we were able to engage with the local Electoral Commission to come into mahi hold 4 wānanga with 4 different rangatahi cohorts to educate and empower our rangatahi to have a voice in the upcoming election. Saturday 14th October was a very successful day for our rangatahi and their whānau. For the 28 rangatahi we picked up on the day it was the first-time voting. Also a huge mihi to the team in Maraenui for accommodating our rangatahi and spending quality time to ensure the process was seamless and showing a lot of awhi with our rangatahi. We were able to mobilize 2 x vans and 4 cars to pick up our rangatahi. Being able to do this encouraged 7 different Whānau to jump in the waka to come and vote..” Rangatahi Organisation “I went to the same voting booth 2x to place my vote and had 2 very different experiences. I was pretty angry about the first one - I walked in, said Kia ora and asked the staff if anyone spoke in te reo, while the staff were checking, the security guard walked up to me pointed to my clothes and said 'but your wearing a lovely <u>English</u> dress, thats clothing and its English! I replied 'does that matter' and he tried to backtrack saying 'oh I just meant it is a lovely english dress, and looks really lovely, and you speak samoan' I corrected him saying 'te reo actually'. I walked out. My second experience of voting was great. I was greeted by kaimahi who said Kia ora and they had stickers on them with the words "Languages" which showed what languages they spoke. It was beautiful and hearing the word kia ora so normalised in the booth made me feel safe” He uri o Ngāti Raukawa "On voting day I headed to my local school to vote - Hastings Christian School on Copeland Road in Hastings. I took my son with me as he had very recently turned 18 and had been told he could enrol and vote at the same time. When we arrived there was a small queue waiting to get in and saw people in front of me turned away. I asked why they had been turned away and they said because they needed a special vote and the special papers had run out. When I spoke to the lady at the door she said I could vote as I was on the general roll but my son could not as they didn't have any special papers for him. They said they believed that most places in Hastings had run out of special papers but we could try another school on the other side of Hastings as they may have some. After heading there and seeing a huge queue and people being turned away we headed off and my son didn't get to vote” He Tangata Tiriti and her Māori tama

Some Whānau kōrero

There are some tikanga that may cause concern when perceived to be customary practice based on Kawanatanga

Whanaungatanga

Relationship, kinship, sense of family connection. Has rights and obligations. Traditionally connected through whakapapa but more recently may be kaupapa driven. Created through shared experiences and people working together. Differs from nepotism in that any advantage falls on the whanau, not the individual.

Manaakitanga

Kindness, hospitality and respect to others. Reciprocity. A right and an obligation. Associated with aroha and is said to be one of the most important aspects of demonstrating Rangatiratanga. The obligation in practice often involves providing kai.

Phase 3

Recommendations for future MEO
and General Election campaigns

Methodology

Mixed methods of formative, process and kaupapa Māori methodology including:

- Spreadsheet of identified issues/pātai from Māori, hapū, iwi and leaders and rangatahi = (x53), support whānau to enrol and vote feedback (x17), engagement with EC staff, review of EC websites and collateral, feedback from Māori leaders, iwi leaders, hapū, marae leaters, pātai from Iwi Chairs and attendees (2xhui)

Unexpected successes & barriers

Kaupapa Māori voting sites

- Very high levels of engagement from Iwi, hapū and marae asking for details on how to apply to become a KM site right up to election week.
- Whānau saying they would be happy to travel to a KM site rather than vote at a local booth
- Having voting be a part of a hapori/marae day makes sense for whānau
- Available to all voters

Language accessibility

- "Kia ora" and te reo at voting booths should be normalised
- The kaimahi "Languages I Speak" stickers are helpful for all vote

Regional Engagement and community engagement.

- Facilitated engagement between Iwi and hapū and the community engagement teams was viewed as helpful and helped rebuild some previously tenuous relationships
- Time is needed to make engagements effective

Data

- There were numerous requests from Iwi Chair's, Māori communities and leaders for easily accessible data.
- The EC website is clunky and hard to navigate.
- Whanau are interested in data that explains outcomes

Racism

- Further understanding of the prevalence and impact of racism in the electoral system is urgently needed.

A unexpected issue

During Phase 2 there was conflicting advice from different staff and teams in the EC which resulted in high levels of confusion for numerous stakeholders.

Some examples include; the kaupapa Māori sites and their tikanga, Māori/iwi communication plan, pop up voting booths and changes in localities, how kaupapa values are incorporated and supported, cut off dates to become a voting booth, social media tikanga including promoter statements and profile pictures , voting booth tikanga including the differences between Advanced and Election day tikanga. These concerns were provided back to the Commission at the time.

The Commission is the trusted voice of the Electoral System, and conflicting advice and communication places Māori stakeholders and communities at risk.

It is critical that all EC staff have in-depth knowledge and understanding of the Electoral Act, as well as Te Ao Māori, tikanga Māori and the diverse realities of Māori communities.

For future GE's we recommend that the EC partner with Māori to:

- Co-design a list of 'Social media tikanga'
- Co-design a list of 'Election day and Advanced voting booth tikanga' with co-designed Māori examples of the AVP and Election day tikanga, the differences and the reasons why.
- Co-design a list of 'Tikanga and manaakitanga during the GE' so that everyone is aware of what they can and can't do leading up to a General Election.
- Further we recommend that all stakeholders receive adequate lead in time, one liaison person and correct advice

Draft Summary &recs????

Let us discuss this section of the report

Status Summary.

The aim was that through partnership, there would be increased participation by Maori in the 2023 election. (Partnership) Once the NICF was involved, we saw the opportunity for the election able to contribute to the revitalization of Rangatiratanga through the Kaupapa Maori voting sites. (Protection). A secondary aim was for Maori to be more involved in and better informed about election. (Participation)

Key issues and risks

- No lead in time resulted in lower engagement than expected.
- The Commissions communication was at times inconsistent and conflicting which resulted in high levels of confusion

Key Opportunities

Recommendations

That the Commission **co-design a Māori engagement and participation strategy** that includes the following:

- An iwi/hapū enablement strategy
- A data strategy based on Māori Data Sovereignty Principles
- An action plan to increase the amount of kaupapa Māori voting sites
- A Te Reo At Every Voting Booth strategy and action plan
- An online whānau based staff recruitment application pathway
- A communications strategy that includes a puna mātauranga Māori on the EC website, that provides accessible, correct and relevant whānau, hapū, iwi and Māori information
- An anti-racism policy and action plan that includes a racism monitoring mechanism, staff training programme, incident management protocols and is informed by independent anti-racism research
- Equitable Māori capacity and capability at every level of the Commission
- A Māori stakeholders kete that provides correct, relevant information and wrap around support

Minimum Requirements

Pou Tikanga provide these minimum requirements which we see as imperative to uphold a fair and democratic General Election.

1. Equitable enrolment and voter turn-out between Māori and non-Māori
2. No incidents of discrimination or racism when enrolling or voting
3. Te reo Māori capability at every voting booth
4. Continue to build direct and mana maintaining relationships with a range of Māori communities particularly those with lower participation rates and or whom have differential support needs
5. An equitable allocation of resources to mobilise whānau

As per our tikanga to manaaki all peoples in Aotearoa we also extend the minimum requirements to all peoples

1. Equitable enrolment and voter turn-out across all eligible voting groups in Aotearoa
2. No incidents of discrimination or racism when enrolling or voting towards any person
3. Adequate language capability at every voting booth
4. Continue to build direct and mana maintaining relationships with a range of communities particularly those with lower participation rates and or whom have differential support needs

Every vote should be regarded as tapu, and an expression of a persons' mana motuhake regardless of who they are and who they vote for

NGĀ MIHI

Enhancing Services for Māori

Te reo Māori regional dialect approach project brief

V.07

Document purpose

The purpose of the Project Brief is to describe a project/workstream at a high-level to enable key decision-makers to understand the project's/workstream's objectives, benefits, scope, etc. prior to it being approved to proceed to more detailed planning.

The Project Brief needs to be signed by both the Project Owner and the Programme Director. The Project Brief will then be presented and considered by the relevant governance body and decisions will be recorded in meeting minutes.

Once a Project Brief is approved a Project Management Plan (PMP) will be developed by the Project Manager for approval. The PMP will provide the next level of detail needed to show how the project/workstream will be managed to ensure successful delivery of the Project Brief.

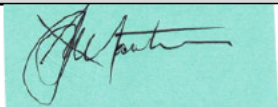
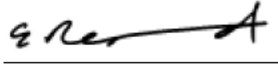
Document history

Version	Issue date	Changes
1/8/2024	v.01	Initial project brief drafted
14/8/2024	v.02	Reviewed and input from workstream members
19/8/2024	v.03	Changes made to address changes and provided to wider group to review
22/8/2024	v.04	Comments reviewed post feedback and input received from Māori Advisory Team
29/8/2024	V.05	Resource information changed and amended.
29/8/2024	V.06	Edit after Programme manager review
30/8/2024	v.07	Final edit post lead review

Document review

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Emily Redmond	Programme Director, Office of the CE	0.6/0.7
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Carol Slappendel	Manager, Project Management office	0.3

Document sign-off

Name / Position	Signature	Date	Version
Hone Matthews/ Project Owner		30.08.24	v.07
Emily Redmond / Programme Director		30.8.24	V0.7
Programme Board	Insert governance body meeting date and link to minutes		

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1. Te reo Māori dialect approach project purpose

The purpose of this project is to develop and implement a structured te reo Māori regional dialect approach (the dialect approach) to establish a clear, consistent, and culturally informed process that enables effective communications to electors of Māori descent. This project seeks to provide structure to the approach allowing for easy decision making and consistent application of te reo Māori dialects across the Electoral Commission (the Commission).

The Commission administers the Māori electoral roll and Māori electorates, an important part of this is informing Māori electors of their choices around roll type and what these choices mean in terms of participation and representation. The Commission also plays a vital role in designing and supporting initiatives that promote equitable enrolment and voter turnout for Māori.

A critical element of engaging Māori is to communicate in ways that are meaningful and reflective of te ao Māori approach. Utilising a regional mita (dialect) approach supports the building of trust in the Commission and demonstrates respect to tangata whenua and te reo as a taonga.

2. Recommendations

1. **Note** this brief is not recommending options to consider but that the Commission works on an approach to reo Māori dialects by 24 December 2024.
2. **Note** the outputs of the approach document, if approved, will need to be incorporated into other workstreams.
3. **Note** there are no costs associated with completing the approach document other than kaimahi (including a BA) time.
4. **Note** additional people resource and therefore funding will be required to support any level of dialect offering for GE26 and MEO26.
5. **Note** any costs (people resource and translation costs) associated with the recommendations in the approach document will be determined during Tranche 1 and in collaboration with responsible workstreams, but are likely to be medium – high (\$50k - \$200k)
6. **Endorse** the writing of a te reo Māori dialect approach proceeds to prioritisation.
7. **Note** should the project be approved, a detailed design project brief will be presented to Programme Board for approval.

3. Background

Māori language is central to te ao Māori, and an important aspect of identity. Te reo Māori is not and has never been a 'standard' language. In recent years the focus has shifted away from a generic form of te reo Māori to a focus on iwi and their mita.

Dialects identify iwi connections, relationship and asserts the mātauranga, history and tikanga of their people and their rohe. The revitalisation of te reo Māori and mita are central to Māori and Māoridom and play an important role in authentically connecting with and supporting Māori identity.

Through dialectal distinctions, the Commission will embody a te ao Māori lens that focuses on interconnections, delivering information in a way that is more relatable, and through demonstrating respect and acknowledgement of tangata whenua.

Use of te reo Māori regional dialects at the Commission

In late 2022 the Commission made a move toward a more regional engagement approach by using regional te reo Māori dialects to connect and engage Māori more authentically.

Lessons learned, feedback and the experiences of using regional te reo Māori dialects in the 2023 General Election (GE23) led to the need for a formalised Commission-wide, te reo Māori dialect approach (the dialect approach).

The te reo Māori dialect approach

There are three pillars to the dialect approach:

- Kumanutia, manawatia te reo = supporting revitalisation
- Kurawakatia te reo = creating authentic language environments
- Whakapūmautia te reo = establishing infrastructure and integration.

The dialect approach aims to:

- reduce language barriers by providing electoral information in te reo Māori dialects that encourage Māori engagement and participation.
- build trust through the presence of regional te reo Māori dialects in electoral processes, reinforcing the value of Māori identity within New Zealand's political system.
- encourage younger generations, fluent in te reo Māori and their mita, to assist and engage older family members, increasing overall participation.
- support the revitalisation of te reo Māori as our national language; and
- celebrate diversity in te reo Māori.

This project will:

1. Design, develop and deliver an agreed organisational wide dialect approach to how we will identify and implement the use of dialects. This will be a universal approach that can be applied to both our standardised messaging as well as electoral event specific communications. The approach will include how we decide what gets translated, and the practical process for translation including procurement of regional dialect translators; and
2. Working with relevant workstreams to identify what material needs to be translated - identifying what we can get started on now ahead of the next big electoral events.

It will be the role of the responsible workstreams and business unit(s) to plan, develop and deliver those identified materials and outputs using the principles and guidance outlined in the dialect approach.

As a result this work needs to be completed by December 2024 to enable other workstreams to incorporate the outputs into their detailed design during tranche 1,
Noting that the project will work with projects and workstreams as the dialect approach progresses to understand and identify their translation needs.

This project will support the Commission to deliver information and support services to Māori in a way that recognises the diversity of Māori and enhances identity.

4. Strategic alignment

The Commission has four strategic priorities. Outlined below are how this project will align to those priorities:

Strategic priority	Alignment
1 – Building our capability We will have enough people in the right place at the right time and be clear about how we will work together. Our core systems and processes will be fit for purpose, and we will continue to deliver high quality services.	The project will ensure all processes to complete te reo Māori dialects are tested and communicated in detail within the dialect approach.
2 – Preparing for an election We will be prepared to deliver GE2026 earlier, reduce pressure on staff in the election year, and become less reliant on individual people for maintaining knowledge of what we do.	The project will deliver the te reo Māori dialect approach in early 2025 ¹ in time for detailed planning to be undertaken by all teams across the Commission.
3 – Preparing for the future We will look at how best to deliver our functions in five- and ten-years' time and incorporate the needs into design thinking and development.	The project will be forward thinking ensuring there are processes in place to address any changes to the number of dialects.
4 – Building relationships and understanding We will strengthen relationships with the people and groups who support us to deliver elections. The conversations we have with Māori, our community partners, government agencies, and voters help build understanding of the electoral system and the work we do, as well as foster trust and confidence in the integrity of our democracy.	This project will be planned and developed using a te ao Māori lens, and using feedback from key stakeholders, to deliver a dialect approach that supports the Commission delivering information and communications to Māori in a way that reflects Māori diversity.

¹Detailed planning for 2025 MEO and will use the current approach the formalised dialect approach is delivered.

Ngā Maihihioterā

Ngā Maihihioterā (Ngā Maihi), the Commission's Māori strategy, which will be launched on 6 September 2024, the foundation of the workstream and of the te reo Māori dialect approach project.

The three work programmes outlined in Ngā Maihi are: Kaupapa Kōhere (Operational Policy), Kaupapa Kōtuitui (Quality Engagement) & Kaupapa Kōtuakiri (Cultural Identity).

Outlined below is how this project will align to these:

Ngā Maihi pou	Alignment
1 – Kaupapa Kōhere (Operational Policy) We are integrating te ao Māori into our core functions by understanding how policy impact Māori, ensuring that social procurement reflects our strategy. The views and perspectives of Māori organisations we engage will help inform our policy decisions – particularly regarding tikanga and the future of Aotearoa parliamentary elections, and primarily affecting Electoral Commission policy and decision making. This will impact upon the recommendations we make, that feed into wider policy decisions on electoral matters.	The development of a universal dialect approach for the Commission demonstrates a te ao Māori approach to policy/guideline development.
2 – Kaupapa Kōtuitui (Quality Engagement) We will broaden our strategic relationships with: • Iwi/hapū/whānau • Rūnanga • Urban authorities and other Māori organisations and government agencies We are constructing mana-enhancing partnerships that are enduring and nationally beneficial.	The effective utilisation of a dialect approach support relationship building and engagement approaches through the recognition of te reo as a taonga and the diversity of te ao Māori. As appropriate, quality engagement with Māori partners and communities to inform the te reo Māori dialect approach will ensure the project is actively constructing mana-enhancing partnerships.
3 – Kaupapa Kōtuakiri (Cultural Identity) Our values lay the foundation for Māori culture to thrive in our organisation, this prospective will guide us in the tikanga of Karakia, of whakatau, of whakawātea, and of whakarawea.	Through co-design and engagement, the project will value and adopt a te ao Māori worldview. By undertaking a dialect approach and not using the generic form of te reo Māori we are showing respect for te reo and supporting understanding and engagement with electors of Māori descent.

5. Objectives

Objectives for the project are outlined below. Objectives were developed from the working groups work on what a good approach looks like. This work is shown in Appendix 1.

Project objectives
Deliver a robust, evidence based te reo Māori dialect approach document by 28 February 2025 that will support the Commission to deliver authentic and engaging communication and education for Māori.
Ensure alignment of purpose and clarity on project goals to effectively develop and implement a te reo Māori regional dialect approach for the Commission.
Develop a clear set of principles and guidelines that ensures consistent use of te reo Māori dialects across Commission communications.
Identify and work with appropriate vendors who can deliver the regional dialect work to an appropriate standard.
Ensure roles and responsibilities within the development and delivery of te reo Māori dialects are clear and communicated effectively.
Ensure there is a clear prioritisation process in place so decisions on what is and can be translated in te reo Māori regional dialects can be applied.

6. Benefits

Initial benefits are listed below. More work will be completed in the detailed design phase to articulate the measures associated with these benefits.

Benefits	Measurement
The Commission is acknowledging the importance of Māori diversity.	Qualitative: Feedback from Māori communities on engagement and use of te reo Māori regional dialects.
The Commission will have agreed processes in place to support quality information and communication outputs to Māori.	Qualitative: clear and agreed processes outlined in the approach that are easy to follow and roles and responsibilities are understood.
The approach document will provide clear principles for application of te reo Māori dialects that support the Commission to deliver appropriate information and communications.	Qualitative: clear guidelines and principals provided in the approach that
A structured, well-planned dialect approach document will ensure the Commission can undertake culturally responsive and respectful engagement with Māori communities.	Qualitative: Feedback from Māori communities on engagement and use of te reo Māori regional dialects.

7. Scope

In scope
- Define, design, develop and deliver an organisational wide te reo Māori dialect approach that outlines the purpose, dialects, procurement, translation processes, roles and responsibilities. - Work with relevant workstreams so they can identify what material needs to be translated and produce an agreed list of materials (identified at time of approach delivery) - this will

In scope
include Statutory reports/ reports to government; Electoral Access Fund; Local body elections; Māori Electoral Option; by-elections and general election.

Out of scope	Rationale why it is out of scope
Planning, monitoring and delivery of any of the translated material outlined in the approach document or in the agreed materials list.	The responsibility for planning, monitoring progress and delivering any translated material sits with the business unit delivering the material.
Procurement of vendors for translation	This sits with procurement and the relevant business unit using the principles and guidelines outlined in the approach.
Defining, designing, management, delivery or implementation of any MEO26 and GE26 materials.	This sits as the responsibility of the relevant business unit.
Defining, designing, management, delivery or implementation of translations required outside of MEO26 and GE26.	This sits within relevant workstreams and business units to complete using the principles and guidelines outlined in the approach.
Any translation approach related to other Māori groups outside of New Zealand Māori, i.e., Cook Island Māori.	This is part of the current suite of languages provided by Communications and Education and would be included in the suite of languages provided.

8. Project Timeframes

The dialect approach needs to be delivered prior the end of tranche 1, so it can be factored into workstream and project planning and scheduling.

The project will engage with other workstreams and projects as the dialect approach progresses to understand the materials they want translated and we will work together to confirm translations.

The table below shows a high-level view of what the stages of development may look like. The approach delivery phases and timeframes are based on previous experience and best estimates.

Work	Est Duration of work	Estimated date	Note:
Research, detailed design and scoping	4 weeks	16 Sept – 18 Oct 2024	Design documentation will be delivered on 31 October to PB for approval
Approach development incl. materials list	6 weeks	4 Nov – 13 Dec 2024	
Finalisation and delivery of approach document	1.5 weeks	16 Dec – 24 Dec 2024	

9. Tranche 1 Deliverables

Below are the project deliverables:

Description of work	Output	Estimated date
Detailed design will be developed after further discussion and scoping work is undertaken with the working group	te reo Māori regional dialect design project brief	31 October 2024
A cross-organisational document that will be released for business units to apply to their deliverables. This would include how we decide what gets translated, the process for translation of dialects and the process for procurement of regional dialect translators.	te reo Māori regional dialect approach (the approach)	24 December 2024
Working with relevant workstreams to identify what material needs to be translated to produce an agreed list of materials (identified at time of approach delivery) - this will include Statutory reports/ reports to government; Electoral Access Fund; Local body elections; Māori Electoral Option; by-elections and general election.	Agreed list of materials* for translation into te reo Māori dialects	24 December 2024

**The development and delivery of the agreed list of materials is the responsibility of the relevant business unit.*

10. Resourcing (including vendors and procurement)

Project support

To date there has been no BA support needed for this work, however as the project starts on the first phase of work, support will be needed for between 5-10 hours per week.

SME/ Working Group input and contributions

The level of engagement and input required for subject matter experts to design, develop and deliver the approach by 28 February will vary. SME requirements will be dependent on the agreed work phasing that still need to be discussed.

Based on the draft work phasing identified in section 8, the estimated allocation of resources to scope, develop, consult and finalise the approach document is shown below.

Work	Est Duration of work	Estimated date	SME	BA	MAT	VS	SEP	C&E	Enrol.	Proc.
			Hrs per week	Hrs per week	Hrs per week	Hrs per week	Hrs per week	Hrs per week	Hrs per week	Hrs per week
Research, detailed design and scoping	4 weeks	16 Sept – 18 Oct 2024	15-20	5-10	10	3-5	3-5	3-5	3-5	3-5
Approach development incl. materials list	6 weeks	4 Nov – 13 Dec 2024	15-20	5-10	5-10	6-10	6-10	6-10	6-10	3-5
Finalisation and completion	1.5 weeks	16 Dec – 24 Dec 2024	25-30	5-10	1-3	1-3	1-3	1-3	1-3	1-3

While the project will deliver the approach document and work with workstreams and projects on the agreed materials list, application of the approach and delivery of the approach outputs, including those on the agreed materials list will sit within the relevant business unit.

NOTE: Post project resource| Resource to support delivery of the dialect approach outputs.

When the use of regional dialects was agreed in December 2022, budgets and resources required to deliver the translated materials for MEO23 and GE23 had already been set. As the contracted translation service was only able to provide limited editor support for Te Atiawa, the Māori Advisory team took on the role of coordinating, translating (into Te Atiawa), editing, reviewing and approving of all six te reo regional dialects for all identified materials.

The result of taking up this work was that it left little capacity for the Māori Advisory Team to deliver their work programme and continues to do so.

Without additional resource to coordinate and support delivery of materials in regional dialects, the Māori Advisory team will continue to take on the role they did during MEO23 and GE23 impacting their delivery on important work such as cultural capability.

Resource to support delivery of the approach outputs needs to be factored into funding considerations at this stage as the amount of resource available may limit the scope of the dialect approach and the regional dialects considered as part of the approach.

11. Project Costs

BA resource is needed so engagement can be undertaken with Māori, outside of current arrangements and relationships. This work will be considered with the rest of the work where a BA is required.

Delivery of the te reo Māori dialect approach:

Have you identified components of cost?	Y	Costs for engaging with Māori on regional dialects outside of current relationships will be factored into the detailed design project documentation.
Have you identified savings to fund/partially fund the option?	N	
Is your recommended option an invest to save initiative?	N	

Post project costs| Funding to deliver the te reo Māori dialect approach outputs MEO26 and GE26

As outlined in the resource section (section 10) the Māori Advisory team were under resourced to deliver the current dialect offering for MEO23 and GE23.

Any form of dialect approach that may be outlined or changes to the breadth of materials translated (as is being considered for GE26) will require additional people resource to coordinate, support and deliver the translations.

It is important to also signal here that any increase in the number of dialects or in the range of materials offered in GE26 will require additional funding to support the dialect approach outputs.

Other post project cost considerations:

- Translation into multiple dialects incurs additional design, print and distribution costs
- System changes may also need to be made to accommodate and fully realise the benefit of translations in regional dialects.

Costs for both resource and translation have been estimated between medium and high, depending on the agreed approach (\$50k - \$200k+).

12. Project Constraints and assumptions

Project constraints are outlined below:

Area	Constraints
Māori Advisory team capacity	The advice, guidance and activities of the Māori Advisory team are pivotal to the enhancement of services for Māori. There is considerable effort required by the Māori Advisory team to be across and involved in all workstreams.
Tranche 1 SME capacity	With the number of projects and workstreams being designed subject matter expert capacity will be constrained.
Budget	Budget constraints impact what can be translated and the level to which the service can be enhanced e.g. funding for engagement with Māori and communities.
Time	The time needed to deliver robust approach is limited due to the need for planning and scheduling of workstreams needing to be completed by the end of tranche 1.

Assumptions are outlined below:

Assumptions
It is assumed the Commission will be funded to deliver to similar service levels that were delivered in GE2023 with necessary fixes and additional funding will be obtained to cover inflationary pressures.
Any change in the number of Māori electorates, because of the 2025 boundary review, may require a change in the number of dialects.
Any changes to the number of dialects and/or expansion of materials translated in GE23 will require additional funding.
The Māori Advisory team will continue to support te reo Māori dialect translations as traditional translation providers are unable to support regional dialect translations of te reo Māori.

13. Risks/Issues/Dependencies

Below are the list of project risks:

Risks
IF activities that support the development and delivery of services to Māori are not prioritised, resourced or funded adequately THEN there will continue to be low levels of trust, confidence IMPACTING participation and engagement in the democratic process.
IF the te reo Māori dialect approach is not developed with cross organisational input and/adequately implemented THEN this will lead to an approach that is not fit for purpose and an inconsistent application of the dialects, this in turn will IMPACT delivery and the same comments will be made by field staff after GE2026.
IF there is no alignment in planning and processes across the Commission related to services for Māori THEN this will lead to inconsistent service levels and incorrect information being provided IMPACTING trust and confidence in the service being delivered and the information being provided.
IF there is inadequate budget for engagement THEN we will not be able to engage with Māori as widely as we need to, IMPACTING the benefit that could be achieved for Māori engagement and participation.
IF there is Inadequate engagement or miscommunication with Māori partners and /key stakeholders THEN the authenticity of the dialect approach may be jeopardised IMPACTING trust and confidence.
IF principles and guidelines are not developed and clearly communicated THEN there may be inconsistent application of te reo Māori dialects across the Commission IMPACTING consistency and undermining the dialect approach and its purpose.
IF there are insufficient resources, whether financial or human THEN this could lead to delays and IMPACTING the quality of the approach.
IF procurement is not addressed in the dialect approach, THEN this could lead to barriers to securing Māori translators or conflicts of interest IMPACTING and raising EC's risk profile and further disadvantaging Māori businesses.
IF there is poor implementation of the te reo Māori dialect approach THEN this will lead to inconsistent application of dialects IMPACTING and undermining the dialect approach
IF processes that are not properly co-designed and processes, roles and responsibilities are not properly agreed and communicated THEN quality and timeliness could be affected IMPACTING field staff and stakeholders engaging with Māori

Issues

The project has identified no issues

Dependencies

Below is a list of dependencies for the project:

Dependencies
The project will be dependent on subject matter expert capacity to participate in the design, development and delivery phases.
The project will be dependent on the planned collateral review being undertaken by Communications and Education.
The project would be dependent on GE workstreams knowing what deliverables will need translating so we can work with workstreams on translation needs.
The project will be dependent on any potential changes to electorates based on the outcome of the 2025 boundary review.
There are dependencies for delivery of the approach within other workstreams including services to voters, Temporary accommodation, Information and education for the public, logistics and supplies, to enable them to undertake high level and detailed planning and testing in tranche 2.
There is a dependency on delivery for the Kaupapa Māori Voting place service planning and delivery.

14. Change impact assessment

The level of change to processes, systems and people are unknown at this stage. Work will begin in the design phase to understand this change. The project will provide the Programme Board with a detailed design.

15. Tolerances

This project will operate within standard Programme Tolerances.

16. Assurance

The project will build quality assurance processes into the te reo dialect approach, outlining a clear pathway for decision making, clear process for completion and review of translation and ensuring it is aligned to government procurement principles and internal EC policies, where applicable.

Risk Management

Risk sessions will be held every 6 weeks with the workstream working group and mitigations included in the project schedule to be tracked managed and monitored, in line with the GE23 IQA report recommendations.

Risks will be reviewed weekly by the project manager and raised where and when needed. Risk and issues will be reported through to the governance group through monthly reporting.

17. Lessons learned review

The top lessons learned are outlined below:

1. Te reo Māori dialects were well received by communities and there were requests for additional dialects.
2. A considerable amount of people resource was required to coordinate, translate, edit, review and deliver materials in regional dialects.
3. Processes for translation were not co-designed.
4. Te reo Māori dialects were applied inconsistently across EC and regions which caused confusion and highlighted the need for consistent communicate principles and guidelines,
5. Field staff were not aware of what to with regional dialects or what the approach meant to and for them,
6. Building relationships will better support use and acceptance of regional dialects within iwi
7. 'The Commission needs to provide further resources around promotional content, providing templates in Te Reo Māori for KMVP to use in 'pānui' (notices) and on social media sites.

A complete list of lessons learned can be found here: [Te reo Regional dialect lessons learned.xlsx](#)

A summary of focus areas based on the key lesson learned can be found in appendix 2.

Appendix 1: What does good look like

GOAL	HOW WE ACHIEVE THE GOAL	CHALLENGES & CONSTRATINTS TO ACHIEVEING THE GOAL
Be clear and connected on our why.	- Alignment of purpose (why we are doing this) and what we are trying to achieve - Alignment to Ngā Mahi, Taumata & Te Tiriti and articulating those mechanisms in our why	- Understand what the commitment from the Board and the Commission is - Broader operating environment - We haven't launched Ngā Maihi yet
Taking a te ao Māori approach to the approach	- Building a te ao Māori approach into the approach through development and engagement, delivery and implementation phases - Led by the community we are looking to serve - Building and strengthening relationships with Māori/ external provides - Intention is genuine and not just ticking a box - Making it accessible to all Māori - Being tika (doing things correctly and with integrity)	Engagement process - how we 1) funding 2) capacity 3) time constraints
Have an approach based on research and evidence	- Undertake research and use evidence-based approach to underpin what and why - Research/evidence/engagement with Māori on dialect landscape - Hearing from stakeholders and partners - Building in feedback looks into the overall approach helps support all stakeholders	Funding for engagement with Communities and stakeholders
The approach needs to bridge the gap.	Capturing the nuances of how te reo Māori concepts – recognition of how it is explained in English	Clear communication, in plain language
Have an approach that is practical and achievable.	- Has to be practical enough to be able to deliver on it – with the resources that we have - Baseline of dialects and how we go about adding – making sure processes - Clear R&Rs (Roles and Responsibilities) - Criteria for prioritisation in order of work or outline a process for prioritisation that can be followed across the Commission - Imbedding clear systems and processes and enabling the systems to do that	- Clear, communicated processes - internally and externally - Limited capacity of the resources we have - Timeframes – The Commission needs to be ready earlier to allow for translation of a variety of dialects - Enabling system changes and prioritisation across the organisation for change level and any cost impact. - Clear, communicated processes - internally and externally
People/ resources to making it achievable.	- The right vendors to undertake the dialect approach - The right number of resources to undertake the work	- Capability – internal for change and the right translation skills and how they are sourced - Timeframes – The Commission needs to be ready earlier to allow for translation of a variety of dialects - Limited capacity of the resources we have

Appendix 2 – Areas of focus based on key lessons learned

