Strategic Alignment Wānanga Report

Tech Sector Aotearoa New Zealand (May 2025)

Executive Summary

The Strategic Alignment Wānanga, held on 15 April 2025, brought together 18 leading organisations across Aotearoa's tech, innovation, digital inclusion, and economic development sectors. Our goal was simple but ambitious: strengthen collaboration, reduce duplication, define tangible partnerships, and move from fragmented efforts to a coordinated digital excellence movement.

This report summarises the shared vision, strategic alignments, governance and operational commitments, and immediate next steps identified by participants. It proposes a living strategy - a Digital Excellence Ecosystem Framework - to empower Aotearoa New Zealand's collective digital future.

This mahi is not an endpoint. It is an invitation: to lead, to act, and to thrive together.

Key Immediate Actions

- Digitise all outputs (completed)
- Launch a shared digital workspace
- Appoint Ecosystem Stewardship Group members
- Confirm entity commitments
- Initiate low-hanging partnership projects
- Plan strategic Tech Week 2026 launch
- Utilise the KUMU I.O ecosystem platform

Methodology

The Strategic Alignment Wānanga, held on 15 April 2025, was designed using a highly participatory and structured methodology to surface the collective voice, strategic priorities, and operational opportunities of Aotearoa New Zealand's technology ecosystem.

The approach was grounded in three principles:

- **Whakawhanaungatanga** (relationship-building and trust)

- **Wānanga-Style Deep Dialogue** (purposeful discussion and reflection)

- **Action-Oriented Co-Design** (moving beyond ideas to actionable outcomes)

The structure of the day was organised into distinct, interlinked exercises for attendees *(refer Appendix A):*

Session	Purpose
Opening & Context Setting	Establish the kaupapa, outline national and sector challenges, set shared intent.
Rapid Vision and Strategic Priorities Pitch	Each entity shared their vision, mission, audiences served, values, and strategic focus in a 2-minute pitch, enabling pattern recognition across the ecosystem.
Strategic Alignment Mapping	Participants collaboratively mapped strategic priorities, values, and audiences to identify overlaps and potential for coordinated action.
Breakout Sessions	Governance-focused and Operational-focused groups explored actions, barriers, and opportunities for collective movement.
Shared Comms and Digital Equity Conversations	Discussed common messaging and unified narratives to strengthen sector visibility and influence.

Closing Reflections and Next Steps Commitment	Participants captured immediate actions, strategic opportunities, and governance directions to be carried forward post-wānanga.

Data Capture

Insights were recorded using post-it reflections, group discussions, visual mapping exercises, breakout group reporting, and real-time thematic synthesis. All raw data was collated, digitised, and analysed to produce the thematic insights, action pathways, and matrices contained within this report.

Framing

Throughout, the wānanga intentionally shifted from deficit-based digital inclusion framing to an asset-based **Digital Excellence** narrative, aligning sector outcomes with national economic, innovation, and equity priorities.

Our Shared Vision

Participants identified various commonalities within each entity aspirational vision *(refer Appendix B.1),* these have been structured into a unified sector vision:

Aotearoa thrives through digitally empowered communities, where coordinated excellence, innovation, and full participation in the digital economy fuel national prosperity, resilience, and global leadership.

We commit to transitioning from access to excellence, ensuring that every individual, regardless of postcode, ethnicity, or background, can fully participate and succeed in the digital world.

Strategic Themes

To translate our shared vision into action, participants identified six interconnected strategic themes that form the backbone of our digital excellence ecosystem.

Theme	Focus
Enable Digital Participation and Excellence	Enabling tools, skills, and opportunities for all communities.
Grow Future-Ready Digital Workforce	Growing digital skills pipelines and future talent across Aotearoa.
Cultural Sovereignty and Innovation	Amplifying Māori, Pacific, and Ethnic innovation leadership.
Drive Cross-Sector Collaboration	Strengthening governance and operational connections to reduce duplication.
Build Trustworthy Digital Infrastructure	Building resilient digital ecosystems with shared platforms and frameworks.
Global Impact and Local Strength	Elevating local innovation into global markets, while supporting regional prosperity.

(refer Appendix B.5)

Common Strategic Opportunities

Common Theme	Entities Aligned
Digital Inclusion / Access	DECA, WDEN, Te Hapori Matihiko, Fibre Fale, RAD, Kātoa Connect, Tagata Moana, , N4L, Digital Future Aotearoa, TUANZ
Workforce Development (Skills and Capability)	UC, Canterbury Tech, Te Hapori Matihiko, Fibre Fale, TechWomen, CNZ, Kātoa Connect, TUANZ
Indigenous and Pacific Digital Innovation	Te Hapori Matihiko, Tū Ātea, Tagata Moana, Fibre Fale, Kātoa Connect
Cross-Sector Collaboration and Partnership Building	ALL
Governance Innovation and Ecosystem Stewardship	Te Hapori Matihiko – Te Matarau, WDEN, Canterbury Tech, CNZ, Tū Ātea, DECA, NZTech, TUANZ
Policy and Advocacy (National and Local)	DECA, InternetNZ, DINZ, NZTech, TUANZ, Te Hapori Matihiko – Te Matarau
Smart Cities and Urban Innovation	SMART Christchurch, CNZ, InternetNZ
Trust, Security, and Digital Identity	DINZ, InternetNZ, NZTech, TUANZ
Global Market Positioning and Export Growth	NZTech, UC, CNZ, EdTechNZ, Fibre Fale
Sustainability and Circular Economy	RAD, SMART Christchurch, Digital Future Aotearoa

Action Matrix

Building on the common strategic opportunities identified, the following action pathways were co-designed to enable immediate, medium, and long-term impact across the sector.

Operational Pathways

Operational Action	Focus Area	Lead Entities	Timeline
Launch a Shared Digital Workspace	Enable collaboration, transparency, and shared planning (e.g., KUMU i.o, Miro, Notion, intranet)	WDEN, CNZ support, NZ Tech	Immediate (0-3 months)
Digitise and Share Strategic Outputs	Consolidate all post-it data, strategy documents, and outputs into accessible format	WDEN – Ako Ōtautahi, Te Hapori Matihiko	Immediate
Confirm Entity Commitments to Action Areas	Map "who is committing to what" across governance and operations tables	Stewardship Group	Short-term (0-6 months)
Localised Digital Equity/Excellence Framework and Scorecard, Kaunuku (iMASTS)	Test the sector-wide framework for measuring digital excellence and equity	Stewardship Group	Short-term (0-6 months)
Initiate Low-Hanging Partnership Projects	Start visible collaborative projects (device refurbishment, joint tech hubs, shared skills hubs)	RAD, Fibre Fale, Digital Future Aotearoa, Kātoa Connect, Tū Ātea, Te Hapori Matihiko	Short-term

Develop Communications Alignment Group	Coordinate unified messaging (e.g., for Tech Week 26', sector media, government comms)	Stewardship Group	Immediate
Formalise Workforce Development Pathways	Map cross-entity workforce programs for Māori, Pacific, and Ethnic communities	Te Pūkenga, Te Hapori Matihiko, Fibre Fale, CNZ, Kātoa Connect, TUANZ, NZ Tech	Medium-term (6–12 months)
Host Quarterly Ecosystem Updates	Provide sector with progress reports, new action launches, and collaboration invitations	Stewardship Group	Medium-term

Governance Pathways

Governance Action	Focus Area	Lead Entities	Timeline
Establish an Ecosystem Stewardship Group *(refer Appendix C)*	Sector-wide governance coordination and collective leadership	Te Hapori Matihiko – Te Matarau, Tagata Moana, Fibre Fale, INZ, NZ Tech, Canterbury Tech, TUANZ, DECA	Immediate (0–3 months)
Utilising the Stewardship	Strengthen sector-to-sector, board-to-board communication and strategic alignment	Stewardship Group	Medium-term (6 - 12 months)
Co-develop a Digital Excellence Roadmap to 2030	Define shared long-term strategic objectives across tech ecosystem	Stewardship Group	Start 3rd Quarter 2025

Create Governance Capability Building Initiatives	Upskill emerging directors in tech, innovation, and cultural governance models	Canterbury Tech, TUANZ, DECA, Te Hapori Matihiko – Te Matarau, NZ Tech	Short to Medium-term
Embed Tikanga and Cultural Governance Models	Incorporate Māori and Pacific models of leadership, stewardship, and partnership	Te Hapori Matihiko – Te Matarau, Tagata Moana, Tū Ātea	Short-term
Develop a Sector Risk and Opportunity Register	Collective horizon scanning for sector risks, funding shifts, innovation gaps	Stewardship Group	Medium-term
Advocate for National Digital Policy Alignment	Present unified positions on legislation and public investment strategies	Stewardship Group	Ongoing (Quarterly Statements)

Stronger Next Steps Roadmap

Timeframe	Next Steps
Short-Term (0–6 months)	- Finalise and share Strategic Alignment Wānanga Report – Distribute for Immediate Feedback, Edits, and further Recommendations - Seek – who else needs to be involved, informed? - Utilise the KUMU I.O Platform to complete the Ecosystem Map started by Kris Dempster-Rivett. - Launch shared digital collaboration platform (Miro/Notion) - Appoint Ecosystem Stewardship Group members - Confirm entity action commitments (governance + operations) - Pilot the Localised Digital Equity/Excellence Framework and Scorecard, Kaunuku (iMASTS) in selected regions - Activate communications group for unified Tech Sector messaging - Initiate low-hanging partnership projects (e.g., device sharing, skills hubs) - Re-establish Ministry connection
Medium-Term (6–18 months)	- Co-develop the Digital Excellence Roadmap to 2030 - Formalise workforce development pathways across organisations - Host quarterly ecosystem progress updates - Launch sector-wide advocacy for digital inclusion and economic development - Begin shared research projects (e.g., economic impact studies, R&D opportunities)
Long-Term (18–36 months)	- Evaluate and refine the Localised Digital Equity/Excellence Framework and Scorecard, Kaunuku (LDEF-iMASTS) in selected regions - Expand ecosystem-wide initiatives into formalised programs (e.g., sector-backed apprenticeships, innovation incubators) - Influence national policy frameworks for digital excellence and workforce development - Strengthen global positioning of Aotearoa's tech sector in key export areas (e.g., AI, Indigenous innovation, EdTech)

📋 Measurement and Tracking Mechanism

To ensure the momentum generated by this wānanga is maintained and measurable, a tracking and evaluation system has been proposed to monitor collective progress.

We recommend the development of a sector-wide **Ecosystem Impact Dashboard**, built upon the foundational pillars of Kaunuku - Localised Digital Excellence Framework (LDEF) and the iMASTS model (Identity, Motivation, Access, Skills, Trust, Safety).

Key Features of the Ecosystem Impact Dashboard

Element	Description
Baseline Mapping	Each participating entity completes a baseline self-assessment aligned to the six iMASTS pillars.
Shared Metrics	Key performance indicators (KPIs) such as number of communities connected, digital skills certifications issued, indigenous-led initiatives launched, workforce development projects delivered.
Digital Access and Excellence Index	Track improvement across access, capability, and participation rates regionally and nationally.
Collaborative Data Contributions	Entities share anonymised progress data quarterly, feeding into the collective dashboard.
Public Sector Alignment	Metrics aligned with MBIE, Te Puni Kōkiri, and other government reporting frameworks where possible.
Annual Ecosystem Progress Report	Stewardship Group collates and publishes an annual "State of Digital Excellence" report to demonstrate sector impact, innovation, and areas for acceleration.

Proposed Structure: Ecosystem Impact Dashboard (Simple Model)

Layer 1: Core Pillars (Kaunuku - iMASTS Framework)

Pillar	Example Metric
Identity	Number of initiatives supporting Māori, Pacific, Ethnic representation in tech leadership roles
Motivation	Increase in engagement rates with tech pathways and innovation hubs
Access	Households/communities with reliable digital access/devices
Skills	Digital skills certifications achieved across ecosystem programs
Trust	Public trust scores in digital platforms, cybersecurity initiatives
Safety	Reporting and response systems for online safety and harm prevention

Layer 2: Entity Contribution Data

- Number of programs delivered

- Communities/regions served

- Number of learners/participants engaged

- Innovation projects started

- Inclusion initiatives launched

- Workforce development outcomes

Layer 3: Ecosystem Aggregation

- Regional Impact Maps (e.g., Canterbury, Auckland, Pacific, Māori)

- Pillar Strength Ratings (e.g., Access 78%, Skills 60%, Trust 55%)

- Annual Sector Progress Score (overall improvement against baseline)

Layer 4: Public and Sector Reporting

- Annual "State of Digital Excellence" Report

- Regional dashboards for funders/local councils

- Sector-wide recommendations for next steps

- Key highlights celebrating innovation, inclusion, and excellence.

Unified Messaging for Sector Campaigns

- *Everyone online, everyone thriving.*

- *Digital access is a right, not a privilege.*

- *No one left behind in the digital world.*

- *Connection unlocks opportunity.*

- *Empowering communities through digital access.*

- *From access to excellence - empowering success online.*

Suggest simplifying to 3 main campaign messages:

- *From Access to Excellence*
- *Online & Thriving*
- *Unlock Digital Opportunity*

Future Strategic Recommendations

Beyond immediate actions, participants outlined key strategic recommendations to sustain alignment, leadership, and innovation through to 2030 and beyond.

- Frame this mahi as living, evolving strategy - Wānanga One, not the end.

- Propose a light-touch Ecosystem Stewardship Group.

- Develop a Shared Digital Excellence Roadmap to 2030.

- Pilot a national Digital Excellence Measurement Tool (DIS, based on iMASTS).

- Invite the Minister and funders into partnership, not just observation.

- Control the narrative - strategic launch and public communications.

Closing Words

This is not about starting from scratch. It is about weaving together the extraordinary mahi already happening. It is time to activate smarter, more connected ecosystems that reflect our values, strengths, and aspirations. Kotahitanga (Unity) is our competitive advantage.

Onwards, together.

Technology Sector Strategic Alignment Wānanga Facilitation Team, May 2025.

Appendices

Appendix A - Full participant list

- Ako Ōtautahi – Learning City Christchurch (AO-LCC)

- AI Forum New Zealand

- Canterbury Tech

- ChristchurchNZ, Economic Development Agency (CNZ)

- Digital Equity Coalition Aotearoa (DECA)

- Digital Future Aotearoa

- Digital Identity New Zealand (DINZ)

- Fibre Fale

- InternetNZ (INZ)

- Kātoa Connect

- NZTech (umbrella, including TechWomen, EdTechNZ, BlockchainNZ)

- Recycle A Device (RAD)

- SMART Christchurch (Christchurch City Council CCC)

- Tagata Moana

- Technology Users Association of NZ (TUANZ)

- Te Hapori Matihiko (THM) - Te Matarau (TM) Māori in DigiTech

- Tū Ātea

- University of Canterbury (UC)

- Waitaha Digital Equity Network (WDEN)

Appendix B - Entity Matrices

1. Vision Matrix

Entity	Vision Statement
Ako Ōtautahi – Learning City Christchurch (AO-LCC)	Ōtautahi as a city where learning is woven into the everyday lives of all people, in all places, at all stages.
AI Forum New Zealand	A future where AI supports sustainable and inclusive prosperity.
Canterbury Tech	Ōtautahi Christchurch and the wider region thriving through technology.
ChristchurchNZ, Economic Development Agency (CNZ)	Christchurch as a thriving, connected city supporting business, innovation, and regional prosperity.
Digital Equity Coalition Aotearoa (DECA)	Everyone in Aotearoa is able to make the most of an increasingly digital world.
Digital Future Aotearoa	Aotearoa has excellent and equitable life outcomes through digital access and education.
Digital Identity New Zealand (DINZ)	A thriving digital identity ecosystem for all New Zealanders.
Fibre Fale	Empowering Pacific communities through digital inclusion and leadership.
InternetNZ (INZ)	An internet for everyone in Aotearoa that benefits all people and communities.
Kātoa Connect	Building equitable, thriving communities through connected innovation.
NZTech (umbrella, including TechWomen, EdTechNZ, BlockchainNZ)	A more equitable, sustainable and prosperous Aotearoa through tech.
Recycle A Device (RAD)	A digitally included Aotearoa where every person has access to a suitable device.
SMART Christchurch (CCC)	Leveraging technology and innovation to create a smarter, more sustainable Christchurch.
Tagata Moana	A thriving Moana digital community grounded in culture and connection.
TUANZ	A vision where all businesses and individuals in Aotearoa will have unrestricted access to the technology and services needed to thrive; no one misses out on the opportunities in technology and digital engagement is safe and inclusive for all.
Te Hapori Matihiko (THM) - Te Matarau (TM) Māori in DigiTech	Māori-led digital innovation that advances collective wellbeing.

Tū Ātea	Be a global innovator and leader in network services and Māori tech capability.
University of Canterbury (UC)	People prepared to make a difference – tangata tū, tangata ora.
Waitaha Digital Equity Network (WDEN)	A well-connected digital equity ecosystem across Waitaha, where organisations collaborate for shared outcomes and regional impact.

2. *Whom We Serve Matrix*

Entity	Primary Audiences Served
Ako Ōtautahi – Learning City Christchurch (AO-LCC)	Learners of all ages, underserved communities, educational organisations
AI Forum New Zealand	AI sector stakeholders, businesses, policymakers, researchers
Canterbury Tech	Tech companies, startups, innovators, professionals
ChristchurchNZ, Economic Development Agency (CNZ)	Businesses, entrepreneurs, regional workforce, investors
Digital Equity Coalition Aotearoa (DECA)	Communities experiencing digital inequity, advocates, ecosystem stakeholders
Digital Future Aotearoa	Tamariki, rangatahi, educators, underserved communities
Digital Identity New Zealand (DINZ)	Public sector, private sector, digital service providers, consumers
Fibre Fale	Pacific communities, digital professionals, learners, organisations
InternetNZ (INZ)	Internet users, public organisations, civil society, technical community
Kātoa Connect	Underserved communities, indigenous innovators, tech entrepreneurs
NZTech (umbrella, including TechWomen, EdTechNZ, BlockchainNZ)	Tech industry, educational institutions, businesses, policymakers
Recycle A Device (RAD)	Youth, schools, underserved communities, sustainability networks

SMART Christchurch (CCC)	Christchurch residents, civic tech innovators, municipal services
Tagata Moana	Pacific peoples, community organisations, digital leaders
Te Hapori Matihiko (THM) - Te Matarau (TM) Māori in DigiTech	Māori tech practitioners, innovators, youth, entrepreneurs
TUANZ	Members but also all and any users of technology
Tū Ātea	Māori innovators, iwi organisations, entrepreneurs, digital advocates
University of Canterbury (UC)	Students, researchers, academic community, regional partners
Waitaha Digital Equity Network (WDEN)	Regional digital inclusion stakeholders, underserved communities, educators

3. Purpose (Mission) Matrix

Entity	Purpose / Mission Statement
Ako Ōtautahi – Learning City Christchurch (AO-LCC)	To connect people and places through lifelong learning and build a thriving learning city.
AI Forum New Zealand	To advance AI adoption and ensure New Zealand benefits from AI technologies.
Canterbury Tech	To inspire, connect, and grow the Canterbury technology ecosystem.
ChristchurchNZ, Economic Development Agency (CNZ)	To ignite bold ambition in Christchurch to achieve economic outcomes that benefit our city and its people.
Digital Equity Coalition Aotearoa (DECA)	To connect, advocate, and enable the digital equity community to create more impact together.
Digital Future Aotearoa	To provide access to digital technology education for tamariki and rangatahi, empowering innovation and opportunity.

Digital Identity New Zealand (DINZ)	To support the development of a safe, trusted, and inclusive digital identity ecosystem.
Fibre Fale	To build equitable digital futures for Pacific peoples through partnerships, training, and leadership.
InternetNZ (INZ)	To support the development of an open, secure, and accessible internet for all New Zealanders.
Kātoa Connect	To foster digital innovation, inclusivity, and leadership within underserved communities.
NZTech (umbrella, including TechWomen, EdTechNZ, BlockchainNZ)	To help create a more equitable, sustainable, and prosperous Aotearoa through tech.
Recycle A Device (RAD)	To bridge the digital divide by providing refurbished devices and training opportunities to underserved communities.
SMART Christchurch (CCC)	To trial innovative and smart city technologies that improve the lives of Christchurch residents.
Tagata Moana	To empower Pacific communities through digital leadership, storytelling, and technology engagement.
Te Hapori Matihiko (THM) - Te Matarau (TM) Māori in DigiTech	To enable Māori digital innovation, leadership, and sovereignty.
TUANZ	To ensure New Zealand makes the most of the digitally connected world.
Tū Ātea	To support Māori-led innovation and economic independence through access to spectrum and technology.
University of Canterbury (UC)	To inspire and support learners to be global citizens who make a difference.
Waitaha Digital Equity Network (WDEN)	To connect, coordinate, and strengthen digital equity efforts across Waitaha.

4. *Values Matrix*

Entity	Core Values

Ako Ōtautahi – Learning City Christchurch (AO-LCC)	Equity, Collaboration, Whanaungatanga, Kaitiakitanga
AI Forum New Zealand	Ethics, Innovation, Collaboration
Canterbury Tech	Collaboration, Growth, Innovation, Inclusion
ChristchurchNZ, Economic Development Agency (CNZ)	Collaboration, Boldness, Impact
Digital Equity Coalition Aotearoa (DECA)	Community-led, Advocacy-driven, Equity-focused
Digital Future Aotearoa	Whanaungatanga, Manaakitanga, Empowerment
Digital Identity New Zealand (DINZ)	Trust, Security, Inclusion
Fibre Fale	Pasifika-led, Connectedness, Equity, Innovation
InternetNZ (INZ)	Openness, Security, Inclusivity
Kātoa Connect	Community Innovation, Equity, Inclusivity
NZTech (umbrella, including TechWomen, EdTechNZ, BlockchainNZ)	Collaboration, Diversity, Growth
Recycle A Device (RAD)	Inclusion, Sustainability, Empowerment
SMART Christchurch (CCC)	Innovation, Sustainability, Community Impact
Tagata Moana	Cultural Identity, Empowerment, Innovation
Te Hapori Matihiko (THM) - Te Matarau (TM) Māori in DigiTech	Whakapapa, Rangatiratanga, Manaakitanga, Innovation
TUANZ	Independence, Inclusive, Trusted, Service
Tū Ātea	Mana Motuhake, Rangatiratanga, Innovation, Economic Empowerment
University of Canterbury (UC)	Whanaungatanga, Manaakitanga, Scholarship, Impact
Waitaha Digital Equity Network (WDEN)	Wairuatanga, Whanaungatanga, Whakakitenga, Auahatanga

5. *Strategic Focus Matrix*

Entity	Strategic Priorities

Ako Ōtautahi – Learning City Christchurch (AO-LCC)	Lifelong Learning, Ecosystem Connectivity, Equity Advocacy
AI Forum New Zealand	AI Adoption, Responsible Innovation, Industry Collaboration
Canterbury Tech	Ecosystem Growth, Workforce Development, Networking
ChristchurchNZ, Economic Development Agency (CNZ)	Economic Growth, Business Attraction, Innovation Ecosystem
Digital Equity Coalition Aotearoa (DECA)	Digital Inclusion, Policy Advocacy, Community Coordination
Digital Future Aotearoa	Education Access, Tech Equity, Community Empowerment
Digital Identity New Zealand (DINZ)	Digital Trust, Secure Identity Systems, Public-Private Collaboration
Fibre Fale	Pacific Digital Empowerment, Connectivity, Workforce Capability
InternetNZ (INZ)	Internet Openness, Trust and Security, Community Investment
Kātoa Connect	Community Innovation, Digital Equity, Indigenous Tech Leadership
NZTech (umbrella, including TechWomen, AgriTech NZ, Fintech, EdTechNZ, BlockchainNZ)	Industry Growth, Digital Skills, International Positioning
Recycle A Device (RAD)	Device Access, Youth Training, Sustainability Initiatives
SMART Christchurch (CCC)	Smart Cities Innovation, Sustainability, Urban Tech Solutions
Tagata Moana	Pacific Leadership, Digital Inclusion, Cultural Preservation
Te Hapori Matihiko (THM) - Te Matarau (TM) Māori in DigiTech	Māori Digital Sovereignty, Innovation, Workforce Development

TUANZ	Access and Inclusion, Trust and Safety, Education, Generative AI, Data Privacy
Tū Ātea	Spectrum Access, Māori Innovation, Economic Empowerment
University of Canterbury (UC)	Research Excellence, Innovation, Workforce Development
Waitaha Digital Equity Network (WDEN)	Regional Collaboration, Policy Advocacy, Digital Equity Advancement

6. *Tactics / Initiatives Matrix*

Entity	Key Tactics / Initiatives
Ako Ōtautahi – Learning City Christchurch (AO-LCC)	Develop lifelong learning ecosystems, partnerships with education providers, public learning events
AI Forum New Zealand	Publish AI research, facilitate industry forums, develop responsible AI guidelines
Canterbury Tech	Host networking events, support tech startups, advocacy for regional tech growth
ChristchurchNZ, Economic Development Agency (CNZ)	Business attraction programmes, workforce development strategies, innovation precinct support
Digital Equity Coalition Aotearoa (DECA)	Lead national digital equity campaigns, policy submissions, community collaboration platforms
Digital Future Aotearoa	Refurbish devices, provide coding education for tamariki, train youth tech mentors
Digital Identity New Zealand (DINZ)	Develop trust frameworks, promote standards, facilitate digital identity summits
Fibre Fale	Pacific tech workforce training programmes, leadership mentoring, infrastructure access initiatives
InternetNZ (INZ)	Fund community grants, maintain .nz infrastructure, advocate for internet openness
Kātoa Connect	Launch community innovation hubs, support indigenous tech entrepreneurs, deliver digital skills workshops

NZTech (umbrella, including TechWomen, EdTechNZ, BlockchainNZ)	Host TechWeek, digital skills policy advocacy, grow sector networks
Recycle A Device (RAD)	Refurbish donated devices, run youth training academies, enable device distribution to schools
SMART Christchurch (CCC)	Pilot smart city technologies, partner with innovators, enable civic tech solutions
Tagata Moana	Empower youth digital leadership, storytelling projects, develop Pacific tech solutions
Te Hapori Matihiko (THM) - Te Matarau (TM) Māori in DigiTech	Lead Māori tech summits, capability development pathways, policy influence initiatives
TUANZ	Be a strong independent voice for users navigating the digital world.
Tū Ātea	Advocate for Māori spectrum access, establish tech hubs, support Māori-led telco projects
University of Canterbury (UC)	Deliver digital skills courses, research in emerging tech, foster innovation partnerships
Waitaha Digital Equity Network (WDEN)	Maintain digital equity forums, advocate for regional policy, coordinate local pilots

Appendix C: Draft Terms of Reference - Ecosystem Stewardship Group (NEW)

Purpose: To provide coordinated leadership, strategic oversight, and collective stewardship for Aotearoa New Zealand's Digital Excellence Ecosystem.

Functions:

- Guide the implementation of the Digital Excellence Roadmap 2030.
- Champion sector collaboration and cross-sector partnership opportunities.
- Monitor progress against the Ecosystem Impact Dashboard.
- Advise on sector risks, emerging trends, and strategic advocacy priorities.
- Embed tikanga, inclusivity, and cultural leadership as core principles of governance

Membership:

Representatives from core entities engaged in the Strategic Alignment Wānanga (DECA, InternetNZ, Te Hapori Matihiko, Te Matarau), Fibre Fale, NZ Tech, Tagata Moana, TUANZ, others by invitation - a wider invitation to go out post first meeting).

Minimum of 30% representation from Māori and Pacific entities.

Co-chaired model (Tangata Whenua and Tangata Tiriti leadership).

Operating Principles:

- Whakawhanaungatanga and partnership-first approach.
- Action-oriented and impact-driven.
- Transparency, collective accountability, and shared leadership.

Meeting Cadence:

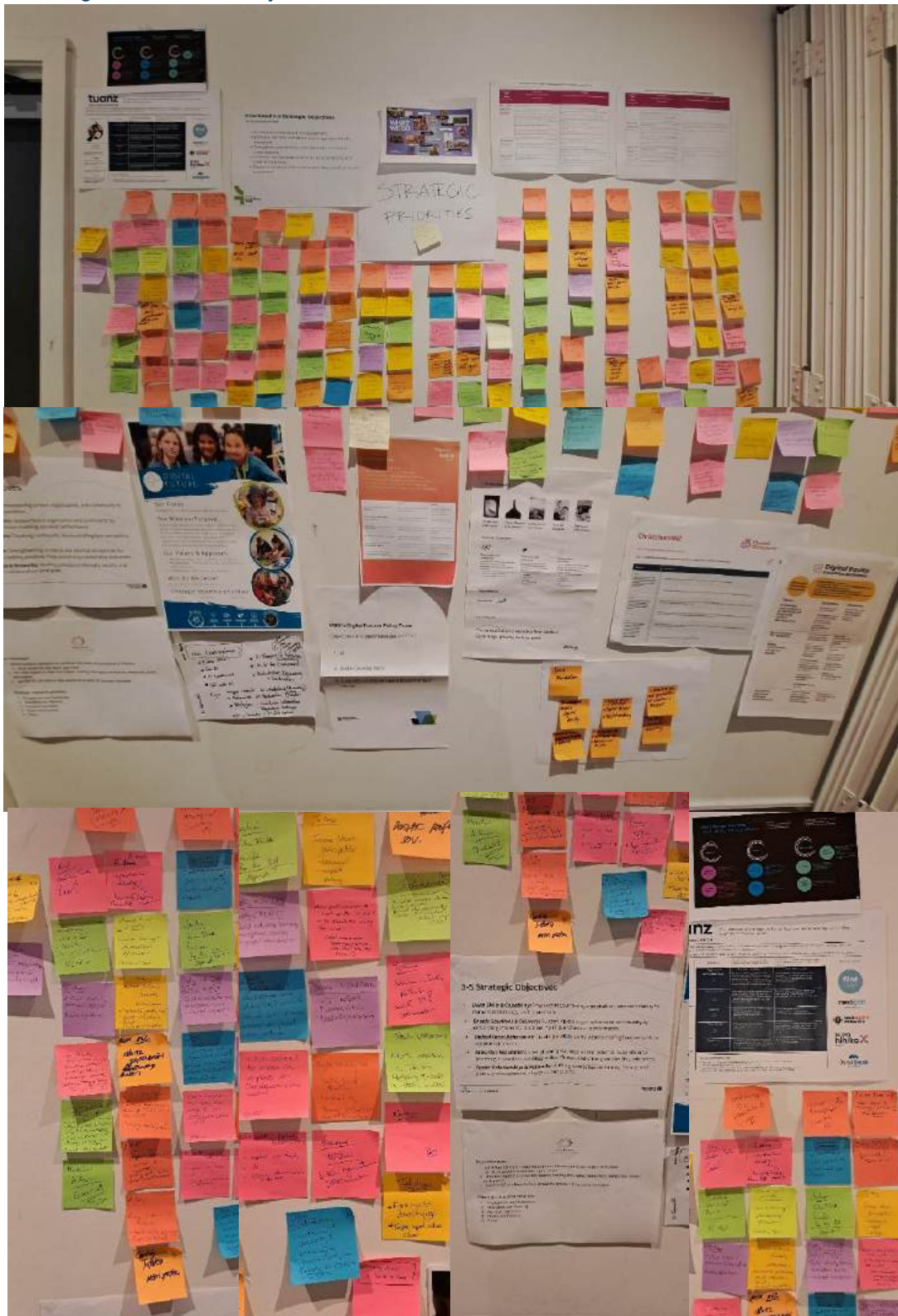Quarterly meetings (minimum)

Annual hui to review Roadmap progress and refresh priorities.

Initial Deliverables (First 12 months):

- Confirm full membership.
- Endorse and activate the Digital Excellence Roadmap 2030.
- Establish working groups for Communications, Workforce Development, Policy Advocacy.
- Publish inaugural "State of Digital Excellence" report.

Review: Terms of Reference to be reviewed annually to reflect sector evolution.

Appendix D: e.g. Visuals of the day – Datasets

Appendix E: Wānanga Facilitation Team

This wānanga workshop was made possible by our facilitation team:

- Bronwyn Scott – Communications Strategy
- Dr Cheryl Brown - Facilitator
- Elle Archer - Lead
- Erica Austin – Facilitator
- Maryanne Madden – Co-ordination
- Stephen McConnachie - Communications Strategy
- Dr Warren Williams - Facilitator

Designed and Facilitated by: Ako Ōtautahi – Learning City Christchurch (Ecosystem Sector Development), Waitahi Digital Equity Network (WDEN), and Te Hapori Matihiko (THM).