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**MANATŪ KAUPAPA  
WAONGA**  
NEW ZEALAND  
MINISTRY OF DEFENCE

1 December 2025

## RESPONSE TO YOUR OFFICIAL INFORMATION ACT REQUEST

Thank you for your email of 3 November 2025, in which you requested, pursuant to the Official Information Act 1982 (the Act), the following request:

1. *The total number of people employed by external organisations or private companies who have been:*
  - *Seconded into NZDF or MoD*
  - *Working as contractors, consultants, or advisory staff*
2. *For these external staff, the following information (without identifying individuals):*
  - *The name of the company or organisation they are employed by*
  - *The sector or type of organisation (if not clear from the company name)*
  - *The approximate duration of secondment or contract*
  - *The general area of work or function they were performing (e.g., procurement, capability development, IT systems)*
3. *Any internal policies, guidance, or governance relating to management of conflicts of interest for external staff embedded within NZDF or MoD.*
4. *Any other measures or reporting frameworks used to ensure transparency and oversight of external staff secondments or contractor roles.*

We have endeavoured to respond to your questions separately below.

### **About the Ministry of Defence (the Ministry)**

Around 40 percent of our staff are fixed-term due to the nature of the Ministry's work being primarily time-bound, discrete projects to deliver Defence equipment, assets or major policy projects.

We also work with our colleagues in the New Zealand Defence Force (NZDF) on a daily basis through Integrated Project Teams (IPTs) to deliver major capability, and on numerous

joint projects and oversight boards. As this is business as usual and doesn't change the reporting line of staff from the Ministry or personnel from NZDF this has not been captured in the information provided.

For context, IPTs comprise people from both the Ministry and the NZDF, and these teams include professional project specialists and subject matter experts. All projects need to be supported by subject matter experts, including Specialist Military Experts which are generally resourced from NZDF personnel.

The Ministry has undertaken specialist project work in the Information Domain on behalf of the NZDF over this period, and specialist external resources have been contracted to provide solution architecture, system architecture, cyber subject matter experts, and electronic warfare specialists.

### **Secondments into the Ministry**

Enclosed in Annex A is the details pertaining to secondments into the Ministry from external agencies since January 2020 to the present.

### **Contractors and consultants**

The Ministry engages the services of external consultants, advisers and contractors where:

- staff do not have the specialist technical and/or engineering skills needed; or
- external or independent assurance is needed; and
- there are insufficient staff resources available to complete a task within a defined period without detriment to other work;

Enclosed at Annex B is the Ministry's detailed breakdown of its spend on contractors and consultants covering the financial years 2019/2020 to 2023/2024. These details are provided by the Ministry in responses to questions from Foreign Affairs, Defence and Trade Select Committee's Annual Review of departmental performance. Details for this period are also published on the Parliament website, categorised as 'SC Evidence' for each review: <https://www.parliament.nz/en/pb/sc/submissions-and-advice/>. The period covering 1 July 2024 to 31 October 2025 is also enclosed in this Annex.

The information provided to Select Committee is represented in departmental and non-departmental spend, with non-departmental spend relating to the delivery of major defence capability projects by the Ministry's Capability Delivery division. The related capability project is identified in the published information, which indicates whether this relates to the Land, Maritime, Air or Information Domain.

### **Advisory staff**

The Ministry formally appoints external members to governance bodies in an advisory role to support the delivery of capability projects. External members are appointed as individuals, not through an external organisation, for a period of three years. They normally attend one meeting a month for up to three hours to provide independent advice, primarily on boards overseeing the delivery of capability projects. The key responsibilities of external members include:

- providing significant experience relevant to the project/programme
- bringing subject matter expertise, knowledge and experience of corporate governance and management of large and complex projects/programmes
- bringing an independent voice to the board's deliberations
- acting as a critical friend
- asking the challenging questions in order to get clarity
- providing constructive challenge to both the board and the project/programme.

The Ministry currently has 8 individuals appointed to 10 boards and this number has been relatively consistent since 2020. The external member is a fully participating member but does not have any individual decision-making authority. I have not provided the names of external board members or their organisations' names. This is necessary, in accordance with section 9(2)(g)(i) of the Act, to support free and frank discussion and maintain the effective administration of these bodies.

The Ministry also has one individual that provides support to our Capability Governance Board - the highest level governance body across the joint Capability management System. This board is co-chaired by both the Secretary of Defence and Chief of Defence Force to meet their respective and joint accountability across the Defence Capability Lifecycle. For similar reasons, as outlined above, it is necessary to protect the details of the individual. External members are however subject to the same Conflicts of Interest arrangements as Ministry staff and the Public Services Commission's Standards of Integrity and Conduct.

The Ministry has also established several other advisory bodies in the period you identified as part of your request, these include:

- The Risk and Assurance Committee which is an independent committee that reports directly to the Secretary of Defence. It provides independent advice and alternative perspectives on strategic and organisational risk to the Ministry. It comprises three independent members, one of whom is the Chair.
  - On 13 June 2022, Cabinet approved the Terms of Reference for a Defence Policy Review, to provide guidance to Defence to support immediate planning, along with a long-term strategy for Aotearoa's defence policy, capability and resourcing. The paper also signalled support for a Ministerial Advisory Panel to provide the Minister of Defence with advice, separate from Defence officials, on matters related to the Defence Policy Review and its policy products. The Panel was chaired by Sir Brian Roche along with five other Panel members:
    - Professor David Capie, Director of the Centre for Strategic Studies and Professor of International Relations at Te Herenga Waka Victoria University of Wellington;
    - David Gawn, Chief Executive of the National Emergency Management Agency, and former Chief of Army;
    - Sir Don McKinnon, former Deputy Prime Minister of New Zealand, Minister of Foreign Affairs and Secretary-General of the Commonwealth;
    - Christine Stevenson, Chief Executive and Comptroller of NZ Customs Service; and
    - Pania Tyson-Nathan, (Rongomaiwahine, Ngāti Kahungunu), Chief Executive of NZ Māori Tourism.
  - Further detail on the Panel can be found on the Ministry's website at: <https://defence.govt.nz/publications/terms-of-reference-ministrial-advisory-panel/>
  - On 7 October 2020, the Minister of Defence announced the establishment of an Expert Review Group (comprising people from within and outside the NZDF, including overseas military personnel with relevant expertise) to review a number of aspects of the NZDF's structure, information management and record-keeping. This forms part of the government's work in response to the Attorney-General's Report of the Government Inquiry into Operation Burnham and related matters (the Report). Further details on the Expert Review Group can be found on the Ministry's website at: <https://defence.govt.nz/publications/operation-burnham-inquiry-terms-of-reference-review-of-organisational-structure-and-record-keeping-and-retrieval-processes/>.
3. *Any internal policies, guidance, or governance relating to management of conflicts of interest for external staff embedded within NZDF or MoD.*



Outlined below are the relevant details that pertain to the Ministry's expectations and arrangements for identifying, disclosing and managing conflicts of interests, in accordance with the Public Service Commission's model standards.

#### *Internal Policies*

Enclosed is a copy of the Ministry's Conflicts of Interests' policy.

#### *Guidance*

The following documents provide more detailed best-practice guidance from the central agencies about the management of conflicts of interests:

- *Managing conflicts of interest: A guide for the public sector*. This is a good practice guide published in 2020 by the Controller and Auditor-General under section 21 of the Public Audit Act 2001: <https://oag.parliament.nz/2020/conflicts/>.
- *Guide to conflicts of interest conversations*. Public Service Commission advice on having conflicts of interest conversations: <https://publicservice.govt.nz/assets/DirectoryFile/One-page-guide-to-conflicts-of-interests-conversations-and-explanatory-notes.pdf>

#### *Governance*

All Ministry staff, secondees and contractors are required to consider and declare their interests and any actual or perceived conflicts of interest when starting with the Ministry and on an ongoing basis. This also applies to appointees to governance board members. Governance meetings commence with an invitation to record any conflicts of interest in respect of items to be discussed. There is also a requirement for individuals to provide an annual declaration in respect of their interests. The Ministry maintains a conflict of interest register that tracks all potential conflicts of interest, both actual or perceived.

4. *Any other measures or reporting frameworks used to ensure transparency and oversight of external staff secondments or contractor roles.*

The annual assessment for all staff and secondees will be based on the expected outputs documented in individual performance plans from their home organisation by their line manager. All our contractors, consultants have a work programme or deliverables and are assigned a manager who provides oversight of their work. In a number of instances these key milestones for the delivery of a specific projects is incorporated into the individuals contracts.

Under section 28(3) of the Act you have the right to request the Ombudsman to investigate and review this response.

Yours sincerely

Pasanka Wickremasinghe  
**Chief Financial Officer**

Enclosed:

- *Policy: Interests and Conflicts of Interest: March 2025*

## ANNEX A: SECONDMENTS INTO THE MINISTRY

The table below provides information about the secondments into the Ministry from external organisations from January 2020 to present.

No	Company or organisation secondee is employed by	Area of work	Approximate duration of the secondment
1.	Australian Department of Defence	Analyst, International policy	Ongoing secondment – 1- 2 year duration
Secondments from other government agencies:			
2.	Ministry of Business, Innovation and Employment Procurement Graduate Programme	Procurement x4	6 month duration
3.	Ministry of Justice	Executive Assistant	9 months
4.	Ministry of Foreign Affairs and Trade	Director, International policy x2	5 months - 2 years
5.	Audit New Zealand	Management Accounting	1 year duration
6.	Department of Prime Minister and Cabinet	Support to the Secretary of Defence	8 months
Secondments from the New Zealand Defence Force			
7.	New Zealand Defence Force	Deputy Secretary, Governance, People and Executive Services Analyst, International policy Specialist Advisor, Policy Branch Analyst, Policy Branch	1 month – 2 years

## ANNEX B: CONTRACTORS, CONSULTANTS AND PROVIDERS OF PROFESSIONAL SERVICES

(All amounts exclusive of GST)

### MINISTRY OF DEFENCE RESPONSES: ANNUAL REVIEW 2019/20

In response to [question 68](#), the table below provides information about the contractors, consultants and providers of professional services used by the Ministry in the 2019/20 financial years. Information for the previous years is available as part of the evidence for previous years.

#### Departmental Contractors

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
Beyond Services	Office Coordinator	16,731	\$36 per hour	27 May 2019 – 20 Sep 2019	N/A	No
C J Stanton	Senior Systems Accountant	84,038	\$90 per hour / \$900 per day	12 Aug 2019 – 30 Jun 2020	N/A	No
		\$100,768				

#### Departmental Consultants

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Budget (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
Andrew Wierzbicki	Procurement Capability Index: Self-Assessment 2019	5,292	N/A	N/A	N/A	N/A	No
Aura Information Security	MOD website Security Review following Treasury Budget breach	9,696	9,696	N/A	21 Oct 2019 - 1 Nov 2019	No - AOG	No
Carol MacDonald	Operation Respect Review	138,915	135,250	\$150 per hour	Aug 2019 - 30 Apr 2020	No	Due to COVID-19, contract extended to 31 August 2020 and

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Budget (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
							budget increased by \$11,250
Catalyze APAC Pty Ltd	Business Change	110,982	100,000	\$2,400 per day	10 Feb 2020 - 30 Jun 2020	No	No
CiJ Consultancy & Advisory	Information Domain Delivery Strategy Mapping	8,175	15,150	N/A	15 Aug 2019 - 31 Oct 2019	No - AOG	No
Debbie Teale	Operation Respect Review	177,099	177,500	\$150 per hour	6 Jun 2019 - 31 Mar 2020	No	Due to COVID-19, contract extended to 31 August 2020 and budget increased by \$25,500
Deloitte	Operations & Management Risk	29,307	45,450	N/A	16 Mar 2020 - 10 Apr 2020	No - AOG	No
Fore Business Services Ltd	Evaluation of Tū Aromatawai Independent Review	36,543	60,000	N/A	9 Mar 2020 - 29 May 2020	No	No
Jae Man Kwon	Southern Ocean Patrol Vessel cost certainty assessment	6,636	10,000	\$80 per hour	5 Feb 2020 - 13 Mar 2020	No	No
Kirsty McDonald	Information Investigation	24,200	-	\$550 per day	2 Mar 2020 - 3 April 2020	No	No
KPMG	Organisational risk review	47,500	47,500	N/A	15 April 2020 - 30 June 2020	No - AOG	No

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Budget (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
Martin Jenkins & Associates	Supply chain advice Industry landscape assessment	13,211	11,535 + \$390 per hour as required	N/A	13 May 2020 – 20 June 2020	No	No
NZ Institute of Economic Research	2020 Review of Policy Advice	28,280	28,280	N/A	5 May 2020 - 17 July 2020	No - AOG	No
Paul Froggatt	Lessons Learned from Upgrade Projects	7,625	8,000	\$125 per hour	18 Feb 2019 - 30 Jun 2019	No	No
Pikselin Limited	Accessibility and industry development	22,440	22,440	N/A	10 Feb 2020 - 21 Feb 2020	No - AOG	No
Poise Consulting Ltd	Review of Individual Performance Assessment process	6,598	60,000	\$130 per hour	Mar 2020 - Jun 2020	No	No
Price Waterhouse Coopers	Information Domain Delivery Strategy	136,350	136,350	N/A	19 Jul 2019 - 31 Oct 2019	Yes – 12	No
Price Waterhouse Coopers	Data Analytics Maturity Assessment	50,500	60,600	N/A	Aug 2019 - Oct 2019	No - AOG	No
Price Waterhouse Coopers	Data Analyst Support	41,126	47,975	\$253 per hour / \$1,898 per day	24 Feb 2020 - 1 May 2020	No - AOG	No
Siatiras Consulting Ltd	Development of disposal schedule for information and records	9,653	16,500	N/A	Feb 2020 - Feb 2021	No	No
Sysdoc Ltd	Capability Management Framework Site Remediation Support	8,433	10,302	N/A	14 Aug 2019 - 30 Sep 2019	No - AOG	No
Tregaskis Brown	Defence Capability Management	169,640	280,350	N/A	01 Jul 2019 - 30 Jun 2020	No	Contract increased from \$180k to \$280k (for



Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Budget (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
							NZDF work programmes)
Write Ltd	Editing reports	11,331	25,250	\$175 per hour	2 May 2019 - 30 June 2019	No - AOG	No
		\$1,099,530					

#### Non-Departmental Contractors

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Maximum hourly /daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
Jackson Stone & Partners	Management Accountant	17,475	\$82 per hour	20 May 2019 - 9 Aug 2019	N/A	No
		\$17,475				

#### Non-Departmental Consultants

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Budget (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
AECOM New Zealand Ltd	Future Air Mobility Capability Professional Fees	49,500	199,500	N/A	4 July 2019 – 31 Oct 2019	N/A	No
Andrew Wierzbicki	Closure report for the C130 Life Extension project	862	N/A	N/A	N/A	N/A	No

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Budget (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
Beca Ltd	Dive and Hydrographic Vessel Safety Case Scoping Study	277,262	353,500	N/A	14 Jun 2019 – 4 Dec 2019	No, selected from consultancy services panel in scoping study	Follow on from work undertaken in scoping study
Beca Ltd	Fixed High Frequency Radio Refresh Assurance	990	100,000	N/A	7 Jan 2019 – 31 Dec 2019	No - AOG	No
Broadleaf Capital International NZ Ltd	Future Air Mobility Capability Quantitative Risk	31,450	N/A	N/A	N/A	Sole source (NZDF approved)	Continuation of existing NZDF contract
David Clarke	Air Surveillance Maritime Patrol horizontal Works Negotiations Preps & Review	3,600	N/A	\$300 per hour	3 Sep 2019 – 24 Dec 2019	No	No
GHD Ltd	Future Air Mobility Capability detailed design for simulator building	388,989	388,989	N/A	Sep 2019 – 24 Dec 2019	Yes - 3	No
Kevin Bruce	Future Air Mobility Capability lessons learned consulting services	4,264	N/A	AUD \$2,000 per day	2 Dec 2019 – 6 Dec 2019	No	No
McHale Group Ltd	Operational and Regulatory Aviation Compliance Sustainment probity advisory and assurance services	16,987	18,887	N/A	Apr 2019 – Jun 2020	No - AOG	No

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Budget (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
McHale Group Ltd	Protected Mobility Capability Project Probity Audit Services	18,805	43,784	N/A	5 Jun 2019 – 31 Oct 2019	No – AOG	No
Procurement Advisory Services Ltd	Garrison and Training Support Vehicles Review of RFT & Draft Contract and Tender Evaluation	1,800	N/A	N/A	N/A	No	No
Strategic Sourcing Consultancy Ltd	Dive and Hydrographic Vessel Assurance	125,650	74,235	N/A	5 Aug 2019 – 4 Oct 2019	Yes - 3	No
Tregaskis Brown Ltd	Network Enabled Army Programme Review	15,000	15,000	N/A	Jul 2019 – Aug 2019	No	No
Tidd Ross Todd Ltd	Network Enabled Army C4 Prototype Consultation	3,254	1,077,015	N/A	Aug 2018 -	Yes - 2	No
		<b>\$938,212</b>					

## 2020/21 ANNUAL REVIEW OF VOTE DEFENCE: RESPONSES TO WRITTEN QUESTIONS 1-142

In response to [question 68](#), the table below provides information about the contractors, consultants and providers of professional services used by the Ministry in the 2020/21 financial years. Information for the previous years is available as part of the evidence for previous years.

### Departmental Contractors

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
Beyond Services	Business Analyst	85,099	\$874 per day	18 Jan 2020 – 30 June 2021	N/A	No
Beyond Services	Executive Assistant	14,840	\$53 per hour	19 Apr 2021 – 19 May 2021	N/A	Yes – extension
Beyond Services	Executive Assistant	2,059	\$53 per hour	14 Jun 2021 – 6 Aug 2021	N/A	No
Inside Executive Recruitment	Policy and Team Leader	256,595	\$194 per hour	7 Sep 2020 – 18 January to 31 March 2022	N/A	Yes – extension
Inside Executive Recruitment	Principal Policy Advisor	75,072	\$160 per hour	17 Mar 2021 – 31 March 2022	N/A	Yes – extension
W Higgins	Policy Analyst Support	7,625	\$125 per hour	1 Jun 2021 – 30 Oct 2021	N/A	No
		<b>\$441,290</b>				



## Departmental Consultants

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Budget (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
Adam Colman	Background Research contributing to Defence Assessment 2020	1,000	1,000	N/A	14 Jul 2020 - 19 Aug 2020	N/A	No
Allen + Clarke	QA Methodology for Soldier System Review	4,590	4,545	\$150 per hour	18 May 2020 - 5 Jun 2020	N/A	No
Catapult Limited	2020 MOD Strategy Refresh	142,712	164,000	\$3,500 Daily charge	31 Aug 2020 - 30 Aug 2021	N/A	Variation
Debbie Teale	Operation Respect Review - Professional Services	4,125	177,500	\$150 per hour	1 Mar 2020 - 31 Aug 2020	N/A	N/A
Deloitte	Contracting Methodology Review	75,624	75,750	N/A	3 Sep 2020 - 30 Oct 2020	N/A	N/A
Dominik Yanzick	Background Research contributing to Defence Assessment 2020	1,000	1,000	N/A	14 Jul 2020 - 19 Aug 2020	N/A	N/A
Elzanne Bester	Background Research contributing to Defence Assessment 2020	1,000	1,000	N/A	14 Jul 2020 - 19 Aug 2020	N/A	N/A

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Budget (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
Emily Williams	Background Research contributing to Defence Assessment 2020	1,000	1,000	N/A	14 Jul 2020 - 19 Aug 2020	N/A	N/A
Fore Business Services Limited	Assessment of Position - Director of Development branch	15,510	27,720	\$235 per hour	01 Mar 2021 - 3 May 2021	N/A	N/A
Gabrielle Ma Jose Gepte Magnuson	Background Research contributing to Defence Assessment 2020	1,000	1,000	N/A	14 Jul 2020 - 19 Aug 2020	N/A	N/A
Georgina Hitchcock	Background Research contributing to Defence Assessment 2020	1,000	1,000	N/A	14 Jul 2020 - 19 Aug 2020	N/A	N/A
Jackson Calder	Background Research contributing to Defence Assessment 2020	1,000	1,000	N/A	14 Jul 2020 - 19 Aug 2020	N/A	N/A
Lateral Security	Security Design Review - Snaphire	6,363	6,363	\$262.50 per hour	1 Jun 2021 - 30 Jun 2021	N/A	N/A
Lewis Johnson	Background Research contributing to Defence Assessment 2020	1,000	1,000	N/A	14 Jul 2020 - 19 Aug 2020	N/A	N/A

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Budget (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
Manh Van Nguyen	Background Research contributing to Defence Assesment 2020	1,000	1,000	N/A	14 Jul 2020 - 19 Aug 2020	N/A	N/A
Martin Jenkins & Associates	Supply chain Advice	8,484	-	\$394 per hour	Sep – Oct 2020	N/A	N/A
Martin Jenkins & Associates	Defence Deployment (Policy)	27,429	28,000	\$394 per hour	20 Jun 2020 - Dec 2020	N/A	Variation
MSH Consulting Ltd	Measuring Progress on Defence Policy Statement	126,727	130,000	\$2,750 per day	9 Jul 2020 - 30 Apr 2021	N/A	Yes
Nathan Croft	Background Research contributing to Defence Assessment 2020	1,000	1,000	N/A	14 Jul 2020 - 19 Aug 2020	N/A	N/A
NZIER	Review of Defence Policy	29,290	29,290	\$290 per hour	2 Jul 21 - 13 Aug 21	N/A	N/A
NZIER	Pacific Deployment	10,000	30,300	\$1,400 per day	1 May 2021 - 31 Aug 2021	N/A	N/A
Price Waterhouse Coopers	Data Analyst Support (Policy)	23,127	65,552	\$453 per hour	1 Jun 2020 - 30 Jun 2020	N/A	N/A
Price Waterhouse Coopers	Review of Defence Policy	42,269	45,450	\$3,400 per day	6 May 2021 - 30 Jun 2021	N/A	N/A

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Budget (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
Price Waterhouse Coopers	Tax Advice	4,000	-	N/A	22 Jul 2016 - ongoing	N/A	N/A
Russell Henson	Background Research contributing to Defence Assessment 2020	1,000	1,000	N/A	14 Jul 2020 - 19 Aug 2020	N/A	N/A
Sian Troath	Background Research contributing to Defence Assessment 2020	1,000	1,000	N/A	14 Jul 2020 - 19 Aug 2020	N/A	N/A
Siatiras Consulting Ltd	Disposal Schedule Development - PE 31/07/2020	3,259	16,500	\$165 per hour	Feb 2020 - Feb 2021	N/A	N/A
Sirous Amerian	Background Research contributing to Defence Assessment 2020	1,000	1,000	N/A	14 Jul 2020 - 19 Aug 2020	No	N/A
Te Amokura Consultants Ltd	Māori Strategy and Language Plan	19,140	24,900	\$280 per hour	15 Mar 2021 - 30 Jun 2021	N/A	N/A
Techtonics Group	Content for Silent One	1,850	5,465	N/A	9 Apr 2021 – ongoing	N/A	N/A
Technology One New Zealand Ltd	Finance One support	11,760	15,000	\$1,960 per day	Dec-2020	N/A	N/A



Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Budget (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
Tregaskis Brown	Defence Assessment	6,000	6,000	\$375 per hour	15 Oct 2020 - 6 Nov 2020	N/A	N/A
Tregaskis Brown	Operations Management and Risk	36,469	41,250	\$375 per hour	1 Jul 20 - 31 Jun 21	N/A	N/A
Paul Froggatt	In-flight QRA Facilitation & Monitoring	1,079	-	\$125 per hour	Feb 2021 – ongoing	N/A	N/A
Andrew Wierzbicki	Procurement Capability Index	4,311	4,000	N/A	November 2020	N/A	Yes
Jae Man Kwon	SOPV cost certainty assessment	4,080	10,000	\$80 per hour	5 Feb 2020 - 13 Mar 2020	N/A	N/A
		\$621,194					

### Non-Departmental Contractors

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Maximum hourly /daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
ArcBlue Consulting NZ Limited	Frigate Systems Upgrade - Commercial Support	15,908	\$175 per hour	20 May 2019 - 9 Aug 2019	N/A	No
Mr P Warbrick	Air Surveillance Maritime Patrol - Senior project manager	107,638	\$1,040 per day	1 Feb 2021 - 30 June 2023	N/A	No
SSCL Limited	Air Surveillance Maritime Patrol - Project Management Services	82,755	\$190 per hour	11 Mar 2020 - 31 Mar 2021	N/A	Variation
SSCL Limited	Maritime Sustainment Capability - Warranty Manager	129,252	\$1,650 per day	11 Dec 2020 - 17 July 2021	N/A	No
SSCL Limited	Dive Hydro Vessel - Operational Release Manager	32,625	\$188 per hour	06 Sep 2019 -	N/A	No
Venture Consulting Group Ltd	Air Surveillance Maritime Patrol - Integrated Project Team Security Manager	66,002	\$680 per day	6 Jul 2020 - 1 Jun 2023	N/A	No
		<b>\$434,180</b>				

### Non-Departmental Consultants

Provider of Service	Work undertaken	Actual Cost (GST exclusive)	Budget (GST exclusive)	Maximum hourly/daily rate charge	Contract Period	Tenders invited, and if so how many?	Details of further work from original consultancy?
Price Waterhouse Coopers	Fixed High Frequency Radio Refresh - Tax advice	1,350	-	2,300 per day	22 Jul 2016 – ongoing	N/A	No
GHD Limited	Future Air Mobility Capability - Storm water infrastructure report	2,000	385,989	\$240 per hour	Sep 2019 - Dec 2019	N/A	Variation
		<b>\$3,350</b>					

## 2021/22 ANNUAL REVIEW OF VOTE DEFENCE: RESPONSES TO WRITTEN QUESTIONS 1-130

In response to [question 68](#), the table below provides information about the contractors, consultants and providers of professional services used by the Ministry in the 2021/22 financial years. Information for the previous years is available as part of the evidence for previous years.

The total spend on consultants / contractors in 2021/22: \$4,915,144. The breakdown is provided below:

### Departmental contractors

Provider of Service	Work Undertaken	Actual Cost (2021/22)	Budget	Contract Period
Beyond Services Ltd	Executive Assistant	\$12,821	\$16,966	Jun 2021 - Aug 2021
Inside Executive Recruitment	Inspector General of Defence Establishment Unit	\$278,780	\$481,120	Jan 2021 - Mar 2022
Inside Executive Recruitment	Inspector General of Defence Establishment Unit	\$202,228	\$320,000	Mar 2021 - Mar 2022
Wayne Higgins	Policy Analyst Support	\$12,563	\$15,000	Jun 2021 - Oct 2021
Agnostech	Shared Functional Specialists - business change	\$15,290	\$108,000	Jun 2022 - Sep 2022
Arthurs Pa Trading Company	Shared Functional Specialists - ICT Solution architect	\$130,906	\$260,000	Jan 2022 - Dec 2022
Beca Applied Technologies Ltd	Shared Functional Specialists - business analysis	\$50,220	\$72,000	May 2022 - Jun 2022
Complete Learning Solutions Ltd	Learning Design Plan	\$16,500	\$30,000	May 2022 - Jun 2022
Gemtech Solutions	Shared Functional Specialists - change management advisor	\$79,625	\$81,900	Mar 2022 - Jun 2022
Gemtech Solutions	Shared Functional Specialists - workforce design specialist	\$68,558	\$74,700	Mar 2022 - Jun 2022
Gemtech Solutions	Joint Electronic Warfare Project business analyst	\$148,995	\$182,590	Jan 2022 - Sep 2022



Gemtech Solutions	Joint Intelligence Project business analysis support and business function design	\$66,640	\$71,680	Aug 2021 - Nov 2021
Inside Executive Recruitment	Shared Functional Specialists - Senior Business Analyst	\$42,730	\$332,349	May 2022 – Jun 2023
Nova Systems Ltd	Joint Electronic Warfare Project capability integration advisor	\$50,700	\$115,200	Feb 2022 - Jun 2022
SSCL Limited	Protected Mobility – Integrated Logistics Support	\$40,722	\$105,600	Sep 2021 - Nov 2021
	<b>Total</b>	<b>\$1,217,279</b>		

#### **Departmental consultants**

Provider of Service	Work Undertaken	Actual Cost (2021/22)	Budget	Contract Period
Andrew Wierzbicki	Procurement Capability Index self-assessment	\$3,667	\$4,000	Mar 2022 - Mar 2022
Ascent Business Consulting Ltd	Expert Review Group - Business writer	\$11,016	\$27,500	Jul 2021 - Sep 2021
Broadleaf	Quantitative Risk Analysis	\$7,800	\$16,500	May 2021 -Aug 2022
Catapult Limited	Ministry of Defence Strategy Refresh	\$1,750	\$164,000	Aug 2020 - Aug 2021
Matarau Consultants	Te Reo translation of Ministry's Strategy	\$480	\$480	Jun 2021 - Jun 2021
Maven Consulting Limited	Ministry of Defence Strategy graphic design	\$2,790	\$4,320	Nov 2021 - Nov 2021
MSH Consulting Limited	Measuring defence policy	\$45,482	\$141,866	Jul 2020 - Feb 2022
NZ Institute for Economic Research (NZIER)	Pacific nations and territories – data and insights	\$50,095	\$50,095	May 2021 - Aug 2021
Russell McVeagh	Air Training Capability – post project support	\$3,940	\$5,000	Mar 2022 – Apr 2022
Sapere Research Group Limited	Afghanistan Review	\$11,948	\$19,443	Jul 2021 - Mar 2022
Tregaskis Brown	Capability Management System support & Governance	\$40,086	\$50,000	Aug 2021 - Jun 2022

TAG the Agency	Social media feasibility	\$15,360	\$17,000	Mar 2022 - Jun 2022
Project Plus	Microsoft Word template creator	\$17,047	\$29,000	Apr 2022 - Jun 2022
PWC Consulting	Tax advice	\$7,575	\$30,000	May 2022 - Jun 2025
Desert Road Project Management Ltd	Land Force Electronic Counter Measures – document writing	\$24,872	\$41,250	Mar 2021 - May 2022
Deloitte	Project operating model	\$127,217	\$127,217	Feb 2022 - Jun 2022
Serco	Frigate Sustainment - senior systems engineer support	\$49,629	\$49,629	Dec 2020 - Dec 2021
Beca Applied Technologies Ltd	Network Enabled Army integrated logistics support roles	\$113,684	\$118,700	May 2021 - Dec 2021
Beca Applied Technologies Ltd	Frigate Sustainment project support	\$227,758	\$290,000	Aug 2021 - Nov 2021
	<b>Total</b>	<b>\$762,196</b>		

#### **Non-departmental contractors**

Provider of Service	Work Undertaken	Actual Cost (2021/22)	Budget	Contract Period
ArcBlue Consulting NZ Limited	Frigate Systems Upgrade - commercial support	\$91,875	\$100,625	Mar 2020 - Mar 2021
Mr P Warbrick	Air Surveillance Maritime Patrol - senior project manager	\$259,955	\$624,000	Feb 2021 - June 2023
Momentum Consulting Group Ltd	Air Surveillance Maritime Patrol project manager	\$133,815	\$250,000	Jan 2022 - Dec 2022
Momentum Consulting Group Ltd	Air Surveillance Maritime Patrol project business analyst	\$120,433	\$225,000	Jan 2022 - Dec 2023
Robert Walters NZ Ltd	Air Surveillance Maritime Patrol project support	\$191,062	\$192,000	Oct 2021 - Jun 2022

Strategic Sourcing Consulting Limited	Maritime Sustainment Capability - warranty manager	\$262,889	\$528,000	Dec 2020 - Sep 2022
Strategic Sourcing Consulting Limited	Protected Mobility – integrated logistics support	\$106,169	\$107,120	Sep 2021 - Jun 2022
Strategic Sourcing Consulting Limited	Operational and Regulatory Aviation Compliance Sustainment – project support	\$108,334	\$158,400	Jan 2022 - Dec 2022
Strategic Sourcing Consulting Limited	Air Surveillance Maritime Project – security	\$363,029	\$424,700	Mar 2022 - Jun 2023
Venture Consulting Group Ltd	Air Surveillance Maritime Patrol project team - security manager	\$126,531	\$290,732	Jul 2020 - Jun 2023
	<b>Total</b>	<b>\$1,764,092</b>		

#### **Non-departmental consultants**

Provider of Service	Work Undertaken	Actual Cost (2021/22)	Budget	Contract Period
Beca Applied Technologies Ltd	Frigate Systems Upgrade – installation support	\$12,332	\$235,000	Feb 2019 – Dec 2021
Beca Applied Technologies Ltd	Frigate Systems Upgrade – publications	\$10,895	\$129,735	Aug 2018 – Aug 2021
Beca Applied Technologies Ltd	Air Surveillance Maritime Patrol Project – training feasibility study	\$78,397	\$140,000	Apr 2022 – Sep 2022
Beca Applied Technologies Ltd	Air Surveillance Maritime Patrol project support	\$227,938	\$293,000	Oct 2021 – Sep 2022
Beca Applied Technologies Ltd	Protected Mobility Capability – preliminary infrastructure	\$47,385	\$50,000	Oct 2019 – Dec 2019
Frequency NZ Ltd	Air Surveillance Maritime Patrol project hangers	\$556,614	\$990,000	Jun 2021 – Dec 2022

Grant Thornton New Zealand Ltd	Air Surveillance Maritime Patrol Project Risk Analysis	\$58,961	\$168,500	Jan 2020 – Jan 2022
Luminact Pty Ltd	Protected Mobility Capability – Integration support	\$63,485	\$93,000	Jun 2021 – Dec 2022
IQANZ	Network Enabled Army – independent quality assurance review	\$30,324	\$30,870	Nov 2021 - Jan 2022
IQANZ	Air Surveillance Maritime Patrol project independent quality assurance review	\$6,597	\$30,679	May 2021 – Jul 2021
Simulinc Pty Ltd	NH90 Simulator – quality review	\$60,874	\$2,100 per day	Mar 2020 – Jun 2022
Gemtech Solutions	Garrison and Training Support – Mobile Bulk Aviation Fuelling Capability	\$17,775	\$27,000	May 2022 – Jun 2022
	<b>Total</b>	<b>\$1,171,577</b>		



## 2022/23 ANNUAL REVIEW OF VOTE DEFENCE: RESPONSES TO WRITTEN QUESTIONS 1-146

In response to [question 68](#), the table below provides information about the contractors, consultants and providers of professional services used by the Ministry in the 2022/23 financial years. Information for the previous years is available as part of the evidence for previous years.

The Ministry's use of contractors and consultants comes under three categories:

1. Core Department (OPEX),
2. Cost recoveries (projects-in-definition). Project cost recovered activities that the Ministry undertakes on behalf of the NZDF for projects-in-definition (included within the OPEX total), and
3. Procurement of major defence capabilities on behalf of NZDF (CAPEX).

In 2022/23, the Ministry incurred \$4,401,197 on OPEX contractors and consultants. Expenditure mainly related to significant time-limited projects the Ministry is currently delivering, including the establishment of an Inspector General of Defence and associated legislation, and the Defence Policy Review. There was also expenditure on projects-in-definition in the Information Domain, with external resources required with specialist skills including solution architecture, system architecture, cyber subject matter experts, and electronic warfare specialists.

CAPEX expenditure totalled \$4,680,815 in 2022/23. Due to the unique nature and complexity of the projects being managed, there is a need to contract specialist support for relatively short periods. Most of the expenditure related to the \$2.3 billion acquisition of four P-8A Poseidon aircraft and associated infrastructure for the Royal New Zealand Air Force, which required specialist project management support covering engineering, construction, safety, risk and evaluation services as well as network architects and other ICT specialists.

### ***Departmental contractors and consultants***

Provider of Service	Work Undertaken	Actual Cost (2022/23)	Contract Period
Allen and Clarke	Specialist policy support	\$69,028	Sep 22 - Nov 22
Infometrics Ltd	Portfolio advice for Defence Policy Review	\$22,000	Jan 23 - Feb 23
Martin Jenkins & Associates	Specialist policy support	\$166,981	Jan 23 - May 23
Kiwa Digital Limited	Development of Cultural intelligence app for the Ministry	\$45,809	July 2022 - Dec 2022
Price Waterhouse Coopers	Defence Policy Review	\$417,043	Jul 22 - Jan 23
Tutira Mai NZ Limited	Ahu Whakamua stage 1(a) - Te ao Māori strategy implementation	\$44,391	Dec 2022 - Feb 2023
Tregaskis Brown Ltd	Portfolio workshop for the Future Force Defence Principles	\$19,523	Sep 22 - Oct 22
Price Waterhouse Coopers	Specialist tax advice	\$13,000	May 22 - Jun 25
Toitu Envirocare	Audit and certification of carbon emissions	\$7,416	Aug 22 - Sep 22

Provider of Service	Work Undertaken	Actual Cost (2022/23)	Contract Period
Fore Business Services Limited	Assessment of Ministry's functions	\$16,920	May 22 - Jul 22
Price Waterhouse Coopers	Support for the Ministry's uplift in data and analytics	\$90,900	Jun 22 - Sep 22
Tregaskis Brown Ltd	Governance advisory, Capability Management System support, Organisational workshops	\$26,106	Jul 22 - Jun 23
H2R Consulting	Remuneration specialist	\$6,749	Aug 22 - Oct 22
Maven Consulting Limited	People strategy design	\$1,845	Sep 22 - Oct 22
Martin Jenkins & Associates	Specialist advice for legislative change for establishment of Inspector General of Defence	\$168,815	Aug 22 - Sep 23
Tregaskis Brown Ltd	Support for the Expert Review Group programme	\$8,240	Sep 22 - Dec 22
Cabix Communications Ltd	Training courses	\$9,075	Jul 2022 - Nov 2022
Melissa Brenzinger	Support for Consultation and Engagement workstream of the Defence Policy Review	\$100,860	Nov 22 - Mar 23
Price Waterhouse Coopers	Māori engagement planning work	\$41,542	Oct 22 - Mar 23
Siatiras Consulting Ltd	Information management coaching and advice	\$2,231	Aug 22 - Jan 23
TAG The Agency	Social media review for Defence Policy Review	\$50,501	Apr 22 - May 22
Techtonics Group Ltd	Project manager and computer consultant	\$3,763	Jul 22 - Oct 22
MSH Consulting Limited	Support with the implementation of the Strategy Management Office	\$18,292	Oct 22 - Dec 22
Allfields Customised Solutions Ltd	Custom tailored e-Learning Module	\$17,170	June 2023
Catalyze APAC Pty Ltd	Advice for Defence Capability Plan Process	\$20,033	May – June 2023
Kantar Public	Defence Policy Review public survey	\$54,346.84	January – June 2023
Kantar Public	Defence Policy Review industry interviews and analysis	\$49,136.50	March – April 2023
Deloitte	Payroll file transfer process	\$18,525	April – June 2023
Graham Dilks	Review and edit commercial practice guide	\$3,480	May 2023
Madison Recruitment Ltd	Temp accounts administrator – Finance	\$9,043	June 2023
Madison Recruitment Ltd	Temp business solutions coordinator	\$20,912	April – June 2023

Provider of Service	Work Undertaken	Actual Cost (2022/23)	Contract Period
NZ Institute of Economic Research	Review of policy advice	\$30,900	June 2023
Robert Walters	Administration assistance – Finance	\$10,606	April – June 2023
Storyshed	Research & design of Defence Policy presentation	\$25,000	June 2023
Write Ltd	Producing South Pacific Defence Ministers Meeting booklet	\$13,260	June 2023
Wayne Higgins	Support on through-life management of defence capabilities	\$31,250	Jul 2022 - Dec 2022
Tregaskis Brown	Facilitation coordination for High Side project	\$4,848	June 2023
Agnostech Ltd	Capability integration advisor	\$244,310	June 2022 - June 2023
Andrew Wierzbicki	Provision of writers course for Capability Delivery staff	\$1,885	Sep 2022 - Nov 2022
Arthurs Pa Trading Company	Development of technical architecture for Information Domain Projects	\$100,223	June 2022 - June 2023
Arthurs Pa Trading Company	Cyber security enterprise security architect	\$101,145	June 2022 - March 2023
Beca Applied Technologies Ltd	Information Domain training academy analysis	\$145,682	Sept 2022 - Jun 2023
Beca Applied Technologies Ltd	Project management, architecture, structural engineering, building services and fire and learning model input and security	\$103,288	June 2023
Gemtech Solutions	Specialist change management support for Information Domain projects	\$198,936	Nov 2022 - June 2023
Gemtech Solutions	Joint Electronic Warfare Project technical support	\$162,355	June 2022 - Mar 2023
Gemtech Solutions	Joint Electronic Warfare Project technical support	\$65,798	June 2022 - Feb 2023
Gemtech Solutions	Cyber security project advisor	\$70,403	March 2023 - June 2023
Gemtech Solutions	Cyber technical business analyst	\$59,200	Feb 2023 – June 2023
Inside Executive Recruitment Ltd	Information Domain senior business analyst	\$236,228	Aug 2022 - June 2023
Paul Froggatt	Support for developing technical project documentation	\$675	Nov 2022 - Feb 2023
SSCL Limited	Workforce planning for Information Domain projects	\$417,905	Oct 2022 - June 2023

Provider of Service	Work Undertaken	Actual Cost (2022/23)	Contract Period
SSCL Limited	Workforce planning for Joint Intelligent Programme	\$32,750	Oct 2022 - June 2023
Wayne Higgins	Support for developing technical project documentation	\$4,438	Oct 2022 - June 2023
ArcBlue Consulting NZ Limited	Support for the development of a Through Life Support package (Protected Mobility Project)	\$43,534	July 2022 - Sept 2022
Desert Road Project Management Ltd	Support to produce project documentation	\$5,938	July 2022 - Aug 2022
Gemtech Solutions	Protected Mobility Capability Project technical manager	\$212,466	July 2022 - June 2023
IQANZ	Independent quality assurance review	\$47,773	July 2022 - Aug 2022
McHale Group Ltd	Project probity review	\$10,194	Dec 2022 - Jan 2023
Nova Systems NZ Ltd	Capability integration and procurement support (Protected Mobility Project)	\$130,505	Aug 2022 - June 2023
Serco New Zealand Training Ltd	Senior Systems engineer support	\$87,474	Oct 2022 - Feb 2023
L3 Harris	Engineer manager and program manager to build request for proposal document	\$39,430	May – June 2023
Maltbys Ltd	Quantity surveying services	\$12,410	June 2023
Robert Walters	Shared functional services events coordinator	\$25,646	June 2023
Broadleaf Capital International NZ Ltd	Quantitative risk assessment	\$18,810	June 2023
KPMG	Operating model design support for Cyber Security project	\$162,256	June 2023
	<b>Total</b>	<b>\$4,401,197</b>	



## Non-departmental contractors and consultants

Provider of Service	Work Undertaken	Actual Cost (2022/23)	Contract Period
ArcBlue Consulting NZ Limited	Specialist support for development of through-life-support arrangements for Frigate Sustainment-Communications Project	\$15,924	Apr 22 - Nov 22
Beca Applied Technologies Ltd	Specialist Engineering support services for Air Surveillance Maritime Patrol Project	\$296,742	Oct 21 - Jun 23
Beca Applied Technologies Ltd	Installation support for Frigate Systems Upgrade	\$50,598	Aug 2022 - Dec 2022
Broadleaf Capital International NZ Ltd	Quantitative risk assessment for Network Enabled Army Project	\$18,810	Nov 2022 - Dec 2022
Dan Chaytor	Network Architect for Air Surveillance Maritime Patrol Project	\$27,630	Dec 22 - Sep 23
Desert Road Project Management Ltd	Support for developing technical project documentation for Land Force Protection Electronic Counter Measures project	\$28,836	Sep 22 - May 23
First 4 Safety Limited	Provision of workshop supporting project management for the Air Surveillance Maritime Patrol Project	\$7,725	Aug 22 – Sep 22
Frequency NZ Ltd	Team of specialist construction support and advice for the Air Surveillance Maritime Patrol Project	\$720,116	Jul 21 - Dec 23
Gemtech Solutions	Technical manager for Protected Mobility Capability Project	\$61,207	Jul 22 - Sep 23
Grant Thornton New Zealand Ltd	Risk assurance services for the Air Surveillance Maritime Patrol Project	\$76,621	Jan 20 - Jan 24
IQANZ	Independent quality assurance review for the Frigate Systems Upgrade project	\$35,754	Jul 2022 - Sept 2022
Momentum Consulting Group Ltd	Specialist ICT Project Management support for the Air Surveillance Maritime Patrol Project. This is a role that could be provided by NZDF but at the time, this skill set was not available.	\$241,638	Jan 22 - Dec 23
Momentum Consulting Group Ltd	Specialist ICT support for the Air Surveillance Maritime Patrol Project. NZDF was unable to support the IT and Mission Support requirements for the project. IPT has contracted to ensure completion of Tempest engineering, network design diagrams and other engineering/IT work.	\$272,790	Jan 22 - Dec 23
Mr P Warbrick	Specialist senior infrastructure project management services for the Air Surveillance Maritime Patrol Project.	\$277,000	Feb 21 - Dec 24



Provider of Service	Work Undertaken	Actual Cost (2022/23)	Contract Period
Nova Systems NZ Ltd	Development of Airworthiness Documentation to meet safety and legal obligations to operate the P-8As for the Air Surveillance Maritime Patrol Project. NZDF unable to provide this expertise at the time.	\$366,885	Jun 22 - Jan 24
Nova Systems NZ Ltd	Technical Test and Evaluation Support services for the Air Surveillance Maritime Patrol Project. NZDF unable to provide this expertise at the time.	\$415,962	Aug 22 - Jun 23
Nova Systems NZ Ltd	Capability integration lead for the Protected Mobility Capability Project. NZDF unable to provide this expertise at the time.	\$181,245	Jul 22 - Sep 22
NSPIRE Technologies Ltd	Specialist support for the Air Surveillance Maritime Patrol Project	\$69,566	Jul 22 - Jun 23
Robert Walters NZ Ltd	Specialist procurement support for the Air Surveillance Maritime Patrol Project	\$253,190	Oct 21 - Jun 23
Robert Walters NZ Ltd	Senior Coordinator for the Air Surveillance Maritime Patrol Project to provide cover during period of high intensity.	\$180,964	May 22 - Jun 23
Robert Walters NZ Ltd	Technical IT Analyst for the Air Surveillance Maritime Patrol Project – to support completion of Tempest engineering, network design diagrams and other engineering/IT work.	\$271,374	Jul 22 - Sep 23
SSCL Limited	Specialist engineering support services for the Air Surveillance Maritime Patrol Project	\$136,994	Oct 21 - Jun 23
SSCL Limited	Specialist security support for the Air Surveillance Maritime Patrol Project	\$312,603	Mar 22 - Jun 23
SSCL Limited	Specialist Engineering support services for the Operational & Regulatory Aviation Compliance Sustainment Project (NH90)	\$152,634	Mar 22 - Dec 22
SSCL Limited	Senior commercial analyst for the Operational & Regulatory Aviation Compliance Sustainment Project (Secure Communications)	\$20,934	Jan 22 - Dec 22
SSCL Limited	Warranty manager for the Maritime Sustainment Capability project	\$178,181	Feb 21 - Sep 22
Andrew Wierzbicki	Project Closure Report for Strategic Bearer Network project	\$2,521	Apr 23 – Jun 23
The Project Company Ltd	Specialist Construction Advice Services for the Air Surveillance Maritime Patrol Project	\$6,371	June 23
<b>Total</b>		<b>\$4,680,815</b>	

## 2023/24 ANNUAL REVIEW OF THE MINISTRY OF DEFENCE: RESPONSES TO PRE-HEARING WRITTEN QUESTIONS 1-200 - APPENDICES

In response to question 68, the table below provides information about the contractors, consultants and providers of professional services used by the Ministry in the 2023/24 financial year. Information for the previous years is available as part of the evidence for previous years.

### *Departmental contractors and consultants*

Provider of Service	Work Undertaken	Actual Cost (2023/24)	Contract Period	Maximum rate (\$)
Deloitte	Payroll file transfer process	\$44,386	Feb 23 – Oct 23; June 24	1,600 per day
Madison Recruitment	Temporary resources for Accounts Payable team	71,010	Jun 23 – Dec 23	35 per hour
Madison Recruitment	Temporary business solutions coordinator	5,317	Apr 23 – Jul 23	35 per hour
Tregaskis Brown Ltd	Governance advisory and Capability Management System support	28,108	Jul 23 – Jun 24	425 per hour
Tregaskis Brown Ltd	Facilitation of risk workshop	2,800	Jul 23 – Jun 24	400 per hour

Provider of Service	Work Undertaken	Actual Cost (2023/24)	Contract Period	Maximum rate (\$)
Tregaskis Brown Ltd	Information management framework for Capability Management System	52,040	Apr 24 – Jun 24	175 per hour
GoCloud Systems Ltd	Information Technology support	22,533	Dec 23 – Mar 24	160 per hour
Techtonics Group Ltd	Project manager & content consultant	3,265	Sep 23 – Apr 24	185 per hour
Siatiras Consulting Ltd	Information Management coaching & advice	875	Sep 23 – Mar 24	175 per hour
SilverStripe Ltd	Website design & development	245,636	Dec 23 – Jun 24	Not specified
HSE Global NZ Unit Trust	Health & safety assurance review	17,820	Apr 24 – Jun 24	Not specified
FPS	Payroll file transfer	1,972	Jun 24	Not specified
Link Consulting Group Limited	Marine Data Fusion System proposals	12,147	Oct 23 – Nov 23	180 per hour
Bastion Security Group Ltd	Security accreditation for Data Fusion Systems project	36,828	May 24 – Jun 24	285 per hour
Broadleaf Capital International NZ Ltd	Quantitative risk assessment for defence capability project	12,128	Mar 24 – Apr 24	Not specified
Martin Jenkins	Specialist advice for legislative change for establishment of Inspector General of Defence	24,850	Aug 22 – Sep 23	350 per hour
Martin Jenkins	Regulatory Review support	112,444	Aug 22 – Sep 23	350 per hour
Tregaskis Brown Ltd	Defence Policy Review workshop	3,636	Mar 24 – Apr 24	Not specified
Catalyze APAC Pty Ltd	Advice for Defence Capability Plan	52,000	Sep 23 – Nov 23	3,500 per day
Write Limited	Producing South Pacific Defence Ministers' meeting booklet	6,435	Mar 22 – Aug 23	195 per hour
NZ Institute of Economic Research	Review of policy advice	31,209	Jun 24 – Sep 24	Not specified
Tutira Mai NZ Limited	Cultural advisory services	8,625	Jun 23 – May 24	288 per hour
Thom and Coop Ltd	Financial Review Steering Committee Meetings	5,000	Jan 24 – Apr 24	2,000 per day
Ohorere Consultancy	Workshop facilitation for staff competency on te reo practices	900	Oct 23	300 per hour

Provider of Service	Work Undertaken	Actual Cost (2023/24)	Contract Period	Maximum rate (\$)
Responsible Care NZ Ltd	Hazardous substances management review	26,530	Mar 24 – Jul 24	Not specified
ARA Digital Ltd	Audit and Assessment review	152,034	Feb 24 – May 24	Not specified
Gemtech Solutions	Technical Business Analyst for defence capability projects	96,160	Dec 20 – Jun 24	160 per hour
Gemtech Solutions	Project Advisor for defence capability projects	92,820	Dec 20 – Jun 24	210 per hour
KPMG	Operating Model Design Support for defence capability projects	106,511	Feb 23 – Jul 23	Not specified
Dan Chaytor	Network architect	68,080	Feb 24 – Jun 24	185 per hour
Inside Executive	Information Domain Senior Business Analyst	22,929	Sep 22 – Jul 23	140 per hour
Gemtech Solutions	Business Case Writer (Joint Electronic Warfare Project)	394	Dec 20 – Jun 24	172 per hour
Nova Systems	Capability Integration Support (Protected Mobility Project)	166,380	Jun 22 – Jun 24	228 per hour
McHale Group Ltd	Project probity audit services	7,207	Jun 19 –Dec 23	285 per hour
L3Harris Communications Australia Pty Ltd	Due diligence support (Protected Mobility Project)	112,116	Nov 23 – Jun 24	Not specified
Agnostech Ltd	Capability Integration Lead	93,170	Jun 22 – Dec 23	220 per hour
Catalyze APAC Pty Ltd	Information Warfare Academy Opportunities Assessment	17,000	May 23 – Nov 23	3,000 per day
Gemtech Solutions	Joint Electronic Warfare Project Business Case Writer	65,153	Dec 20 – Jun 24	172 per hour
Gemtech Solutions	Change management services for Information Domain Projects	76,972	Dec 20 – Jun 24	172 per hour
Gemtech Solutions	Defence capability project advisory services	10,710	Dec 20 – Jun 24	172 per hour
IQANZ	Business Case Review	1,010	Jun 23 – Aug 23	Not specified
Tutira Mai NZ Limited	Future Leaders Summit Cultural Advisory Services	863	Mar 24	288 per hour
Gemtech Solutions	Inspector-General of Defence establishment project services	32,485	May 24 – Feb 25	144 per hour
	<b>Total</b>	<b>\$1,950,488</b>		

### Non-departmental contractors and consultants

Provider of Service	Work Undertaken	Actual Cost (2023/24)	Contract Period	Maximum rate (\$)
Beca Applied Technologies Ltd	Specialist Engineering support services for defence capability project	46,164	Feb 23 – May 25	1,800 per day
Dan Chaytor	Network architect for defence capability project	78,875	Aug 23 – Jun 24	1,480 per day
Frequency NZ Ltd	Team of specialist construction support and advice for defence capability project	449,894	Jun 21 – Jun 24	200 per hour
Grant Thornton	Quantitative Risk Analysis services & Power Business Intelligence dashboard Risk assurance services for defence capability project	65,690	Jan 20 – Jun 24	Not specified
Momentum Consulting Group Ltd	Specialist ICT Project Management support for defence capability project	318,264	Jan 22 – Jun 24	1,177 per day
Momentum Consulting Group Ltd	Specialist ICT support for defence capability project	238,219	Jan 22 – Jun 24	1,177 per day
Mr P Warbrick	Specialist senior infrastructure project management services for defence capability project	279,031	Feb 21 – Dec 24	1,150 per day
Nova Systems	Technical Test and Evaluation Support services for defence capability project	408,709	Jun 22 – Mar 24	2,579 per day
Nova Systems	Capability integration lead for defence capability project	198,630	Jun 22 – Jun 24	228 per hour
Robert Walters NZ Ltd	Technical IT analyst for defence capability project	271,968	Jul 22 – Jun 24	163 per hour
Robert Walters NZ Ltd	Specialist procurement support for defence capability project	278,330	Oct 21 – Jun 24	162 per hour
The Project Company Limited	Specialist Construction Advice Services for defence capability project	13,121	Apr 23 – Jun 24	250 per hour
Brian McInnes	Project Management Support for defence capability project	157,038	Nov 23 – Dec 24	145 per hour
H2R Technology Limited	Data Analyst for defence capability project	57,069	Sep 23 – Sep 24	100 per hour



Provider of Service	Work Undertaken	Actual Cost (2023/24)	Contract Period	Maximum rate (\$)
Winsborough Ltd	Workshop facilitation for defence capability project	26,991	Aug 23 – Apr 24	Not specified
The Building Intelligence Group	Contract Management Support for defence capability project	52,402	Oct 23 – Feb 24	185 per hour
Neville Harris	Infrastructure support for defence capability project	3,141	Jun 24	250 per hour
Desert Road Project Management Ltd	Technical project documentation for Land Force Electronic Counter Measures project	3,880	Dec 20 – Apr 25	156 per hour
SSCL Limited	Warranty manager for the Maritime Sustainment Capability project	87,422	Feb 21 – Mar 24	1,650 per day
SSCL Limited	Specialist engineering support services for the Operational and Regulatory Aviation Compliance Sustainment project	168,252	Mar 22 – May 24	1,650 per day
Broadleaf Capital International NZ Ltd	Quantitative risk assessment of the Operational and Regulatory Aviation Compliance Sustainment programme	9,158	Apr 24	Not specified
Nova Systems	Capability Integration Support for Protected Mobility Protected Vehicle Medium Project	101,222	Jul 22 – Jun 24	228 per hour
Nova Systems	Capability Integration Support for Protected Mobility High Mobility Light and Risk Reduction Project	68,241	Jul 22 – Jun 24	228 per hour
Andrew Wierzbicki	Project Closure Report for defence capability project	1,110	Sep 22 – Jun 23	130 per hour
KPMG	Contracting process review for Fixed High Frequency Radio Refresh and Dive & Hydro Vessel Projects	70,700	Aug 23 – Sep 23	Not specified
Serco New Zealand Training Ltd	Systems Engineer for Frigate Sustainment Project	176,804	Aug 23 – Apr 25	236 per hour
Beca Ltd	Safety case development for defence capability project	20,100	Mar 24	300 per hour
	<b>Total</b>	<b>\$3,650,425</b>		

## CONTRACTORS, CONSULTANTS AND PROVIDERS OF SERVICES FOR THE PERIOD 1 JULY 2024 TO 31 OCTOBER 2025

The table below provides information about the contractors and consultants engaged or employed by the Ministry covering the period 1 July 2024 to 30 June 2025.

### Departmental Consultants / Contractors

Provider of Service	Work Undertaken	Actual Cost (\$ this FY)	Contract Period	Maximum rate (\$)
Link consulting Group Limited	Commercial lead for Future Air Mobility Capability – Strategic team	\$174,897	Oct 24 - Jun 25	\$180 p/h
Mike Corkill	Commercial Advisor for Future Air Mobility Capability – Strategic team	\$3,304	Oct 24 - Jun 25	\$100 p/h
Bastion Security Group Limited	Risk assessment & security accreditation for Data Fusions Systems project	\$580	May 24 – Jul 24	\$285 p/h
Broadleaf Capital International NZ Ltd	Quantitative Risk Assessment for Garrison & Training Support Vehicles project	\$11,385	Dec 24 – Feb 25	\$495 p/h
DXC Technology NZ Limited	Certification of hosting arrangements for Finance System, payroll system and Website	\$63,816	Feb 25 - May 25	\$2,000 p/d
Tregaskis Brown Ltd	Project Board workshop	\$14,000	Jul 24 - Jun 25	\$400 p/h
Siatiras Consulting Ltd	Information Management coaching & advice for Ministerial Executive Services	\$263	Aug 24 - Aug 25	\$175 p/h
Siatiras Consulting Ltd	Information Management coaching & advice for Governance, People and Executive Services	\$131	Aug 24 - Aug 25	\$175 p/h
TransNational	Mandarin to English Translator	\$688	Aug 24	\$125 p/h
Martin Jenkins & Associate	Practice Lead for Regulatory Review	\$53,012	Mar 25 -May 25	\$425 p/h
Responsible Care NZ Ltd	Assessment of hazardous substances	\$69,612	Mar 24 - Feb 25	Not specified
Gemtech Solutions	Business Analyst for the establishment of the Inspector-General of Defence	\$142,757	May 24 - Feb 25	\$144.23 p/h
L3Harris Communications Australia Pty Ltd	Field testing for Protected Mobility Capability Project – Utility Vehicles	\$66,178	Jul 24 - Sep 24	Not specified

Provider of Service	Work Undertaken	Actual Cost (\$ this FY)	Contract Period	Maximum rate (\$)
Clovis Peyer trading as CP Law	Commercial specialist for Future Air Mobility Capability – Strategic project	\$97,530	Oct 24 - Jun 25	\$200 p/h
Sky Aviation Limited	Specialist Aviation Advisor for Future Air Mobility Capability – Strategic project	\$75,176	Oct 24 - Jun 25	\$200 p/h
RSMcDonald Services Limited	Specialist Advisor for Future Air Mobility Capability – Strategic project	\$21,983	Oct 24 - Jun 25	\$200 p/h
Mike Corkill	Commercial Advisor for Future Air Mobility Capability – Strategic project	\$7,043	Oct 24 - Jun 25	\$100 p/h
K Tregaskis	Capability Management Group review	\$2,000	Mar 25 - Jun 25	\$2,000 p/h
K Tregaskis	Review DCP	\$1,400	Jun 25	\$400 p/h
NZ Institute of Economic Research	Review of policy advice 2025	\$31,209	May 25 - Jun 25	Not specified
Morrison Low & Associates Ltd	Fuel supply chain assessment	\$63,482	Jun 25 – Nov 25	Not specified
	<b>Total</b>	<b>\$900,446</b>		

#### **Non-Departmental Consultants / Contractors**

Provider of Service	Work Undertaken	Actual Cost (\$ this FY)	Contract Period	Maximum rate (\$)
Dan Chaytor	Network Architect for Air Surveillance Maritime Patrol project	\$235,840	Dec 22 - Jun 25	\$185 p/h
Grant Thornton New Zealand Ltd	QRA services & PowerBI dashboard development for Air Surveillance Maritime Patrol project	\$33,152	Jan 20 - Dec 24	Not specified
Momentum Consulting Group Ltd	Business Analyst for Air Surveillance Maritime Patrol project	\$272,488	Jan 22 - Dec 25	\$1,040 p/d

Provider of Service	Work Undertaken	Actual Cost (\$ this FY)	Contract Period	Maximum rate (\$)
Momentum Consulting Group Ltd	Project Management Support for Air Surveillance Maritime Patrol project	\$282,901	Jan 22 - Jun 25	\$1,040 p/d
Mr P Warbrick	Specialist project management services for Air Surveillance Maritime Patrol project (infrastructure)	\$284,350	Feb 21 - Jun 25	\$1,150 p/d
Nova Systems NZ Ltd	Capability Integration Lead for Air Surveillance Maritime Patrol project	\$168,439	Jun 22 – Jun 25	\$338.50 p/h
Robert Walters NZ Ltd	ICT Business Analyst for Air Surveillance Maritime Patrol project	\$239,027	Jul 22 - Mar 25	\$125 p/h
Robert Walters NZ Ltd	Specialist Procurement Support for Air Surveillance Maritime Patrol project (infrastructure)	\$114,772	Oct 21 - Dec 24	\$125 p/h
The Project Company Limited	Specialist Building Advice for Air Surveillance Maritime Patrol project	\$6,004	Apr 23 – Jun 25	\$250 p/h
Brian McInnes	Project Management Support for Air Surveillance Maritime Patrol project	\$249,128	Nov 23 - Jun 25	\$145 p/h
Neville Harris	Infrastructure Support for Air Surveillance Maritime Patrol project	\$2,484	Jul 24 – Nov 24	\$250 p/h
Markus Schwarz	Project Management Support for Air Surveillance Maritime Patrol project	\$103,725	Feb 25 – Jun 25	\$150 p/h
Caroline Faerber	Project Management Support for Air Surveillance Maritime Patrol project	\$77,640	Feb 25 – Jun 25	\$120 p/h
Desert Road Project Management Ltd	Technical project documentation for Land Force Electronic Counter Measures project	\$6,250	Jan 24 - Apr 25	\$156.25 p/h
Monitoring and Advisory Services NZ Ltd	Test, measure & report on RADHAZ for Network Enabled Army Intelligence, Surveillance, Reconnaissance Tranche 2 project	\$6,782	Aug 24 – Feb 25	Not specified
SSCL Limited	Capability Integration Lead for Operational and Regulatory Aviation Compliance Sustainment project	\$83,897	Feb 25 – Jun 25	\$1,100 p/d

Provider of Service	Work Undertaken	Actual Cost (\$ this FY)	Contract Period	Maximum rate (\$)
Nova Systems NZ Ltd	Capability Integration Support for Protected Mobility Capability Project – Medium	\$99,370	Jul 22 - Jun 25	\$233.23 p/h
Nova Systems NZ Ltd	Capability Integration Support for Protected Mobility Capability Project – High Mobility Light	\$247,457	Jul 22 - Jun 25	\$233.23 p/h
Serco New Zealand Training Ltd	Systems Engineer for Frigate Sustainment Programme	\$23,196	Nov 23 - Jun 25	\$236.25 p/h
Datacom Systems (Wgtn) Ltd	Solution Designer for Network Enabled Army C4 Tranche 2 project	\$122,512	Aug 24 – Jun 25	\$230 p/h
Beca Ltd	Safety Case Development for ANZAC Wideband project	\$7,800	Dec 24	\$300 p/h
Broadleaf Capital International NZ Ltd	Quantitative Risk Assessment for Bushmaster Communications project	\$15,345	Aug 24 – Sep 24	\$495 p/h
Marops Ltd	Computer based training for Future Air Mobility Capability – Tactical project	\$285,218	Aug 24 – Jun 25	\$234 p/h
Robert Walters NZ Ltd	Capability Integration Lead for Updating Classified Digital Services Phase 1 project	\$129,297	Sep 24 - Jun 25	\$170 p/h
Talent Army Limited	Enterprise Architect for Updating Classified Digital Services Phase 1 project	\$127,567	Jan 25 - Dec 25	\$152.32 p/h
Tribe New Zealand Limited	Technical Business Analyst for Updating Classified Digital Services Phase 1 project	\$146,022	Jan 25 - Dec 25	\$140 p/h
evansEPE Trusted To Protect Ltd	Skydio S2+ Training	\$5,800	May 25	\$2,400 p/d
Marops Ltd (Aus)	Mellori Testing Works	\$199,172	Apr 25 – Jun 25	Not specified
SSCL Limited	Capability Integration Lead for HSCU project	\$23,040	Jan 25 – Jun 25	\$192.84 p/h
Hudson Global Resources (NZ) Ltd	Technical Business Analyst for Updating Classified Digital Services project	\$18,161	May 25 – May 26	\$142.44 p/h
Talent Aotearoa Limited	Solution Architect for Updating Classified Digital Services project	\$5,440	Jun 25 – Jun 26	\$170.66 p/h



Provider of Service	Work Undertaken	Actual Cost (\$ this FY)	Contract Period	Maximum rate (\$)
Talent Aotearoa Limited	Engineer for Updating Classified Digital Services project	\$16,440	Jun 25 – Jun 26	\$137.63 p/h
SSCL Limited	ORACS Capability Integration Lead	\$14,001	Dec 22 – Aug 26	\$1,100 p/d
	<b>Total</b>	<b>\$3,652,717</b>		

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The table below provides information about the contractors and consultants engaged or employed by the Ministry covering the period 1 July 2025 to 31 October 2025.

### **Departmental Consultants / Contractors**

Provider of Service	Work Undertaken	Actual Cost (\$ this FY)	Contract Period	Maximum rate (\$)
Clovis Peryer trading as CP Law	Commercial specialist for Future Air Mobility Capability – Strategic project	\$80	Oct 24 - Aug 25	\$200 p/h
DXC Technology NZ Limited	Certification of hosting arrangements for Finance System, payroll system and Website	\$1,252	Feb 25 - Aug 25	\$2,000 p/d
Link consulting Group Limited	Commercial lead for Future Air Mobility Capability – Strategic team	\$36,536	Oct 24 - Nov 25	\$180 p/h
Maven Consulting Limited	Navy Transformation Programme Advisory – Maritime Fleet Renewal	\$26,469	Aug 25 – Nov 25	\$275 p/h
Mike Corkill	Commercial Advisor for Future Air Mobility Capability – Strategic team	\$1,130	Oct 24 - Dec 25	\$100 p/h
Morrison Low Advisory Ltd	Fuel supply chain assessment	\$33,207	Jun 25 – Nov 25	Not specified
Siatiras Consulting Ltd	Information Management coaching & advice for Governance, People and Executive Services	\$131	Aug 24 - Aug 25	\$175 p/h
Sky Aviation Limited	Specialist Aviation Advisor for Future Air Mobility Capability – Strategic project	\$30,600	Oct 24 - Sep 25	\$200 p/h
Technology One New Zealand Ltd	Scoping and investigation of Ci Enterprise Budgeting Issues	\$2,150	Sep 25	\$2,150 p/d
	<b>Total</b>	<b>\$131,555</b>		

### **Non-Departmental Consultants / Contractors**

Provider of Service	Work Undertaken	Actual Cost (\$ this FY)	Contract Period	Maximum rate (\$)
Brian McInnes	Project Management Support for Air Surveillance Maritime Patrol project	\$92,180	Nov 23 - Aug 25	\$150 p/h
Caroline Faerber	Project Management Support for Air Surveillance Maritime Patrol project	\$6,060	Feb 25 – Jul 25	\$120 p/h

Provider of Service	Work Undertaken	Actual Cost (\$ this FY)	Contract Period	Maximum rate (\$)
Dan Chaytor	Network Architect for Air Surveillance Maritime Patrol project	\$6,570	Dec 22 – Aug 25	\$185 p/h
Markus Schwarz	Project Management Support for Air Surveillance Maritime Patrol project	\$8,850	Feb 25 – Jul 25	\$150 p/h
Momentum Consulting Group Ltd	Business Analyst for Air Surveillance Maritime Patrol project	\$89,324	Jan 22 - Dec 25	\$1,176.55 p/d
Momentum Consulting Group Ltd	Project Management Support for Air Surveillance Maritime Patrol project	\$102,633	Jan 22 - Oct 25	\$1,176.55 p/d
Mr P Warbrick	Specialist project management services for Air Surveillance Maritime Patrol project (infrastructure)	\$115,550	Feb 21 - Dec 25	\$1,350 p/d
Nova Systems NZ Ltd	Capability Integration Lead for Air Surveillance Maritime Patrol project	\$70,669	Jun 22 – Dec 25	\$338.50 p/h
Robert Walters NZ Ltd	ICT Senior Business Analyst for Air Surveillance Maritime Patrol project	\$84,435	Jul 22 – Oct 25	\$141.79 p/h
Robert Walters NZ Ltd	Specialist Procurement Support for Air Surveillance Maritime Patrol project (infrastructure)	\$38,048	Oct 21 - Oct 24	\$133.40 p/h
Safety First New Zealand Ltd	Preparation of Evacuation Scheme Document for Air Surveillance Maritime Patrol project	\$4,735	Jul 25	Not specified
Broadleaf Capital International NZ Ltd	Quantitative Risk Assessment for Bushmaster Communications project	\$9,900	Aug 25 – Sep 25	\$3,960 p/d
Marops Ltd	Computer based training for Future Air Mobility Capability – Tactical project	\$70,526	Aug 24 – Sep 25	\$245 p/h
Link consulting Group Limited	Commercial lead for Future Air Mobility Capability – Strategic project	\$38,921	Oct 24 - Nov 25	\$180 p/h
Mike Corkill	Commercial Advisor for Future Air Mobility Capability – Strategic project	\$3,339	Oct 24 - Dec 26	\$100 p/h
RSMCDonald Services Ltd	Commercial and Procurement Aviation Advice for Future Air Mobility Capability – Strategic project	\$800	Aug 25 – Dec 26	\$200 p/h
Sky Aviation Limited	Specialist Aviation Advisor for Future Air Mobility Capability – Strategic project	\$24,100	Oct 24 - Sep 25	\$200 p/h
Serco New Zealand Training Ltd	Senior Systems Engineer for Frigate Sustainment Programme	\$218,335	Nov 23 - Jun 26	\$236.25 p/h

Provider of Service	Work Undertaken	Actual Cost (\$ this FY)	Contract Period	Maximum rate (\$)
Hudson Global Resources (NZ) Ltd	Technical Business Analyst for Updating Classified Digital Services Phase 1 project	\$37,951	May 25 – May 26	\$142.44 p/h
Robert Walters NZ Ltd	Capability Integration Lead for Updating Classified Digital Services Phase 1 project	\$113,153	Jan 25 - Jan 26	\$192.84 p/h
Talent Aotearoa Limited	Solution Architect for Updating Classified Digital Services Phase 1 project	\$92,696	Jun 25 – Jun 26	\$170.66 p/h
Talent Aotearoa Limited	Senior Engineer for Updating Classified Digital Services Phase 1 project	\$96,772	Jun 25 – Jun 26	\$137.63 p/h
Talent Army Limited	Enterprise Architect for Updating Classified Digital Services Phase 1 project	\$104,741	Jan 25 - Dec 25	\$168.18 p/h
Tribe New Zealand Limited	Technical Business Analyst for Updating Classified Digital Services Phase 1 project	\$96,320	Jan 25 - Dec 25	\$140 p/h
SSCL Limited	Capability Integration Lead for Operational and Regulatory Aviation Compliance Sustainment project	\$95,700	Feb 25 – Aug 26	\$1,100 p/d
Nova Systems NZ Ltd	Capability Integration Support for Protected Mobility Capability Project – Utilities Replacement Tranche 1	\$4,898	Jul 22 - Jun 25	\$233.23 p/h
Nova Systems NZ Ltd	Capability Integration Support for Protected Mobility Capability Project – Utilities Replacement Tranche 1	\$105,163	Jul 25 - Dec 25	\$240.45 p/h
	<b>Total</b>	<b>\$1,732,369</b>		



## POLICY: INTERESTS AND CONFLICTS OF INTEREST

<b>Policy Owner</b>	Deputy Secretary Governance, People and Executive Services
<b>Contact Person</b>	Deputy Secretary Governance, People and Executive Services (for MoD staff) Director, Governance and Assurance Branch (for board members)
<b>Approved By</b>	Leadership Team
<b>Approval Date</b>	March 2025
<b>Review Date</b>	March 2027

### Introduction

1. This policy outlines the Ministry of Defence's expectations and arrangements for identifying, disclosing and managing conflicts of interests, in accordance with the Public Service Commission's model standards.
2. New Zealand is held in high regard and trusted for the standards of honesty, openness, transparency and integrity in its Public Service. But this trust depends upon our ability to be impartial in our decision making, and to exercise a high standard of judgement in relation to conflict of interest and/or perceived conflicts of interest.
3. While it is an individual public servant's responsibility to raise interests for discussion, it is a shared responsibility between individual and their organisation to assess the interests and identify and manage any actual, perceived or potential conflicts of interest. The records of these discussions keep all parties safe.

### Scope

4. This policy applies to Ministry staff, secondees, board members and contractors.

### Related legislation, policies and procedures

5. [Public Services Act 2020](#) / [Protected Disclosures \(Protection of Whistleblowers\) Act 2022](#) / the [State Sector Code of Conduct](#) and [Ministry Code of Conduct](#) / [Managing Personal Information Policy](#) / [Procurement Policy](#) / [Secondary Employment Policy](#) / [Sensitive Expenditure and Gifts Policy](#) / [Speaking Up Policy](#) and the related [Protected Disclosures Procedure](#)
6. Interest management as part of major Defence capability management is addressed as part of the joint Defence [Capability Management System](#).
7. The following documents provide more detailed best-practice guidance from the central agencies about the management of conflicts of interest:
  - 7.1 Public Service Commission [model standards for Conflicts of Interest](#)
  - 7.2 The Auditor-General's [Managing Conflicts of Interest: A Guide for the Public Sector](#)
  - 7.3 guidance from the government procurement functional lead [Managing Conflicts of Interest and Confidentiality](#).



## What is a conflict of interest?

8. Any one of us will have duties, roles and relationships outside of our role with the Ministry. These are interests, and examples are provided in the next section on types of interests.
9. In a given situation, these may become a conflict of interest that needs to be managed. To work out if a conflict of interest exists, you should ask yourself:
  - 9.1 Does my other interest create an incentive for me to act in a way that may not be in the best interests of the Ministry, or of Defence?
  - 9.2 If the answer is yes, a conflict of interest exists or may be perceived to exist, even if you doubt that you would act on it.
10. Most conflicts of interest can be managed, but they must always be disclosed.

## What types of interests need to be declared?

11. Conflicts of interest can arise in a number of forms. For example, an interest may be financial or non-financial, direct or indirect, or professional or family-related.
12. Conflicts of interest can also arise from:
  - 12.1 directorships
  - 12.2 interests or involvement in other business enterprises or professional practices
  - 12.3 professional or legal obligations
  - 12.4 holding another office
  - 12.5 membership of professional associations or relationships with other organisations' investments, and shares or property ownership
  - 12.6 beneficial interests in trusts
  - 12.7 gifts and hospitality
  - 12.8 existing professional or personal associations with an entity concerned with the Ministry (such as a supplier or a potential supplier)
  - 12.9 family or close personal associations with other groups or organisations
  - 12.10 strong political or personal beliefs.
13. In general terms, a person may have a financial or pecuniary interest that creates a conflict:
  - 13.1 directly, because the person is a party to a contract with the Ministry
  - 13.2 indirectly, if the contract with the Ministry is with a third party, but the person has a personal connection with that third party or could benefit financially from the contract.
14. A non-financial interest can arise when a person:
  - 14.1 has a close relationship with an individual or organisation involved with the matter under consideration
  - 14.2 acts in a way that indicates predetermination of a matter before hearing all the relevant information.

15. Non-financial interests may be more difficult to identify than pecuniary interests, especially where a person has an established position on an issue. Usually, people are free to express their views, but sometimes a degree of sensitivity may be required if they are considering issues that have the potential to affect the interests of third parties.

### Guiding factors for managing an interest

16. While the primary responsibility for reporting conflicts of interest rests with each individual, the Ministry must also ensure it has robust processes to help people to identify conflicts and declare their interests, and to ensure that interests are recorded and conflicts appropriately managed.
17. The following factors underpin our approach to deciding whether personal activities may constitute a conflict of interest that needs to be managed:
- 17.1 The nature and circumstances of the activity.
  - 17.2 Your position, duties and responsibilities in the Ministry of Defence.
  - 17.3 The effects of the activity on your ability to fulfil your duties within the Ministry.
  - 17.4 The potential or perceived effects of the activity or its consequences on the Ministry.

### Self-test

18. If you are in doubt, ask yourself the following questions:
- Are my actions consistent with the principles of the Code?
  - Are they fair?
  - Are they impartial?
  - Are they responsible?
  - Are they trustworthy?
  - Is my behaviour lawful?
  - Is my behaviour consistent with the Ministry's policy and procedures?
  - Am I acting with integrity?
  - Is it the right thing to do?

### Examples of conflicts of interest

19. Four hypothetical examples of conflicts of interest are discussed below. Note that other types of conflicts of interest may also arise. You should seek advice if you are unsure whether an interest raises a conflict.
- 19.1 **A Ministry staff member is on an interview panel.** They have a pre-existing personal relationship with one of the interview candidates. The staff member would need to declare the relationship to the other members of the panel, but they would also need to consider whether a close friendship or, equally, a pre-existing poor relationship would present (or could be seen to present) a conflict.
  - 19.2 **A Ministry staff member has previously worked at a defence industry supplier.** That supplier produces a capability that they submit for consideration by a Defence tender process. The staff member has expressed a strong view about the effectiveness of that supplier's capability relative to others. They are invited to be part of the tender process for that capability but would need to carefully consider whether they could be seen to have predetermined their decision.

**19.3 A Ministry staff member is the spouse of a supplier's Chief Financial Officer, and the supplier is part of a contract that is being considered by a governance committee.**

The Ministry must be able to critically appraise the performance of the supplier. A close family relationship between a person and a senior manager could (or could be seen to) inhibit or prevent that critical appraisal. Any person who has a family member in a senior role in a potential supplier company should disclose that personal relationship and agree an appropriate management plan for the conflict.

**19.4 An external appointee to a Defence governance board holds shares in a company that may benefit from defence work.**

They have been appointed because of their industry expertise and perspective. By nature of their appointment they do not have decision rights or responsibilities, but they would need to be sensitive in addressing matters that relate to it, make sure their interest is made known to the Director, Governance and Assurance and recorded on the Ministry's register, and consider whether upcoming agenda items might require prior discussion with the meeting's Chair.

### What to do if you may have an interest or conflict

20. It is important that you help the Ministry manage any conflicts of interest, perceived or real. Therefore, you should disclose interests that could become conflicts as soon as you are aware of them.
21. If you aren't sure if an interest or conflict exists (real or potentially perceived or how to manage it), you should talk to your manager. You can also get advice from the Director, Governance and Assurance Branch (for conflicts associated with capability governance boards) or the Chief People Advisor or Deputy Secretary Governance, People and Executive Services.
  - 21.1 Make sure the relevant information is provided in the Ministry's interests register (for staff) or on the conflicts form (for board members).
  - 21.2 If a conflict exists, the management plan (once agreed with the manager) will be recorded in the register.
  - 21.3 For governance boards, you must raise potential conflicts of interest related to specific agenda items before or at the start of meetings.
22. **The general rule is: if in doubt, disclose the interest.** Even if you are not sure whether the interest is relevant or significant, disclose it. Your manager (or chair, if at a meeting) can then decide if there is a relevant or significant interest.
23. If a manageable conflict of interest arises, one or more of the following mechanisms may be used to avoid or minimise any risk to the decision:
  - 23.1 Divest yourself of the interest that is creating the conflict (for example, by selling shares).
  - 23.2 Agree that, in addition to declaring the interest, you will not participate in any decision on related issues; if a board conflict, the abstention should be noted on each occasion in the minutes.
  - 23.3 Agree that, in addition to declaring the interest and abstaining from formal decision-making processes when related issues arise, you will offer to withdraw from formal discussions on the item; if in a meeting, the withdrawal should be noted on each occasion in the minutes.
  - 23.4 Agree that, in addition to declaring an interest and offering to withdraw from the discussion, you should not be given any information (for example, Ministry papers, written or oral briefings) relating to the interest.
  - 23.5 Agree not to participate in any other action concerning the interest (for example, not signing documents that relate to the interest on behalf of the Ministry).

23.6 Agree to leave an employment position or an organisation that gives rise to the conflict.

## The Ministry's practice at governance boards and meetings

24. Declaration of interests is a standing item on Defence convened governance boards and meetings. This is an opportunity for any person to declare an interest that may be, or be perceived to be, a conflict.

## Consequences of not declaring a known conflict

25. Failure to declare a conflict is considered a breach of the Ministry's and Public Service Commission's Codes of Conduct.
26. Declaring conflicts of interest is an important part of decision-making, and goes to the heart of how people see the Ministry's integrity and the integrity of its people.
27. As well as reputational damage, a serious conflict that has not been declared can result in decisions to be revisited or overturned if they are challenged.

## Responsibilities

28. **All Ministry staff, secondees and contractors** are required to consider and declare any actual or perceived conflicts of interest (COI). This is especially the case in respect of staff with delegated authorities, those involved in making decisions on projects and people who are members of governance boards. In thinking about conflicts of interest we ask people to consider all of their relevant interests and those of their family, whānau, and close personal friends.
- 28.1 HR will seek initial declarations as part of on-boarding staff and secondees. In July or August, staff and secondees will be asked to annually confirm their interests.
- 28.2 When engaging a contractor, managers must ensure a Conflict of Interest declaration is completed and any potential conflicts are mitigated. The All of Government (AOG) contract template has a provision for this. If a contractor is not employed under the AOG Contract, you must ensure the contract has a COI provision. Any potential conflict of interest should be taken into account when considering a contractor's suitability for the role. When a contract operates over several years, the manager must consider periodically reviewing interests.
29. All new **appointees to governance boards** are asked to declare interests and any conflicts when they are appointed. These declarations are renewed and updated annually and as a part of each board meeting agenda.
30. Actual and potential conflicts and interests should be reported as they arise. For capability management staff, declarations should be reviewed at critical stages of projects, including Registration of Interest, Request for Proposal, Request for Tender and Best and Final Offer.
31. Failure to declare a conflict is a breach of the Ministry's Code of Conduct.
32. The [Ministry's Declaration of Interest Register](#) is held by Deputy Secretary Governance, People and Executive Services. The capability governance boards Conflicts of Interest Register is held by the Governance and Assurance Branch.
33. All personal information is stored in accordance with Privacy Act requirements.
34. As part of annual reviews of the Ministry and Vote Defence spending, the Foreign Affairs, Defence and Trade Select Committee will also ask the Ministry to declare details regarding conflicts of interest. This requires visibility of any conflicts that have arisen and broadly how they have been addressed.

## Forms

35. Staff declarations are to be added to the [Declaration of Interest Register](#) form within the Defence Document Management System.
36. The All of Government Consultancy Services Order template has a section for the declaration of any actual or perceived conflicts of interests. These are available under [Procurement on the A-Z on the Ministry's intranet](#).
37. Declaration forms for project board members can be obtained from Director, Governance and Assurance Branch.

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## Annex: The Conflict Management Process for Ministry staff

	You	Your Manager	
Identify	You identify a possible, actual, perceived or potential conflict of interest.		On an annual basis you will be reminded to reconsider whether you have any conflicts to declare. You will be asked to identify any possible conflicts of interest during your recruitment process, by either HR (for employees) or your manager (for contractors).
Discuss	You promptly discuss the possible conflict with your manager to see if it meets the criteria set out in this policy. If the situation is unclear your manager may seek advice from the Deputy Secretary, GPES.		
Decide		Your manager will promptly decide whether you have a conflict of interest or not.	If you have concerns about how a possible conflict you have raised is being dealt with, you can raise this – in the ordinary way – as an employment relationship problem. Your individual employment agreement explains the services available for resolving such problems.
Plan	In consultation with you, your manager will decide how best to manage the conflict. They will consider the seriousness, any potential implications for the Ministry's reputation and a range of mitigation options. Before finalising any mitigation plan your manager should consult HR about any secondary employment, and they may consult their own manager. The plan should specify the manager who is responsible once for monitoring the plan and evaluating how it is working.		Options for managing a conflict include: <ul style="list-style-type: none"> <li>• Not being involved in the relevant work, or having limited involvement</li> <li>• Withdrawing from the work if a pre-agreed event occurs</li> <li>• Having another person working alongside you or make certain decisions.</li> </ul>
Declare	You will fill in the <u>Declaration of Interests Register in DDMS</u> .		When you submit a form to the Deputy Secretary GPES, your interest will be entered into the Declaration of Interests Register and any missing information will be followed up. If you then make changes to a declared conflict, those changes will also be recorded in the Register alongside the date of the change. Records of conflicts that are no longer active are kept in a separate part of the Register.
Monitor	You make others aware that you have a conflict whenever your work will/map overlap. If your situation changes you inform your manager.	Your manager monitors the situation and takes responsibility for ensuring that the management plan is followed.	The Deputy Secretary GPES will monitor declared conflicts and report to the Secretary or Strategic Leadership Team if necessary. The information on the Register will otherwise be held confidentially, for privacy reasons.
Review	You review your conflict and declare whether it is still current on an annual basis, when requested to do so by the Deputy Secretary GPES.		This policy will be promoted internally during inductions and at regular Internal Controls briefings. Senior leaders will reiterate the Ministry's expectations. The Register will be reviewed and updated at least annually.