

Digital Inclusion Whanganui — First Principles Strategy (Living Framework)

What this is

This framework sets out 19 core principles that guide how Digital Inclusion Whanganui (DIW) works. It is both a strategy and a discipline: a way to ensure that everything we do is grounded in evidence, focused on those most excluded, and credible to funders, regulators, and community partners.

This is a **living document**. It will be refined as we learn, adapt, and test our assumptions. Each principle comes with a short abstract and a practical table — giving us both clarity and flexibility.

Why this matters

By going back to first principles, DIW is shifting decisively into an **Impact Management** style of mahi:

- Clear **purpose and ambition** anchored in equity.
- Explicit **choices** about where to play and how to win.
- A **theory of change** that shows how our mahi leads to real outcomes.
- A **portfolio and metrics** that ensure we can track, adapt, and prove impact.
- **Guardrails** that keep us ethical, transparent, and aligned with Te Tiriti o Waitangi.

This approach tells funders and partners: *we are not just chasing projects, we are managing for impact.*

How this will be used

- **Internally:** as a compass for prioritising work, testing new ideas, and keeping us disciplined.
- **Externally:** as a credibility tool for funders, regulators, and partners — showing that DIW has a coherent strategy and a practical plan.
- **Iteratively:** updated quarterly as part of our learning system, ensuring it never becomes a static shelf document.

Collapsed Overview (Companion to Full Framework)

Minimum Viable Strategy — one-page checklist

- Purpose & ambition: Why we exist and what success looks like.
- Who we serve & top 3 needs.
- Problem definition: in/out of scope.

- Theory of change: assumptions A1–A3.
- Where to play / Not to play.
- How we win (2–3 advantages).
- Top uncertainties (next 90 days).
- Portfolio (Run/Grow/Bet).
- Outcomes & 5 key metrics.
- Operating model (roles, cadence).
- Partners & capability gaps.
- Budget/funding & runway.
- Risks & kill triggers.
- 12-month roadmap milestones.
- Narrative — why this, why now.

Ecosystem lens — what to map on one page

- Actors: beneficiaries, funders, partners, regulators, influencers.
- Flows: money, data, referrals, trust.
- Rules: policies, standards, norms.
- Leverage points: small pushes that shift outcomes.
- Alliances and coalitions.
- Failure modes to avoid.

Quality tests — before you lock a plan

- Not a wish list — clear trade-offs.
- Resources reallocated to priorities.
- Metrics tied to outcomes, not activity.
- Coherent: purpose ↔ choices ↔ portfolio ↔ budget ↔ measures.
- Adaptable: assumptions explicit, review cadence set.
- Legitimate: stakeholders understand and accept the why and how.
- **4R satisfied?** Focus narrow • Message duty-framed • Regulator named & able • Outcome specific & time-bound.
If any “No” → **don’t ship**.

Bottom line

The full 19 principles give DIW depth, discipline, and credibility.

The collapsed version gives funders and partners confidence that this is both **comprehensive** and **easy to understand**.

Together, they show DIW is focused, disciplined, and managing for **real impact in Whanganui**.

DIW Strategic Planning - First Principles

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Principle 1: Purpose & Ambition — The Why

Abstract: Digital Inclusion Whanganui exists to champion equity and dignity in the digital age, so that every person in our community can thrive in a connected society.

Our purpose is to empower Whanganui through equitable access, skills and confidence, creating a place where digital barriers no longer exist.

We pursue this ambition with discipline, guided by a clear advocacy framework that ensures our work is targeted, credible, and delivers real, measurable outcomes.

Advocacy Quality Standard – We apply the **4R Rule** to every issue — right focus, right message, right regulator, right outcome — we shape our mahi to be targeted, credible and impactful, ensuring that every action we take contributes to real, measurable change.

Principle 2: Stakeholders & Beneficiaries — For Whom

Abstract: Digital Inclusion Whanganui serves a wide spectrum of people who face digital barriers — from seniors, low-income families and social housing tenants to Māori and Pasifika rangatahi, disabled people, immigrants, refugees, and even those re-entering society from the justice system.

Our mahi is carried forward through trusted local delivery partners such as libraries, schools, iwi providers, community hubs and social agencies, and is enabled by funders and allies including Whanganui District Council, Whanganui & Partners, Lottery Grants, MBIE DECA, DIA, InternetNZ, TUANZ, Katoa Connect, and MSD.

At the heart of our strategy are the regulators and duty-holders — the Commerce Commission, Te Whatu Ora, MBIE, NZQA, the Privacy Commissioner, NEMA and CERT NZ — whose mandates give teeth to consumer protection, health, safety and equity.

We also work alongside business and economic partners such as Chorus, Tuatahi Fibre, Spark, Vodafone, 2Degrees, RCG, and the Whanganui Chamber, recognising that employers and infrastructure providers alike benefit from a digitally skilled, connected community.

By naming these groups clearly, we ensure our work is targeted, credible, and always aligned with the right people to achieve lasting outcomes.

Group	Who they are (examples)	Why they matter / benefit	Regulatory or duty-holder link
Community groups (end-beneficiaries)	Seniors, low-income families, jobseekers, Māori & Pasifika rangatahi, rural families, disabled community, social housing tenants, immigrants and refugees, and offenders and ex-offenders	Directly experience digital barriers (access, affordability, safety, skills, motivation). Benefit most from inclusion.	Regulators act <i>because of</i> risks/rights impacting these groups (e.g., CGA for consumer safety, MBIE for affordability).
Local delivery partners	Libraries, schools, UCOL, WRHWN, iwi providers, community hubs, Grey Power, Age Concern Whanganui, Jigsaw, CAB	Trusted faces who can connect, onboard, and sustain motivation.	Link between regulator/funder mandates and actual people's uptake.
Funders & enablers	Whanganui District Council, Whanganui & Partners, Lottery Grants, DIAA, MBIE, DECA, RAD, Digital Seniors, Netsafe, InternetNZ, TUANZ, DIAA, Katoa Connect, AI Forum NZ, Tech NZDIA, MSD/W&I, Rural Women NZ	Provide financial backing, policy alignment, and legitimacy.	Duty-holders for resource allocation and accountability in outcomes.
Regulators / duty-holders	Commerce Commission, MBIE/DECA, Te Whatu Ora, Privacy Commissioner, NZQA, NEMA, CERT NZ	Own legal/procedural levers — can issue guidance, enforce obligations, or set standards.	These are the “Right Regulators” in the 4R Rule — clarity here ensures targeted advocacy.
Business & economic partners	Chorus, Tuatahi Fibre, Spark/One.NZ/2Degrees, RCG, local SMEs/Business Whanganui I Chamber of Commerce, Whanganui Tech Network	Infrastructure providers + employers who gain from digitally skilled, connected communities.	Sector obligations (consumer guarantees, competition, connectivity targets).

How to use this table

- For **each initiative** (e.g., 3G shutdown, digital health onboarding, low-cost fibre pilot), pick one line from each column to build your focus story.

- The “**Regulatory or duty-holder link**” column is where the 4R Rule lives: it forces you to identify who actually has the teeth.

Principle 3: Problem Definition — What Must Be True

Abstract: For Whanganui to become a truly digitally inclusive community, specific barriers must be removed and risks mitigated.

These problems are not abstract — they are practical, measurable issues that affect people’s safety, livelihoods, learning, and wellbeing.

Each problem must be defined clearly, narrowed to its core, and linked to the authority or organisation with the mandate to act.

This disciplined focus ensures our efforts are not diluted, but aimed at the right place to deliver change.

Problem Focus Table

Problem / Barrier	Consequences if unaddressed	Evidence / Precedent	Who owns the lever (duty-holder)	Focus Test
3G network shutdown (non-phone devices, alarms, telemetry, EFTPOS, farm sensors)	Silent failures → emergency risk, business/economic loss, farm productivity & animal welfare impacts	Australia shutdown: 80,000+ device complaints; NZ examples of alarms failing	Commerce Commission (CGA/FTA), NEMA, CERT NZ	Narrow: single regulator (ComCom) with consumer law duties
Low-income families unable to afford devices/connectivity	Children left behind at school; jobseekers unable to apply; social isolation	NZ Stats 2023 Census; MBIE/DECA digital divide analysis	MBIE/DECA, MSD/W&I, WDC (procurement levers)	Narrow enough to frame as affordability/entitlement issue
Seniors unable to navigate digital health systems	Missed appointments,	NZ Health IT reports; DIAA Stepping	Te Whatu Ora, Health NZ digital division	Yes: regulator duty exists for accessibility standards

Problem / Barrier	Consequences if unaddressed	Evidence / Precedent	Who owns the lever (duty-holder)	Focus Test
(portals, e-scripts, My Health)	medication errors, reduced wellbeing	UP experience		
Rural households lacking reliable fibre/mobile coverage	Safety risks, farm productivity loss, inequity of opportunity	RCG rollout gaps; rural ISP complaints	MBIE/DECA, Chorus, Tuatahi Fibre, RCG	Test: must frame as “coverage standards gap” not just complaints
Digital safety & scams targeting vulnerable groups	Financial harm, loss of trust in online systems, withdrawal from digital use	CERT NZ reports; Netsafe survey data	CERT NZ, Privacy Commissioner, MBIE (consumer protection)	Narrow: yes, but requires clear division of agency roles
Skills and motivation gaps across priority groups	Reduced employability, lower civic participation, continued exclusion	DIAA evaluations; InternetNZ skills gap data	MBIE (DECA), NZQA, MoE	Focus test: must avoid scattergun; link to NZQA/MoE standards

How to use this table

-
- **Pick one row → build a brief** (problem statement, consequences, precedent, regulator, ask).
- The **Focus Test** column forces discipline: if the problem cannot be tied to a clear owner, reframe it or split it.

Principle 4: Theory of Change / Value Logic — How Impact Happens

Abstract: Digital Inclusion Whanganui delivers change by turning resources and partnerships into measurable outcomes.

Our approach is not random: it follows a clear sequence where inputs are translated into activities, producing outputs that regulators, funders, and communities can act on.

A critical element in this chain is the **regulatory response** — the moment when duty-holders issue guidance, set standards, or enforce obligations that lock in protection and equity.

By making this logic explicit, we ensure that every step of our mahi is accountable, evidence-driven, and aimed at outcomes that improve lives in Whanganui.

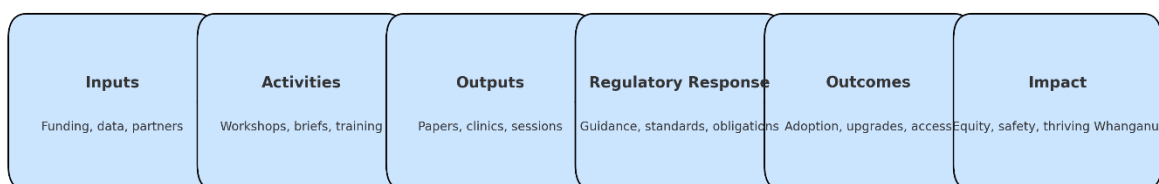
Theory of Change Table

Stage	What it looks like in DIW	Examples	Who is involved
Inputs	Resources, partnerships, funding, volunteer time, data	MBIE DECA funding, WDC support, InternetNZ grants, community survey data	Funders, DIW team, partners
Activities	Actions taken using inputs	Workshops, device swap-outs, stakeholder briefs, skills training, needs analysis, community drop-ins	DIW, libraries, schools, iwi, CAB, Jigsaw
Outputs	Tangible products or services created	Position papers, regulatory briefs, training sessions, digital onboarding clinics	DIW + delivery partners
Regulatory Response	Duty-holders act on evidence/asks	Commerce Commission issues guidance; Te Whatu Ora adopts accessibility standard; MBIE funds pilot	Regulators, enablers
Outcomes	Short/medium-term changes in behaviour, service, or access	Seniors adopt portals; families access affordable connectivity; rural households upgraded	Community groups, service providers
Impact	Long-term societal changes	Reduced digital divide, stronger local economy, safer communities, thriving Whanganui	Entire district

How to use this table

- Start any initiative by mapping it through each stage.
- Ensure every activity links to a **specific output** that either:
 1. *directly benefits a community group, or*
 2. *triggers a regulator/duty-holder to act.*
- Always test: **Does this logic end in a measurable outcome or impact?**

Digital Inclusion Whanganui — Theory of Change



Principle 5: Where to Play — Scope

Abstract: For Digital Inclusion Whanganui to create lasting change, we must focus our mahi on the arenas where our actions will matter most — and be clear about where we will *not* play.

This means choosing specific community segments, needs, and delivery channels where we can build momentum and credibility, while resisting the temptation to spread too thin.

By setting these boundaries, DIW strengthens its value to funders, partners and regulators, and keeps our kaupapa disciplined and achievable.

Scope Table (starter draft)

Arena	Where we will play	Where we will not play (for now)	Why this choice matters
Geography	Whanganui District first; extend to region only if resources and partnerships allow	National advocacy beyond scope of DIW's mandate	Keeps focus local and credible, grounded in lived community needs
Community segments	Seniors, low-income families, Māori & Pasifika rangatahi, rural households, disabled people, jobseekers, social housing tenants, immigrants/refugees, offenders/ex-offenders	General population with strong digital access and skills	Prioritises those most at risk of exclusion
Digital needs	Access (devices/connectivity), Skills & confidence, Safety (scams, privacy), Motivation (purpose/value)	Cutting-edge R&D or high-end commercial AI development	Aligns with DECA's four pillars; avoids dilution into non-core tech

Arena	Where we will play	Where we will not play (for now)	Why this choice matters
Delivery channels	Community hubs, libraries, iwi providers, schools, health clinics, CAB/Jigsaw, business partners	Purely online-only training with no community anchor	Builds on trusted local connectors and face-to-face trust
Advocacy focus	Regulatory briefs to specific duty-holders (ComCom, Te Whatu Ora, MBIE, Privacy Commissioner)	General “awareness campaigns” without clear regulatory target	Ensures credibility and impact via 4R Rule discipline

How to use this

- **Check each new project:** Does it fit our chosen arenas?
- If not, either **park it** or consciously decide to expand scope (with resources).
- Keeps DIW from being pulled into “doing everything” — our credibility comes from staying sharp.

Principle 6: How to Win — Advantage

Abstract: Digital Inclusion Whanganui succeeds not by doing *everything*, but by doing a few things differently and better than others.

Our advantage comes from deep local trust, practical delivery, and the ability to connect lived community needs with regulatory action.

These are the qualities that funders, regulators, and partners cannot easily replicate.

By making these advantages explicit, we define the unique value DIW brings to Whanganui’s digital ecosystem.

Advantage Table (starter draft)

Advantage Area	What DIW does uniquely well	Why others can't easily copy	How it creates value
Local credibility & trust	Long-term presence, known community connectors, grassroots relationships	Built over years; grounded in Whanganui-specific context	Communities engage because they trust the messenger
Cross-sector convening	Bridges community, council, business, iwi, and regulators in one kaupapa	Neutral, non-profit positioning; not seen as "vested interest"	Unlocks coalitions that shift policy and funding
Practical + strategic dual role	Runs hands-on training/support <i>and</i> produces high-quality policy briefs	Few groups combine on-the-ground mahi with regulator-focused advocacy	Creates a feedback loop: lived experience informs credible advocacy
Regulatory alignment (4R discipline)	Every brief targeted at the right regulator with clear asks	Built into DIW's DNA; most community groups scattergun	Ensures impact, sharpens funder/regulator confidence
Whanganui-first lens	Focused on one district, not spread across NZ	Larger organisations operate nationally and dilute local nuance	Gives DIW legitimacy as the "trusted local voice" for digital inclusion
Storytelling power	Translates complex policy + tech into human stories	Mix of local knowledge + AI tools + communication skills	Inspires funders, mobilises allies, sustains public legitimacy

How to use this

- **Test every initiative:** does it play to at least one of our unique advantages?
- **Protect & strengthen** these areas — they are our "defendable moat."
- **Communicate** these explicitly to funders and regulators to show why DIW is worth backing.

Principle 7: Ecosystem & Incentives — The System View

Abstract: Digital inclusion in Whanganui does not exist in isolation — it is shaped by a complex ecosystem of actors, incentives, flows of money and trust, and regulatory frameworks.

To succeed, DIW must understand not only who is in this system, but also how power, resources, and obligations move between them.

By mapping these dynamics, we can identify the leverage points where a small push (such as a regulatory brief or a new coalition) creates outsized impact, while also spotting risks like duplication, misaligned incentives, or coordination gaps.

Ecosystem & Incentives Table (starter draft)

Element	Examples in Whanganui context	Incentives / Drivers	Risks / Frictions	Leverage Points
Actors	Beneficiaries (priority groups), local delivery partners (libraries, schools, iwi, CAB, Jigsaw), funders (WDC, MBIE, Lottery, InternetNZ), regulators (ComCom, Te Whatu Ora, Privacy Commissioner), infrastructure providers (Chorus, Tuatahi Fibre, Spark, Vodafone, 2Degrees, RCG), business networks (Chamber)	Serve their communities, meet mandates, access funding, reputational gain	Competition for funding, siloed programmes, lack of trust	Build coalitions around shared duty-holder asks
Flows	Money (grants, subsidies, procurement), Data (surveys, evaluations, device telemetry), Trust (community connectors), Referrals (service pathways, schools → hubs → DIW)	Organisations rewarded for outcomes, compliance, reputation	Data not shared, duplication of effort	Use referral pathways and pooled reporting to align
Rules	Consumer law (CGA/FTA), Privacy Act, DECA strategy, WDC procurement rules, Te Tiriti obligations, sector codes (health IT, education standards)	Duty to comply; funding tied to compliance	Ambiguity in duties; weak enforcement	Clarify duties through regulator briefs (4R leverage)
Alliances	DIW + Rural Women NZ + W&P + iwi + CAB forming coalitions; Business Whanganui as ally;	Shared outcomes; funding	Turf wars; tokenistic inclusion	Form time-bound, issue-specific

Element	Examples in Whanganui context	Incentives / Drivers	Risks / Frictions	Leverage Points
	telcos when reputationally at risk	advantage; political cover		alliances (e.g., 3G shutdown, digital health onboarding)
Failure modes	Duplication of training, fragmented messages to community, regulators receiving scattergun asks	Incentive misalignment, under-resourcing	Strategic drift; reduced credibility	Adopt single-ask briefs; align with duty-holder mandate

How to use this

- **Map each initiative** against these ecosystem elements.
- Look for **misaligned incentives** — if a partner is rewarded in ways that cut across DIW's goals, address it early.
- Anchor advocacy in **regulatory leverage points** — that's where the 4R Rule turns system complexity into clear action.

Principle 8: Evidence & Uncertainty — Facts Before Bets

Abstract: Digital Inclusion Whanganui makes decisions based on evidence, not assumptions.

To stay credible with funders, regulators and partners, we must be explicit about what we know, what we don't know, and what we need to learn next.

By logging key uncertainties and testing them quickly, we reduce risk, sharpen our advocacy, and keep our mahi grounded in reality rather than wishful thinking.

This discipline ensures DIW adapts as the environment changes, while still holding to our kaupapa.

Evidence & Uncertainty Table (starter draft)

Uncertainty / Question	Why it matters	Evidence we already have	Evidence gaps	Next test / action
How many Whanganui households/devices are affected by 3G shutdown?	Scale defines urgency and regulator leverage	Census data, telco national estimates, Colleen Ervine's framing	Localised Whanganui numbers	Survey with partners; request telco/ComCom data
What is the actual affordability gap for devices/connectivity in priority groups?	Determines size of subsidy/pilot needed	DECA national survey; local anecdotal evidence	Whanganui-specific affordability metrics	Gather DIAA data; work with MSD/W&I
How motivated are seniors to use health portals (vs resistant)?	Impacts design of digital health onboarding	Stepping UP class uptake data	Qualitative motivations and barriers	Pilot clinics; gather stories and metrics
Will funders back DIW as a lead vs expecting national providers?	Affects sustainability and positioning	Early support from WDC, InternetNZ	Funder expectations of local vs national scope	Direct conversations; funder surveys
Which regulatory duty-holders are most responsive?	Guides where to invest advocacy effort	Commerce Commission already engaged on 3G	Responsiveness of Te Whatu Ora, NZQA, Privacy Commissioner	Track response times; log outcomes

How to use this

- Keep an **Assumptions Log**: "What must be true for this plan to succeed?"
- Treat each uncertainty as a **hypothesis to test** in the next 90 days.
- Report back to funders/partners: *"Here's what we assumed, here's what we learned, here's how we adapted."*

Principle 9: Options & Trade-offs — Real Choices

Abstract: Digital Inclusion Whanganui cannot do everything.

To be credible, we must set out real options — each internally coherent, each with explicit trade-offs — and then choose deliberately.

This discipline shows funders, partners and regulators that DIW makes conscious choices, reallocates resources accordingly, and avoids “wish lists.”

Options & Trade-offs Table (starter draft)

Option	What it looks like	Advantages	Trade-offs / Risks	When this option makes sense
Option A: Community-first delivery	Focus majority of resources on direct community programmes (training, device swaps, clinics, outreach). Advocacy plays a supporting role.	Tangible, visible community impact; stories funders like; fast local wins.	Less influence on systemic barriers; regulators may ignore fragmented signals.	When funders prioritise visible outcomes and local demand is overwhelming.
Option B: Advocacy-first leverage	DIW focuses on producing sharp, regulator-targeted briefs, using community stories as evidence. Direct delivery remains modest.	Small team can achieve big systemic shifts; maximises 4R advantage.	Community may feel less direct benefit; risks being “seen as lobbyists.”	When regulatory windows are open (e.g., 3G shutdown, AI literacy, health standards).
Option C: Balanced portfolio	Blend delivery + advocacy (roughly 50/50 resource split).	Builds credibility with both funders and regulators; feedback loop between lived experience and policy.	Harder to resource; risks dilution if funding doesn’t scale.	When multiple funders (local + national) are on board and community needs + regulatory windows are both urgent.
Option D: Status quo / Do nothing	Minimal effort beyond existing activity.	Zero new risk; easy to manage.	Exclusion worsens; DIW credibility erodes; missed opportunities.	Only if funding collapses or capacity is zero.

How to use this

- Make trade-offs **explicit**: if you choose Option A, you are *not* prioritising regulatory briefs; if Option B, you are *not* scaling community delivery.
- Show funders: “*We had options, here’s why we chose this path.*”
- Revisit annually — sometimes the right choice shifts as windows open or close.

4R option lens (choose deliberately):

- **Single-regulator strike**: One tightly framed issue, one duty-holder, one ask.
- **Coalition awareness**: Wider “wake-the-ecosystem” brief with allies (clear primary regulator still named).
Pick one. If both are attempted, split the work into two briefs.

Principle 10: Prioritisation & Portfolio — What Gets Resources

Abstract: Once options are on the table, DIW must decide where to put time, talent, and money.

A strong portfolio balances three modes of work:

Run (keep the lights on), **Grow** (extend what works), and **Bet** (explore new opportunities).

Clear prioritisation avoids scattergun activity and demonstrates to funders and partners that DIW is disciplined about resource allocation.

Portfolio Table (starter draft)

Category	What it means for DIW	Examples	Resourcing guidance
Run (core/maintain)	Essential, ongoing activities that protect credibility and relationships	Needs Analysis updates; website & comms; monthly drop-in sessions; maintaining funder reporting	Must always be resourced first; non-negotiable
Grow (scale what works)	Expand proven initiatives to reach more people or sectors	3G shutdown brief & clinics; senior health onboarding clinics; device affordability pilots	Resource next once Run is secured; scale at sustainable pace
Bet (test new)	Innovative pilots or advocacy pushes that may pay off big	AI literacy pilot for jobseekers; digital ageing	Limit to 1–2 at a time; time-boxed and reviewed quarterly

Category	What it means for DIW	Examples	Resourcing guidance
		showcase; low-cost fibre PoC with Tuatahi	

R-readiness tag (gate to top slot):

- **High:** (a) Right Focus nailed, (b) Message phrased in regulator’s language, (c) Correct regulator contact/window identified.
- **Medium:** One of (a–c) missing; schedule a quick sprint to lift to High.
- **Low:** Two or more missing; do not prioritise.
*Only **High** may sit in the top band of the portfolio.*

Prioritisation Tool: Value vs Effort Matrix

- **High Value + Low Effort:** do now.
- **High Value + High Effort:** invest if resources available.
- **Low Value + Low Effort:** consider only if capacity spare.
- **Low Value + High Effort:** cut or park.

How to use this

- Place every initiative into Run / Grow / Bet.
- Test if the overall portfolio is balanced — too many “Bets” = overreach; too much “Run” = stagnation.
- Use the **value vs effort matrix** to justify decisions with funders (“we put X here because it delivers high value at low effort”).

Principle 11: Outcomes & Metrics — What Good Looks Like

Abstract: Digital Inclusion Whanganui must prove progress with a small set of vital measures, not drown in activity reporting.

Outcomes and metrics should link directly to our purpose, theory of change, and regulatory asks, giving funders and partners confidence that our mahi is delivering real results.

The aim is to measure both **leading indicators** (showing momentum) and **lagging indicators** (showing impact).

Outcomes & Metrics Table (starter draft)

Outcome Area	Example Metric	Target / Timeframe	Type	Why it matters
Access	# households upgraded from 3G-only to VoLTE/fibre	500 by Mar 2026	Leading	Shows readiness for 3G shutdown
Skills & Confidence	# seniors onboarded to patient portals/e-scripts	200 by Dec 2025	Leading	Tracks practical skill uptake
Safety	Reduction in CERT NZ scam reports from Whanganui	-20% by Dec 2026	Lagging	Indicates safer participation
Motivation / Use	# jobseekers completing AI literacy or digital skills programme	100 by Jun 2026	Leading	Connects skills to employability
System Change	# regulatory responses achieved (e.g., ComCom guidance issued)	2 by Dec 2025	Outcome metric	Direct measure of advocacy success
Equity	% Māori and Pasifika rangatahi in DIW programmes	≥25% of participants by 2026	Cross-cutting	Ensures inclusivity across all work

How to use this

- Keep the list short (5–7 metrics maximum).
- Tie every metric back to **Principle 1 (the Why)** and **Principle 4 (Theory of Change)**.
- Share metrics in plain language with community and funders: “*Here’s how we know Whanganui is becoming more digitally inclusive.*”

Regulatory Outcome Metrics (date-stamped):

- Guidance/clarification **issued** by <regulator> — ref/link — **by <date>**.
- Formal **response letter received** (scope/intent) — **by <date>**.
- **Co-branded campaign/notice** agreed (who/where) — **by <date>**.
- **Enforcement or procurement signal** considered/initiated — **by <date>**.
- **Remediation KPIs** tracked (e.g., # alarms/EFTPOS/telemetry remediated) — cadence noted.

Principle 12: Operating Model — How Work Happens

Abstract: A strategy only succeeds if the way of working supports it.

Digital Inclusion Whanganui needs clear roles, decision rights, cadences, and tools that make delivery smooth and credible.

A lean, transparent operating model ensures accountability to funders and partners while avoiding burnout and duplication.

Operating Model Table (starter draft)

Element	How DIW will work	Examples / Notes
Roles & Responsibilities	Clarify who does what; avoid one-person bottlenecks	Use a RACI (Responsible, Accountable, Consulted, Informed) chart for major initiatives
Decision Rights	Define who makes the final call on strategy, funding, partnerships	e.g., Alistair (strategic lead), advisors consulted, funders informed
Cadence (Planning & Review)	Regular rhythm for planning, delivery and reflection	Quarterly planning; monthly partner check-ins; fortnightly DIW internal reviews
Delivery Processes	Standardise the way projects run	Use project charters for Run/Grow/Bet initiatives; light templates for briefs
Enabling Tools	Use simple, shared tools to support collaboration and transparency	Google Sheets dashboards; cloud file storage; lightweight CRM for stakeholders
Learning & Feedback	Build reflection into workflow	Collect feedback after each programme/brief; share quick lessons learned

How to use this

- Share the operating model with partners and funders to show DIW is disciplined.
- Use **cadence commitments** as credibility: *“We will review progress every quarter and adapt as needed.”*

- Keep it light but real — the aim is trust, not bureaucracy.

Regulatory Brief RACI (per brief):

- **Responsible:** Draft writer/analyst.
- **Accountable:** DIW lead (sign-off).
- **Consulted:** Evidence providers (libraries, iwi, PHO), coalition partners.
- **Informed:** Funders, delivery partners.

Cadence: Monthly **pipeline review** of target regulators & windows (upcoming consultations, board meetings, funding rounds); refresh R-readiness tags.

Principle 13: People & Capabilities — Who and What

Abstract: Digital Inclusion Whanganui cannot succeed on vision alone — it requires the right mix of skills, relationships, and partnerships.

The key is to be honest about what capabilities DIW already has, where the gaps are, and whether those gaps are best met by building, buying, or allying.

This clarity gives funders and partners confidence that DIW is realistic and prepared.

People & Capabilities Table (starter draft)

Capability Area	Current DIW Strengths	Gaps / Needs	Build, Buy, or Ally?	Examples
Community engagement & trust	Long-standing grassroots connections, credibility with seniors, iwi, and community hubs	Broader reach into migrant/refugee communities	Build (through outreach and local champions)	Recruit/ally with settlement services
Advocacy & regulatory briefs	Proven capacity to frame regulator-focused papers (3G shutdown)	Sustained policy analysis capacity	Ally (academics, TUANZ, DIAA)	Co-author briefs with partners
Training & digital skills delivery	Libraries, schools, CAB, Jigsaw partnerships; Stepping UP model	Specialist trainers in AI literacy and jobseeker-focused modules	Ally (local trainers, national programmes)	Partner with MSD, tech educators

Capability Area	Current DIW Strengths	Gaps / Needs	Build, Buy, or Ally?	Examples
Data & evaluation	Use of surveys, Google Sheets dashboards, needs analysis	Deeper statistical analysis & impact evaluation	Buy (contract short-term expertise)	Commission evaluation from DIA/MBIE grantees
Comms & storytelling	Strong blog, local media coverage, visual assets	Professional-level design for reports/pitches	Buy/ally (graphic designer/AI tools)	Freelance design support
Funding & sustainability	Early success with Lottery/InternetNZ; strong case framing	Dedicated fundraising/business development resource	Ally (grant writers, Business Whanganui)	Pool resource with local non-profits
Leadership & governance	Visionary drive; trusted locally	Broader advisory/mentorship circle for resilience	Build (advisory group)	Recruit 3–4 advisors from funders, iwi, business

How to use this

- Classify every capability into **Build, Buy, or Ally** — be transparent with funders.
- Show progress annually: which gaps have been closed?
- Build an **advisory group** as an early win — signals maturity and shared stewardship.

Principle 14: Funding & Sustainability — How it's Paid For

Abstract: Digital Inclusion Whanganui must be financially sustainable to have lasting impact.

This means matching ambition to resources, diversifying income streams, and demonstrating value-for-money to funders.

A credible funding model shows how core costs are covered, how growth is resourced, and how DIW reduces dependency on any single source.

Funding & Sustainability Table (starter draft)

Funding Source / Model	Examples for DIW	Advantages	Risks / Limitations	Sustainability Moves
Local government contracts	Whanganui District Council community contracts; Whanganui & Partners support	Stable, local legitimacy	Subject to political cycles; limited scale	Secure multi-year agreements
Central government funds	MBIE DECA, DIA Lottery, MSD/W&I pilots	Larger scale, tied to national strategy	Competitive, short-term cycles	Align DIW portfolio with DECA priorities
Philanthropy / trusts	InternetNZ, Spark Foundation, JR McKenzie Trust	Flexible, innovation-friendly	Unpredictable, often small	Build long-term relationships with 2–3 key trusts
Partnership contributions	Chorus/Tuatahi/Fibre pilots; Business Whanganui in-kind support	Shared risk, resource leverage	Corporates may shift focus quickly	Negotiate co-branded pilots
Service income	Training contracts with schools, PHOs, MSD jobseeker programmes	Earned income supports growth	Hard to scale without staff	Keep modest; reinvest into free services
Community fundraising	Local events, giving campaigns	Builds awareness, civic pride	Small, resource-intensive	Use sparingly as engagement tool

Sustainability Principles

1. **Diversify:** No single funder >30% of total budget.
2. **Match ambition to resources:** Avoid over-promising.
3. **Show ROI:** For every \$1 invested, aim to demonstrate ≥\$2.50 community/economic value.
4. **Reserves:** Build 3–6 months operating buffer.

How to use this

- Prepare a **funding dashboard**: sources, % of total, expiry dates.
- Frame all proposals with ROI and equity outcomes.
- Regularly update funders: “Here’s how your dollar is making Whanganui more inclusive.”

Principle 15: Risk & Resilience — What Could Derail You

Abstract: Every strategy faces risks — funding gaps, partner withdrawal, technology change, or community pushback.

Digital Inclusion Whanganui builds resilience by identifying these risks early, putting mitigations in place, and agreeing on triggers to pivot or stop.

This transparency reassures funders and partners that DIW is realistic, responsible, and adaptable.

Risk & Resilience Table (starter draft)

Risk	Potential Impact	Mitigation	Trigger to Pivot / Stop	Owner
Funding shortfall / delays	Programmes stall, credibility loss	Diversify sources, keep 3–6 month reserve	If reserves <3 months, scale down to “Run” only	Lead + advisory group
Partner withdrawal (e.g., library, iwi, PHO)	Loss of delivery channels, community trust	Build multiple partnerships; document MOUs	If key partner exits, activate backup partner within 1 month	DIW lead
Regulator unresponsive	Advocacy loses momentum	Escalate via coalition (e.g., RWNZ, TUANZ); target secondary duty-holder	If no reply within 6 months, reframe ask or shift focus	Advocacy lead
Tech shifts faster than expected (e.g., 3G →	Solutions outdated;	Annual horizon scan; join TUANZ/AI networks	If disruption emerges,	DIW + advisors

Risk	Potential Impact	Mitigation	Trigger to Pivot / Stop	Owner
5G shutdown, AI disruption)	community left behind again		prioritise rapid pilot (“Bet”)	
Community disengagement	Low uptake undermines funder trust	Co-design with priority groups; continuous feedback loops	If enrolments <50% target, redesign programme	Programme lead
Reputation / legitimacy risk	Loss of trust from funders or partners	Clear comms, transparency, advisory group oversight	If reputational harm emerges, issue corrective statement	DIW lead

Resilience Practices

- **Pre-mortems:** Imagine failure → list causes → put mitigations in place now.
- **Red team review:** Ask trusted partners to critique plans before launch.
- **Adaptive cadence:** Quarterly risk review; rapid stop/go decisions when triggers met.

Principle 16: Roadmap & Sequencing — When and In What Order

Abstract: Digital Inclusion Whanganui’s ambitions must be sequenced into a feasible path.

Not everything can happen at once: some actions must precede others, and capacity must be respected.

A clear roadmap shows funders, partners, and the community how DIW will move from early wins to longer-term impact, with milestones along the way.

12–24 Month Roadmap (starter draft)

Quarter	Key Milestones (examples)	Notes / Dependencies
Q4 2025 (Oct–Dec)	• Finalise Needs Analysis Report v1.0 • 3G shutdown community brief circulated • Advisory group convened	Dependent on timely ComCom engagement and WDC forums
Q1 2026 (Jan–Mar)	• Run VoLTE/3G upgrade clinics with partners • Pilot digital health onboarding clinics	Requires library/PHO cooperation; Lottery/DIA funding windows

Quarter	Key Milestones (examples)	Notes / Dependencies
	(seniors) • Secure at least 1 multi-year funding stream	
Q2 2026 (Apr–Jun)	• Launch AI literacy/jobseeker pilot • Publish first DIW Evaluation & Metrics Report • Coalition formed for affordability pilots (e.g., devices/connectivity)	Must align with MSD/W&I and InternetNZ cycles
Q3 2026 (Jul–Sep)	• Host Whanganui Digital Inclusion Showcase (Ageing Asia model) • Roll out 2nd wave of training modules • Issue 2nd regulatory brief (e.g., Te Whatu Ora or NZQA)	Showcase depends on funder alignment + venue
Q4 2026 (Oct–Dec)	• Consolidate core programmes into “Run” mode • Publish 2nd Evaluation Report • Begin planning for 2027–2029 growth phase	Dependent on securing continued multi-year funding

Roadmap Principles

1. **Early wins first:** build credibility with visible, local impact.
 2. **Align with external cycles:** regulator windows, funder timelines, council planning.
 3. **Respect capacity:** avoid overload — no more than 1–2 “Bets” per quarter.
 4. **Review quarterly:** update roadmap with progress + new evidence.
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Principle 17: Learning System — Adaptation by Design

Abstract: A strong strategy isn’t fixed — it learns.

Digital Inclusion Whanganui builds learning into the plan so that evidence, feedback, and results shape what happens next.

This means testing assumptions, reviewing metrics, and reallocating resources regularly.

Funders and partners gain confidence when they see that DIW adapts deliberately, not reactively.

Learning System Table (starter draft)

Element	What DIW will do	Cadence / Rhythm	Why it matters
Assumptions Log	Keep record of what must be true for each initiative	Update quarterly	Makes risks visible, reduces blind spots
Metrics Review	Check progress against 5–7 core metrics	Monthly	Keeps attention on outcomes not activity
Portfolio Check	Rebalance Run / Grow / Bet initiatives	Quarterly	Prevents drift; keeps energy for innovation
Risk Register	Review risks + mitigations	Quarterly	Ensures resilience before crises hit
Partner Feedback	Gather feedback from libraries, iwi, CAB, PHOs, funders	Twice yearly	Builds trust, shows humility and co-design
Annual Refresh	Full strategy review and reset	Annually	Keeps plan aligned with external shifts (tech, regulation, funding)

Learning Principles

1. **Short cycles, small bets:** test new ideas quickly, scale what works.
2. **Transparency:** share “what we learned” openly with funders + community.
3. **Adapt by design, not accident:** adjust deliberately, not reactively.

Principle 18: Narrative & Legitimacy — Bring People With You

Abstract: A strategy succeeds only if people believe in it.

Digital Inclusion Whanganui must tell a clear, compelling story that connects purpose, priorities, and progress.

This narrative is not just for funders — it brings along community partners, regulators, and the people we serve.

Legitimacy grows when DIW communicates transparently, demonstrates alignment with Te Tiriti o Waitangi, and shows results that matter to everyday lives in Whanganui.

Narrative & Legitimacy Table (starter draft)

Element	What it looks like in DIW	Purpose
Core story	“Whanganui is building a community where no one is left behind by the digital age.”	Anchors all communications
Why this, why now	3G shutdown, digital health onboarding, affordability barriers, future of work	Creates urgency and relevance
Proof points	Needs Analysis, metrics reports, partner endorsements, regulatory responses achieved	Builds credibility with funders/regulators
Voices	Community stories (seniors, jobseekers, rangatahi), partner champions, funder allies	Humanises the work and widens legitimacy
Te Tiriti overlay	Partnership, participation, protection in co-design and reporting	Demonstrates alignment with Aotearoa’s obligations
Formats	One-page briefs, public website/blog, social media, community events	Reaches multiple audiences effectively

Narrative Principles

1. **Simple, repeatable story** → same message across funders, community, and regulators.
2. **Evidence + emotion** → data and human stories together.
3. **Transparency** → share wins *and* learnings, not just successes.
4. **Consistency** → align all outputs with the 4R discipline (right focus, right message, right regulator, right outcome).

Brand line: “We’re taking one ask to one accountable regulator, with one story.”

Use this sentence verbatim across briefs, slides, and web copy.

Principle 19: Principles & Guardrails — Ethics and Non-Negotiables

Abstract: Digital Inclusion Whanganui’s credibility rests on more than outcomes — it rests on how we work.

Principles and guardrails define what is non-negotiable: ethical standards, Te Tiriti obligations, inclusion, data stewardship, and community safety.

By being explicit, DIW reassures funders, regulators, and communities that our mahi is trustworthy, safe, and aligned with Aotearoa values.

Advocacy ethics: *We avoid scattergun lobbying. Each public position names a duty-holder, cites their mandate, and proposes practical, time-bound actions we'll help deliver.*

Principles & Guardrails Table (starter draft)

Guardrail	What it means for DIW	Why it matters
Equity first	Priority to those most excluded (seniors, low-income, Māori & Pasifika, disabled, rural, migrants, offenders/ex-offenders)	Keeps kaupapa centred on those with most to gain
Te Tiriti o Waitangi	Uphold partnership, participation, protection in all mahi; co-design with iwi and Māori providers	Obligatory in Aotearoa; strengthens legitimacy
Data stewardship	Collect only what's needed, secure it, share transparently, respect Māori data as taonga	Builds trust and compliance (Privacy Act, HIPC)
Community safety	Digital safety, scam protection, safe spaces for learning	Ensures people can participate confidently
Transparency	Open reporting on funding, results, lessons learned	Builds funder and public confidence
No scattergun advocacy	Every brief must satisfy the 4R Rule (focus, message, regulator, outcome)	Protects credibility and influence
Environmental respect	Consider environmental impacts of device recycling, e-waste, energy use	Aligns with wider community sustainability values

Guardrail Principles

1. **Do no harm:** safety and dignity above speed or scale.
 2. **Duty of care:** act responsibly with public money and community trust.
 3. **Kaupapa anchored:** never drift from serving the excluded first.
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✓ That completes the full **First Principles Framework** — all 19 principles now have:

- A short **abstract**
- A starter **table**
- Practical **how-to use** notes