



9 December 2022

J Bruning

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Tēnā koe J Bruning

**Your Official Information Act request, reference OIA 22/23– 0252**

Thank you for your email of 22 September 2022 to the Department of Internal Affairs (the Department), requesting the following information under the Official Information Act 1982 (the Act):

*Please supply all costs/renumeration paid to strategy and management consultancy firms and staff for services rendered, including PWC/Deloitte/Boston Consulting Group/McKinsey concerning information and advice supplied to the DIA from July 1 2018 - July 1 2022.*

*This is for information relating to Three Waters. This includes the Review and services ended [sic] for advice relating to three waters management (such as, but not restricted to, infrastructure upgrades, the Taumata Arowai – Water Services Regulator Bill, and the Water Services Bill for safe drinking water and the Water Services Entities Bill.*

*Please separate costs by firm and by year.*

The Three Waters Reform programme is a once-in-a-generation opportunity to fundamentally change how we deliver safe and affordable water services in our country. It involves investment of resources to reform the delivery of three waters services to realise significant benefits for all New Zealanders. This is a large-scale task involving the detailed design and establishment of four new Water Services Entities by 1 July 2024. It requires the transfer of substantial assets, liabilities, staff, information and systems. Much of this work is of a one-off nature and demands specialist skills. It is reasonable and necessary in that context to use contractors and consultants in addition to employed staff.

The capacity and capability needed to undertake a change of this magnitude exceeded the short-term capacity of the public service, which required the programme to make use of advisory support. Where skills and competencies were not readily available within the central government public sector, consultants and contractors have been utilised.

Please find attached Appendix A, which outlines the total amount paid to strategy and management consultancy firms, each year between FY2018/19 to 2021/22.

As this information may be of interest to other members of the public, the Department has decided to proactively release a copy of this response on the Department's website. All your personal details will be deleted, and we will not publish any information that would identify you as the person who requested the information.

You have the right, under section 28(3) of the Act, to seek an investigation and review of this decision by the Office of the Ombudsman. The postal address of the Office of the Ombudsman is PO Box 10152, Wellington. Alternatively, you can phone 0800 802 602 or email [info@ombudsman.parliament.nz](mailto:info@ombudsman.parliament.nz).

Nāku noa, nā



Rashad Saeedi  
**Manager, Ministerial Services**  
**Three Waters Reform Programme**



## Appendix A: Total amount paid to strategy and management consultancy firms, each year between FY2018/19 to 2021/22.

#	Consultant Name	FY2019	FY2020	FY2021	FY2022	Grand Total
1.	Deloitte	\$50,000.00	—	\$281,075.00	\$252,500.00	<b>\$583,575.00</b>
2.	Ernst & Young (Wn)	—	—	\$2,754,276.17	\$6,563,673.99	<b>\$9,317,950.16</b>
3.	Farrier Swier Consulting Pty Ltd	—	—	\$106,981.88	\$68,271.25	<b>\$175,253.13</b>
4.	GHD Limited	—	—	—	\$459,232.43	<b>\$459,232.43</b>
5.	Grant Thornton New Zealand Ltd	—	—	\$69,617.28	\$158,596.25	<b>\$228,213.53</b>
6.	KPMG	—	\$40,172.75	—	\$357,242.02	<b>\$397,414.77</b>
7.	Mafic Partners Limited	—	—	\$708,414.13	\$1,582,035.41	<b>\$2,290,449.54</b>
8.	Martin Jenkins & Associates	\$384,781.00	\$389,896.18	\$1,706,024.31	\$1,788,426.43	<b>\$4,269,127.92</b>
9.	Price Waterhouse Coopers	—	\$85,850.00	\$419,246.96	\$561,802.77	<b>\$1,066,899.73</b>
10.	Pricewaterhousecoopers Consulting	—	—	—	\$25,503.90	<b>\$25,503.90</b>
11.	Ranch Consulting Limited	—	—	—	\$22,000.00	<b>\$22,000.00</b>
12.	Resource Co-Ordination Partnership Trust	—	—	—	\$246,580.40	<b>\$246,580.40</b>
13.	<b>Total</b>	<b>\$434,781.00</b>	<b>\$515,918.93</b>	<b>\$6,045,635.73</b>	<b>\$12,085,864.85</b>	<b>\$19,082,200.51</b>