



He Tupu Ōhanga | Commercial Advisors Scheme

Call for Proposals

2019 Investment Round



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

newzealand.govt.nz

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Cover page image: "Poipoia te kākano kia puāwai" – Nurture the seed and it will blossom



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2 Mihi

*Ka rere te manu ki uta, ka rere te manu ki tai
Mā te iwi, me te mahi tahi ōna huruhuru e ora ai*

E ngā mana, e ngā reo, e ngā karangarangatanga o ngā tōpito o te motu nei tēna koutou katoa.

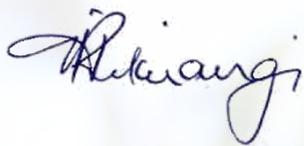
Hikina Whakatutuki (The Ministry of Business, Innovation and Employment (MBIE)) invites applications to be considered for funding from He Tupu Ōhanga (the Commercial Advisors Scheme) 2019 investment round.

He Tupu Ōhanga supports Māori collectives through professional business advice (the Commercial Advisor) to develop the capability, knowledge, business networks, and innovation they need to realise the potential economic value of their assets.

He Tupu Ōhanga invests in initiatives that contribute toward achieving the goals and priorities in *He kai kei aku ringa*. This provides a vision for a productive, innovative, growing Māori economy driven by whānau.

This year we are encouraging collectives/coalitions to think about how they can prepare for a future economy that will look very different than it is today. New technologies will change the skills required by our whanau to gain employment, but will also be an enabler when transitioning to a low emissions economy.

This call for proposals provides you with information on how to apply, how your application will be assessed, and what happens if your application is successful. Ko te tūmanako he kupu āwhina kei roto nei.



Hinemaui Rikirangi

TE TUMU WHAKARAE, EXECUTIVE DIRECTOR
Māori Economic Development
Hikina Whakatutuki



The Purpose of He Tupu Ōhanga

The objective of He Tupu Ōhanga is to support Māori collectives through professional business advice to develop the capability, knowledge, business networks, and innovation they need to realise the potential economic value of their assets. By subsidising the costs involved of working with an approved Commercial Advisor, He Tupu Ōhanga funding aims to support Māori collectives and coalitions with a significant asset base that has unrealised economic potential:

- > to engage more effectively with other agencies in the wider enterprise development and innovation systems.
- > in their ability to be innovative in their business practices, to navigate New Zealand's innovation system, and to access available business funding and support, both public and private.

Māori and the Future Economy

This year we are encouraging collectives/coalitions to think about how they can prepare for a future economy that will look very different than it is today. These include new technologies, globalisation and demographic shifts, which will have impacts on the ways New Zealanders work and the jobs they do. As businesses gain confidence to invest in new low-emissions technologies and new industries and jobs emerge, we (Māori) will build our global advantage and get ahead in a world that is also in transition.

This year we want to draw your attention to the strength of the project just as much as the growth of the owned asset, in particular how much of an impact the project, led by whānau, could have on the future economy. The Government's new investment (56m) into the development of whenua, Māori freehold landowners and their whānau, gives He Tupu Ōhanga an opportunity to think more widely about where the Commercial Advisor can add more value. In particular we are eager to support more innovative projects that:

- have sustainable and environmental wellbeing business models
- can demonstrate (actual or potential) collaboration with other Māori entities along the supply chain
- has export potential
- seek to add greater value to existing products
- use innovative technology (in particular that which transitions to a low carbon emission economy)

Like previous years He Tupu Ōhanga is open to Māori collectives and coalitions at a range of stages of commercial development, from initial analyses and feasibility studies, through to business case development, strategic planning, or market analysis and expansion. These stages of commercial development contribute to the success of the project which in turn will contribute to the success of Māori and the future economy.



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What Funding is Available?

A minimum of \$1 million is available in the He Tupu Ōhanga 2019 investment round. Of this, a maximum of \$60,000 (subject to the co-funding requirements) is available for each successful funding application over an 18 month contract period from 01 February 2020 to 31 July 2021.

All figures exclude GST.
Successful applicants are not guaranteed to receive the full amount of funding they have applied for.

He Tupu Ōhanga is administered by the MBIE as part of the Te Pūnaha Hiringa: Māori Innovation Fund.

Co-Funding Requirement

Māori collectives/coalitions must contribute a minimum of 25% co-funding toward the total cost of the commercial advice.

EXAMPLES	EXAMPLE 1	EXAMPLE 2	EXAMPLE 3
Total cost of commercial advice	\$80,000	\$50,000	\$100,000
Co-funding requirement (provided by applicant)	\$20,000	\$12,500	\$40,000
Amount applied for from He Tupu Ōhanga (MBIE funding)	\$60,000	\$37,500	\$60,000

Figures exclude GST

Co-funding is cash received from your collective/coalition that contributes directly to the cost of the commercial advice. It must be essential to the achievement of proposed project and be genuine. It is not funding:

- > from which an income is derived, or
- > that can be returned to the funder, or
- > being received from other government agencies, or
- > the collective/coalition may have used before the start date of the project, or received after the end date of the project,
- > or any form of in-kind contribution of time.

Who Can Apply?

To be eligible for He Tupu Ōhanga funding you must:

- > Own the asset/s that the proposed project will be developing, and
- > Able to contribute a minimum of 25% co-funding toward the total cost of the commercial advice, and
- > Have not received any government funding for the proposed project, and
- > Not be a State sector entity, and
- > Be one of the following Māori collectives (or a coalition of the following):
 - Statutory Māori Trust Board created by an Act of Parliament
 - Post Settlement Governance Entity (PSGE)
 - Commercial subsidiary wholly owned by a PSGE
 - Mandated iwi organisation under the Māori Fisheries Act 2004
 - Trust under Part 12 of Te Ture Whenua Māori Act 1993
 - Māori incorporation under Part 13 of Te Ture Whenua Māori Act 1993
 - Legal entity created to act for the benefit of iwi or hapū
 - Coalition of Māori collectives¹

What Can the Funding be used For?

He Tupu Ōhanga funding granted in the 2019 investment round can be used to support the costs of commercial advice to lift the level of understanding within your collective on potential uses and management of your assets. This funding:

- > Covers up to 75% (to a maximum of \$60,000) of the cost of the services of an MBIE approved Commercial Advisor you choose to work with, including their fair and reasonable expenses such as travel.
- > Can be used to support the costs of projects that start 01 February 2020 and are complete by 31 July 2021.

Projects must take place within New Zealand (including Stewart Island and the Chatham Islands) and be for the benefit of Māori.

He Tupu Ōhanga funding does not cover:

- > Capital expenditure (things like the purchase of property, buildings, computers or other equipment), government fees, or any of your “business as usual” costs, or
- > Activities that are part of an organisation’s usual programme of work i.e. this funding does not cover work done by anyone who is part of your collective/coalition.

Separate to this funding application, you will need to negotiate an agreement (contract) for services with your Commercial Advisor. It is important that you are specific about what expenses are covered with the Advisor, as you will not be able to claim on expenses that are not covered.

Your Proposed Project

To the extent possible, you need to set out in your funding application what your commercial project will be, and describe the programme of work you would like the Commercial Advisor to assist you with, including any envisioned products or milestones such as a Business Case or Strategic Plan.

The stage and level of detail of the business development project proposed by collectives/coalitions will vary according to the collective’s/coalition’s size, its asset base, commercial activity already in place, and other factors. He Tupu Ōhanga aims to support projects at a wide range of stages, and each application will be considered independently.

See Appendix 1 on page 30 for a list of some projects funded in previous He Tupu Ōhanga investment rounds.

¹ An eligible coalition is a group of two or more collectives or other entities, with a majority of the entities (more than half of the total membership) being eligible collectives. (Email mif@mbie.govt.nz for more details).



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The Role of the Commercial Advisor

Commercial Advisors working under He Tupu Ōhanga provide professional business advice and mentoring, supporting collectives/coalitions to identify opportunities, begin new ventures, or grow existing businesses and assets through specific projects.

When providing their professional advice Commercial Advisors should:

- > ensure that the collective/coalition members understand and are involved in each stage of the project, and
- > strive to pass on the knowledge, skills and networks collectives/coalitions need to put their business plans into action.

The Commercial Advisor's role is not one of decision-making. They are to mentor, coach, and guide collectives/coalitions in developing their own goals and strategies for commercialising their assets; not to make decisions about those assets.

Exactly what your Commercial Advisor will do will depend on what your collective/coalition is like and what you want to do with your assets. Generally, the Commercial Advisors mentor and support collectives to:

- > identify opportunities to get higher economic returns from their asset bases
- > develop business cases for pursuing those opportunities
- > find the professional advice needed to validate business cases
- > access, where appropriate, other government business assistance.

Most of the approved Commercial Advisors have experience working with Māori collectives, and are familiar with Māori collective structure and operating models (exceptions could arise, for example in niche sectors). They offer a broad range of expertise and experience in commercial advisory services including:

- > Needs assessment (conducted at the beginning of the engagement)
- > Capability development
- > Strategic planning and direction
- > Business case development (development of products and markets)
- > Commercial facilitation and negotiation
- > Investment planning and advice
- > Risk management strategies
- > Stakeholder management
- > Knowledge of government business assistance programmes
- > Māori collective structure and operating models

Your collective/coalition may need to focus on one of these with your Advisor, or work across several of them. If you are not sure what you want and need to do, you may need to select a Commercial Advisor experienced in this early stage of identifying possible options for development. Depending on the speed of your progress, you might then choose to move to another Commercial Advisor with expertise in the sector you have identified for development.

Choosing a Commercial Advisor

All Commercial Advisors providing services to collectives/coalitions through He Tupu Ōhanga must be approved by MBIE. In your funding application, you need to identify the Commercial Advisor you would like to work with.

See the He Tupu Ōhanga webpage for the [current list](#) of pre-approved Commercial Advisors.

Some collectives/coalitions will already know or be working with a Commercial Advisor. You may apply for He Tupu Ōhanga funding to work with that Commercial Advisor again as long as it is on a new project, or on a new stage of a project. He Tupu Ōhanga funding may not be used on projects already completed.

If you do not already have a Commercial Advisor, and do not know any of the Commercial Advisors on the list, we recommend that you:

- > look at their websites and see if they offer the services you need.
- > talk to two or three different Commercial Advisors to see what services they offer and how they might approach your project.
- > talk to one of the Regional Business Partners in your region. They provide a range of business-related services. See <https://app.regionalbusinesspartners.co.nz/> or email info@regionalbusinesspartners.co.nz

During your application you may choose to name a Commercial Advisor who is *not* on the pre-approved list providing:

- > your Commercial Advisor makes available the names of two former clients who are able to serve as referees for them.
- > the two referees or former clients complete the [Commercial Advisors reference check form](#).
- > the Commercial Advisor is not a member of your collective/coalition (*see also Conflicts of Interest*).
- > there is no conflict of interest. If there is a conflict of interest or a perceived conflict of interest please complete the [Declaration of conflict of interest form](#).

Upload the above documentation when you submit your application through the IMS portal (see page 17). MBIE will need to approve any nominated Commercial Advisor. If your nominated Commercial Advisor is approved by MBIE, they will, with their permission, be added to the list of approved Commercial Advisors and be free to work with other collectives.

As your project progresses you may add other Commercial Advisors, for example with different areas of expertise. You will need to complete a [Form to request approval of an additional Commercial Advisor](#) for any Commercial Advisor who is not on the list, and email it to (mif@mbie.govt.nz) for approval.

Contracting a Commercial Advisor

If your funding application is successful, you will need to negotiate an agreement (contract) for services with your Commercial Advisor. It is important that you are specific about what expenses are covered with the Advisor, as you will not be able to claim on expenses that are not covered.

Further Information

Email Application queries: mif@mbie.govt.nz
Investment Management System (IMS) Portal queries: mif@mbie.govt.nz

You can also [subscribe](#) to the Māori Innovation Fund for future updates on He Tupu Ōhanga.



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The Application and Assessment Process

Funding proposals are entered and submitted in MBIE’s Investment Management System (IMS) – a secure online portal. We recommend you use the template provided on page 13 of these guidelines to draft your funding application in a word processor of your choice and then when ready to submit, copy and paste the necessary segments into the appropriate IMS portal fields and upload your supporting documentation where directed. See page 20 for more detailed IMS portal information.

Key Dates

Submission period for Proposals	19 August 2019 until Noon, 30 September 2019
Proposals assessed by Independent Panel	October/November 2019
Funding decisions announced	December 2019
Contracts begin	1 February 2020
Funded contracts must be complete	31 July 2021

Any change to key dates will be notified via [Māori Innovation Fund updates](#).

How your Proposal will be assessed

MBIE will verify that funding applications are eligible and will decline applications that are not eligible. Eligible applications will then be assessed by an Assessment Panel against the following assessment criteria.

Assessment Criteria

<p>1 Alignment with <i>He kai kei aku ringa</i> (HKAR) <i>weighting 30%</i></p> <ul style="list-style-type: none"> > To what extent does the proposal align with the five pou of <i>He kai kei aku ringa</i>? Employment, Rangatahi, Enterprise, Regions, Education (E RERE) > Does the proposal contribute to one or more of the five pou, by: <ul style="list-style-type: none"> – growing the future Māori workforce (Employment) – supporting Māori youth to define and lead their economic aspirations (Rangatahi) – growing Māori enterprises (Enterprise) – increasing Māori participation in regional economies (Regions) – upskilling the Māori workforce (Education). 	<p>3 Capability of collective/coalition <i>weighting 20%</i></p> <p>Does the collective or coalition generally:</p> <ul style="list-style-type: none"> > have the capability to deliver the proposed project (including appropriate governance and management structures)? > need assistance to achieve their project, and to grow their skills, knowledge and networks? > have a clear vision of the proposed project, and of how they will work with the Commercial Advisor to grow their own capability? > have the ability and willingness to innovate (do things differently)? > Is aware of what the future economy will look like in 30 years' time and is willing to incorporate the changes that are required to help transition.
<p>2 Potential of the collective's or coalition's assets for growth <i>weighting 30%</i></p> <ul style="list-style-type: none"> > How much potential for growth do the assets have? > Are the assets targeted by the project currently unutilised, or under-utilised, and is there real potential for growth? 	<p>4 Suitability and potential of proposed project <i>weighting 20%</i></p> <ul style="list-style-type: none"> > Does the collective or coalition have a defined project to progress now and is likely to succeed? OR > Is the collective or coalition willing to explore a range of development options and progress the preferred option at the end of this project? And > Does this project encompass all or some of the following factors that will have an impact on or contribute to the future economy? <ul style="list-style-type: none"> - Sustainable and/or environmental wellbeing business practices - Can demonstrate actual or potential collaboration with other Māori entity along the supply chain - Has export potential - Seeks to add greater value to existing products - Uses innovative technology (in particular that which transitions to a low carbon emission economy)



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The Assessment Panel comprises representatives from:

- > Māori Economic Development Advisory Board
- > Te Puni Kōkiri
- > Callaghan Innovation
- > New Zealand Trade and Enterprise
- > Ministry for Primary Industries
- > Ministry of Business, Innovation and Employment.

Investment Recommendations and Decisions

The Assessment Panel will provide MBIE with recommendations as to which proposals should be funded. MBIE will then review these recommendations when considering how funding should be allocated to successful proposals.

The final decision on the allocation of funding will be made by the Deputy Chief Executive of the Labour, Science and Enterprise Group, MBIE.

What Happens Next?

MBIE will announce the funding decisions in December 2019. If MBIE decides to invest in your proposal, we will enter into a Funding Agreement with your collective/coalition (subject to any pre-contractual conditions being met). A [sample Funding Agreement](#) is available on the He Tupu Ōhanga webpage. By applying for funding you accept the terms and conditions in this funding agreement.

MBIE may:

- > set pre-contractual conditions that must be met before MBIE and the applicant organisation can enter into a Funding Agreement, and/or
- > set special contract conditions, and/or
- > vary the funding allocated from that requested, and/or
- > partially approve deliverables of an application.

Collectives/coalitions can then enter into an agreement (contract) for services, separate to MBIE, with their chosen MBIE-approved Commercial Advisor(s).

Preparing your Funding Application

This section contains a template that you can use to prepare your He Tupu Ōhanga funding application. The template contains the information required and guidance on preparing that information. This is a guide and is not intended to constrain the information you provide. Mandatory information is marked with an asterisk (*).

Once completed, funding applications are entered and submitted in MBIE's Investment Management System (IMS) – a secure online portal. We recommend you use the templates provided to draft the required information in a word processor of your choice and then when ready to submit, copy and paste the necessary segments into the appropriate IMS portal fields and upload your supporting documentation where directed. See page 20 for more detailed IMS portal information.

CHECKPOINT

Check the following and gather the necessary information required to support your application.

- Ensure that your collective/coalition and the proposed project detailed in the information you provide complies with the eligibility criteria (*see page 5*) and addresses the assessment criteria (*see page 9*).
- Locate the necessary documents to prove your eligibility (*see the table on page 13*).
- Seek written agreement from your collective to apply. If you are a coalition made up of more than 50% eligible collectives, you must seek written agreement from each individual collective.
- Gather evidence that you have the mandate (formal agreement) from your collective/coalition to apply for this funding and that your collective or coalition has agreed to make this application. This may be a copy of meeting minutes, a formal signed letter or a copy of the board resolution. For coalitions, we need to see evidence that all parties have agreed; a letter signed by an individual with authority from each party will be sufficient.
- Connect with a Commercial Advisor and seek confirmation from them that they are available to work with you on your project. You will need to provide evidence of this contact **and** that the Commercial Advisor is available to work with you. An email or signed letter is sufficient.
- Check your Commercial Advisor is on the [MBIE approved list](#). If they are not on the list, we will require a reference check to be undertaken before they can be approved (*see page 7*).
- Think about the agreement you will sign with your Commercial Advisor if your funding application is successful.

Conflicts of Interest

Think about conflicts of interest that could arise between your collective/coalition, or a member of your collective/coalition (particularly one with decision-making authority), and the Commercial Advisor you wish to work with. If you identify an actual, potential or perceived direct or an indirect conflict of interest, you must declare this in your funding application.

Conflicts of interest may occur on two different levels:

- > A **direct** conflict of interest; where a Commercial Advisor and/or Assessor is:
 - directly involved with a proposal (*as a participant, manager, mentor, or partner*) or has a close personal relationship with the applicant, for example, family members, or
 - a collaborator or in some other way involved with an applicant's proposal.
- > An **indirect** conflict of interest; where a Commercial Advisor and/or Assessor:
 - is employed by an organisation involved in a proposal but is not part of the applicant's proposal.
 - has a personal and/or professional relationship with one of the applicants, e.g., an acquaintance.
 - is assessing a proposal under discussion that may compete with their business interests.



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Privacy

You are responsible for ensuring that all parties mentioned in your proposal:

- > have confirmed their personal details and the nature and level of their involvement in the work described in the proposal is correct, and
- > are aware of MBIE's [IMS Privacy Statement](#) that describes how this information will be used and know the process to follow should any changes to this information be required.

Key Reference Documents

When developing your funding application, we encourage you to consult [He kai kei aku ringa](#). This provides a vision for a productive, innovative, export-oriented Māori economy driven by whānau.

See the [He Tupu Ōhanga webpage](#) on for a full list of reference documents.

Proposal Template

This template details the information you should cover in your Proposal for He Tupu Ohanga funding. Use it to help gather the information you need to formulate your proposal. An asterisk (*) indicates mandatory information.

Proposals can be submitted to MBIE in the IMS portal from **19 August 2019 until Noon, 30 September 2019**.

These dates are subject to change. Any change will be notified via the [Māori Innovation Fund updates](#) and the [He Tupu Ohanga webpage](#). See page 20 for more detailed IMS portal information.

PROPOSAL TEMPLATE

INFORMATION REQUIRED

*This is a guide and is not intended to constrain the information you provide. An * indicates mandatory information*

**WORD
LIMIT**

ELIGIBILITY

Questions 1 - 4

***Confirm that your collective/coalition meets the eligibility criteria by:**

- > Specifying your collective or coalition's type (see table below) and providing evidence of this status.

If you are a	... you will need to:	
> Statutory Māori Trust Board created by an Act of Parliament	state which Act of Parliament	<i>If your collective is more than one of these organisations, you only need to upload evidence for one.</i>
> Post-Settlement Governance Entity	provide a copy of your Trust Deed or Declaration of Trust and any other additional evidence	
> Commercial subsidiary wholly-owned by a PSGE	provide a copy of your Trust Deed or company constitution and any additional evidence	<i>If you are a coalition, you need to upload evidence for each collective who is a member.</i>
> Mandated Iwi Organisation under the Māori Fisheries Act 2004	provide a copy of your Trust Deed, Society Rules or other constitutional document(s) and any additional evidence	
> A Trust under Part 12 of Te Ture Whenua Māori Act 1993	provide a copy of your Trust order & list of current trustees	<i>More than one document can be uploaded.</i>
> Māori Incorporation under Part 13 of Te Ture Whenua Māori Act 1993	provide a copy of your Incorporation Order & list of current board members	
> Legal entity created to act for the benefit of Iwi or Hapū	contact us at mif@mbie.govt.nz to confirm eligibility requirements	
> Coalition of Māori collectives	contact us at mif@mbie.govt.nz to confirm eligibility requirements	

- > Confirming that your collective/coalition owns the assets you would like to develop in your proposed project with the help of the Commercial Advisor.
- > Confirming that your collective/coalition can fund the minimum 25% co-funding requirement.
- > Confirming that your collective/coalition is not a state sector entity.

Upload 1: Collective verification documents.



PROPOSAL TEMPLATE

INFORMATION REQUIRED		WORD LIMIT	
<i>This is a guide and is not intended to constrain the information you provide. An * indicates mandatory information</i>			
ASSETS			
QUESTIONS 5 - 10	<p>*Tell us the name of your operating commercial business.</p> <p>The name of your operating commercial business must match legal documentation that you uploaded as part of evidence of eligibility (see eligibility questions 1-4). If you are a coalition, list the collectives that have commercial businesses and the names of the businesses.</p>	150 words	
	<p>*Tell us the sector/s in which your collective/coalition own assets.</p> <p>Select from one or more of the following:</p> <ul style="list-style-type: none"> > Agriculture > Apiculture > Aquaculture > Forestry > Fishing > Mining > Manufacturing > Electricity > Construction > Wholesale Trade > Retail Trade > Other: please provide details > Accommodation, Cafes & Restaurants > Transport and Storage > Communications > Finance and Insurance > Property and Business Services > Government > Education > Health and Community Services > Cultural, Recreational & Personal Services 	80 words	
	<p>*Describe the assets your collective/coalition own.</p>	300 words	
	<p>*Specify the asset/s you are seeking help to develop with the Commercial Advisor.</p>	150 words	
	<p>*Tell us if there are any restrictions on your use of the asset/s you are seeking to develop in your proposed project.</p> <p>These may include restrictions in your trust deed or long-term lease agreements.</p>	300 words	
	<p>*Tell us the approximate value of the asset/s you are seeking to develop in your proposed project.</p>		
	<p>*Proof of Asset Ownership and Financial statement.</p> <p>Provide proof of ownership of the asset your project relates to and Provide a financial statement for your collective or coalition showing the value of your assets.</p>		
	OTHER GOVERNMENT FUNDING		
	Questions 11 - 12	<p>*Does your collective/coalition have any applications to any other government funds underway, or are you planning to apply to any other funds before February 2020?</p> <p>If applicable, tell us the details of this funding (examples include funds from Whenua Māori Fund, New Zealand Trade and Enterprise Capability Development vouchers, Callaghan Innovation Research and Development grants or other MBIE funding such as Vision Mātauranga).</p>	300 words
		<p>*Has your collective/coalition applied or intending to apply to the Provincial Growth Fund (PGF)?</p> <p>If applicable, please briefly explain the details of the PGF project and the status of your PGF application.</p>	300 words
<p>*Please tick this box to indicate we have your permission to check with other government agencies on previous funding.</p>			

PROPOSAL TEMPLATE

INFORMATION REQUIRED

*This is a guide and is not intended to constrain the information you provide. An * indicates mandatory information*

**WORD
LIMIT**

MANDATE

Questions 13 - 14

***If your collective/members of your coalition are part of another application to this scheme, tell us the details of that application.**

***Confirm that you have the mandate (formal agreement) from your collective/coalition to apply for this funding.**

Provide evidence of this mandate (e.g. meeting minutes, board resolution) that your collective or coalition has agreed to make this application.

For coalitions, we need to see evidence that all parties have agreed; a letter signed by an individual with authority from each party will be sufficient.

COLLECTIVE / COALITION DETAILS

Questions 15 - 18

***Tell us:**

> The name of your collective or coalition. The name of your collective or coalition must match legal documentation i.e. trust deed etc. that you uploaded as part of evidence of eligibility (see eligibility questions 1-4)

> If a coalition, the names all of the collectives and other organisations that form that coalition. 150 words

> The name of the person(s)/entity authorised to enter into contracts on behalf of your collective/coalition.

> The name of the individual preparing this application and their connection to the collective/coalition.

CONTACT DETAILS

***Provide details for a lead and secondary contact in your collective/coalition.**

These contacts must be available to discuss the project with MBIE when requested and must *not* be your Commercial Advisor. The second contact must differ from the Lead.

Contact	Full Name	Job Title	Project Role	Email	Telephone Number
Lead					
Secondary Contact					

REGION

Question 20

Tell us the region in which your collective or coalition is mainly based

- | | |
|----------------------------------|--|
| > Northland / Te Tai Tokerau | > Wellington / Te Whanganui a Tara |
| > Auckland / Tāmaki Makaurau | > Tasman, Nelson, Marlborough / Te Tau Ihu |
| > Waikato | > West Coast / Te Tai Poutini |
| > Bay of Plenty / Te Moana-a-Toi | > Canterbury / Waitaha |
| > Gisborne / Tairāwhiti | > Otago / Ōtākou |
| > Hawke's Bay / Te Matau a Māui | > Southland / Murihiku |
| > Taranaki | |
| > Manawatū-Whanganui | |



PROPOSAL TEMPLATE

INFORMATION REQUIRED		WORD LIMIT
<i>This is a guide and is not intended to constrain the information you provide. An * indicates mandatory information</i>		
GOVERNANCE STRUCTURE		
Question 21	<p>*Describe the governance and management of your collective or your coalition. For example, do you have trustees, a Board, paid employees, etc.? How often do you meet?</p> <p>*Provide documents showing your governance and management structures. These may include any of the following:</p> <ul style="list-style-type: none"> > Statement of Investment Policy and Objectives (SIPO) > Latest Annual Report > Latest strategic and/or Business Plan 	150 words
OPERATION OF YOUR ORGANISATION		
Questions 22 - 24	<p>*Describe how well your collective or coalition operates as an organisation and detail any areas that need improvement. You may wish to tell us in this section how effective your governance, management, financial management, human resources and communications are.</p>	150 words
	<p>*Provide the details of any experts engaged by your collective or coalition to conduct an organisational needs assessment to advise on what you need to be more effective. If applicable, provide a summary of the assessment outcomes.</p>	150 words
	<p>*Provide the details of any formal governance training undergone by your collective/coalition. Include the name/s of the training course/s. If you are a coalition, tell us whether the training was for individual collectives or whether you have had any governance training as a coalition.</p>	150 words
PROJECT DESCRIPTION		
Questions 25 - 27	<p>*Tell us which of the following best describes your collective's business situation?*</p> <ul style="list-style-type: none"> > We have a business plan, and want help to develop a detailed action plan. > We know how we want to grow our assets, and want help to develop a business plan. > We have an idea (or a few ideas), and want help to investigate which ideas have the most potential. > We have no clear ideas on how to better develop our assets, and want help to take a fresh look at our assets and develop options. 	
	<ul style="list-style-type: none"> > Other: please explain > Please tell us how your project aligns with the aspirations of your iwi, hapū or whānau. 	50 words
	<p>*Describe your project in detail and explain the role you see the Commercial Advisor taking.</p>	500 words
	<p>*Public statement Tell us the story of your project in language understandable to the general public. Briefly explain why your project is needed, how you will achieve your objectives, the benefits you expect it to deliver and the key beneficiaries of the project. Include if required, publishable contact details. Do not contain confidential information, references, hyperlinks, images, video, or audio files. If your proposal is funded, your Public Statement will be published on MBIE's website and may be used in the public arena by MBIE.</p>	150 words

PROPOSAL TEMPLATE

INFORMATION REQUIRED		WORD LIMIT
<i>This is a guide and is not intended to constrain the information you provide. An * indicates mandatory information</i>		
INNOVATION AND BUSINESS MODELS		

Questions 28 - 31

***Describe your collective or coalition's strengths in relation to innovation.**

Include examples of adding greater value to existing products and of sustainable and environmental wellbeing business practices.

300 words each

***If applicable, describe how your project demonstrates actual or potential collaboration with other Māori collectives along the supply chain.**

***If applicable, describe your export model or proposed export model.**

***Tell us what you need to change to improve your innovation practices in relation to what you have told us above, and how a commercial advisor could help you with this change.**

150 words

Upload any supporting documentation

HE KAI KEI AKU RINGA

Questions 32 - 33

***Explain how your project will contribute to one or more of the five pou of *He kai kei aku ringa* – Employment, Rangatahi, Enterprise, Regions, Education ([E RERE](#))**

300 words

Show contribution to:

- > growing the future Māori workforce, and/or
- > supporting Māori youth to define and lead their economic aspirations, and/or
- > growing Māori enterprises, and/or
- > increasing Māori participation in regional economies, and/or
- > upskilling the Māori workforce

Explain how you will measure value towards the five pou of *He kai kei aku ringa

300 words

THE FUTURE ECONOMY

Questions 34 - 35

The future economy will look very different in 30 years than it does today. These include new technologies, globalisation and demographic shifts, which will have impacts on the ways we work and the jobs we do. The following readings provide more information;

400 words

[Climate Change Response Zero Carbon Amendment Bill: Summary](#)

[Growing innovative industries in New Zealand: From the knowledge wave to the digital age](#)

***Describe how your project contributes or could possibly contribute to an economy that will look very different in the future.**

This could include any innovative approaches that your project encompasses which will contribute to a transition to a low emissions economy i.e. new technologies or business practices.

***Is there anything your Commercial Advisor can do to improve your transition approaches specifically in relation to what you have told us about your project?**

Upload any supporting documentation



PROPOSAL TEMPLATE

INFORMATION REQUIRED

*This is a guide and is not intended to constrain the information you provide. An * indicates mandatory information*

WORD
LIMIT

REQUESTED AMOUNT

***Specify the total amount of funding you are seeking from He Tupu Ōhanga**

***Provide a meaningful title that clearly identifies the nature of your project**

This title will be used in our records and communications

Avoid cryptic, humorous or “tabloid” style titles. Do not use acronyms or abbreviations.

***Tell us the start and end dates of your project**

Projects under the 2019 round must take place between 1 Feb 2020 and 31 July 2021.

YOUR COMMERCIAL ADVISOR

Questions 39 - 45

***Provide the details of the Commercial Advisor or advisory firm you would like to work with on your project.**

If the Commercial Advisor or advisory firm you wish to work with is not [an approved Commercial Advisor](#), you may request approval for your collective to work with your preferred Commercial Advisor during the application.

All applicants must make contact with their preferred Commercial Advisor before submitting the application and upload evidence of that contact.

Tell us:

- > If your Commercial Advisor or advisory firm is on the approved Commercial Advisor list.
- > Name of the Commercial Advisor’s Business.
- > Name of the Commercial Advisor (the specific person).
- > The Commercial Advisor’s contact details (email and phone number).

If your Commercial Advisor is not a pre-approved Commercial Advisor:

- > Tell us why you want to work with this particular advisor (this may include any unique areas of expertise they offer, their professional “track record” including experience with Māori businesses, how they differ from Commercial Advisors already on the list, and any previous work with them).
- > Two referees who have received commercial advisory services from your nominated Commercial Advisor in the past (you should ask your Commercial Advisor to supply these to you) should complete [The Commercial Advisors reference check form](#).
- > MBIE may contact at least one referee so you will also need to provide the names and contact details (phone and email) of the referees.

When you submit your application in the IMS Portal, you will need to upload evidence that you have made contact with a Commercial Advisor and they are available to work with you. An email or signed letter is sufficient.

All forms of documents (*e.g., Excel, Word and PDF*) can be uploaded. If a PDF, ensure that it is unsecured. If secured, we will not be able to access or print your proposal. Image files cannot be uploaded.

PROPOSAL TEMPLATE

INFORMATION REQUIRED

*This is a guide and is not intended to constrain the information you provide. An * indicates mandatory information*

WORD
LIMIT

CONFLICTS OF INTEREST

Questions 46

Declare any potential conflicts of interest. This may include possible conflicts with Commercial Advisors, Assessors, and/or an MBIE staff member. Please complete the Conflict of Interest form on page 7 and upload.

300 words

FEEDBACK

Questions 47 – 50

To complete your application, we would appreciate it if you would take the time to tell us:

- > how you heard about the Māori Innovation Fund?
 - Media announcement (radio, television)
 - Social media
 - Through business networks
 - Through personal networks
 - Through another agency (state their name)

- > Did you find the information on MBIE's website easy to find and use? If not, what were the main barriers?

150 words

- > What could make the application process easier for collectives/coalitions in future application rounds?

150 words

- > what other programmes, assistance or information could the government make available that would help you to achieve your aspirations for your assets?

150 words



Submitting your Funding Application

He Tupu Ōhanga funding applications are entered and submitted in MBIE's Investment Management System (IMS) – a secure online portal. Applications can be entered and submitted between **19 August 2019** and **Noon, 30 September 2019**.

An application is considered submitted if it has a status of **Submitted to IMS** in the IMS portal. If your application is being submitted by a university or a Crown research institute, see your research office for additional submission advice.

Accessing MBIE's IMS Portal

■ To log in to the IMS portal:

Access the IMS portal using either Chrome or Firefox. Five or more failed log-in attempts will automatically lock you out of the system. If this occurs, contact MBIE and ask for your account to be unlocked.

For all IMS portal queries, e-mail:

Email mif@mbie.govt.nz

For first time users:

If you have not used the IMS portal before, complete and email a portal [registration form](#) to mif@mbie.govt.nz. On acceptance, you will receive a Username and temporary password.

1. Click the **Portal URL** link in your Welcome email.
2. Type your Username and temporary password (**as detailed in your registration email**). The IMS portal's **Edit password** screen displays.
3. Type your new password.
4. Retype your new password in the **Confirm new password** field.
5. Click the **Save Changes** button. A **Portal Access Agreement** displays.
6. Read the access agreement and then click the **Accept** button. The portal's **Home** screen displays.

For existing users:

For returning applicants: log in using your existing username and password. If you've forgotten this, use the **I've forgotten my password** option.

1. Click the MBIE IMS Portal link (ims.msi.govt.nz/).
2. Type your Username and Password.
3. Click the **Login Securely** button. The Portal's **Home** screen displays.

■ To logout, click the **Logout** hyperlink (*located top right of every screen*).

User Access Roles

What you can do and see in the IMS portal is dependent on your access. There are two user roles.

A	CAN
User	<ul style="list-style-type: none"> > See and/or work only on funding applications to which they are authorised > Submit completed registrations/applications/proposals to your Super User quality assurance (QA).
Super User	<ul style="list-style-type: none"> > Perform all the functions of a regular user > Manage IMS portal access; add, delete or modify the users in their organisation, including changing the views and applications they can see > QA and submit completed applications to MBIE.

Navigating the IMS Portal

The screenshot shows the IMS portal Home screen. At the top left is the logo for the Ministry of Business, Innovation & Employment. The top right has a search bar for 'Search project list' and a 'Logout' link. The main content area is titled 'Hello User' and includes a welcome message and instructions for using the system. There are two buttons: 'Edit my account details' and 'Change password'. A sidebar on the left shows 'Applications menu' with 'Manage Users'. At the bottom, there is a 'Recently viewed' section with a link to 'PROP-48494-NSCSEED-KEVTEST' and a 'Privacy Policy' link.

The IMS portal Home screen

From the **Home** screen of IMS portal you can:

- > Manage access to the portal for your organisation's personnel.
- > Maintain your personal details, including your portal password.
- > Access your **Project List** (containing the funding applications for your organisation).

Customising your View

The **Home** screen's **Project List** tab lists the applications submitted by your organisation. Here you open and view the details of all applications and contracts to which you have access. You can filter and sort this list to view only those of interest, and customise the columns to show only the information required.

You can also determine the number of applications that display on each screen using the **Display** field (*located bottom left of the screen*).

You will only see information to which you have permission.

The screenshot shows the IMS portal Project List screen. At the top right is a search bar for 'Search project list' and a 'Logout' link. The main content area is titled 'You are here: Project List' and contains a table of project applications. The table has columns for Reference, Agency, Contract, Status, Assigned to, Status updated date, and Team. The table contains several rows of data.

Reference	Agency	Contract	Status	Assigned to	Status updated date	Team
REG-50337-ENDRP	MBIE		In progress	Maret Fishwick	22/09/2016	Contestable Investments
REG-50336-ENDRP	MBIE		In progress	Camilla Swan	22/09/2016	Contestable Investments
REG-50335-ENDRP	MBIE		In progress		22/09/2016	Contestable Investments
REG-50334-ENDSI	MBIE		Registered	Camilla Swan	22/09/2016	Contestable Investments
REG-50330-ENDSI	MBIE		Registered	Maret Fishwick	21/09/2016	Contestable Investments
REG-50329-ENDSI	MBIE		Registered		21/09/2016	Contestable Investments
CONC-50329-ENDSI	MBIE		Approved		21/09/2016	Contestable Investments



Entering and Submitting a Funding Application

The following details how to enter and submit a He Tupu Ōhanga funding application in the IMS portal.

You can enter and submit a He Tupu Ōhanga funding application in the IMS portal between **19 August 2019 and Noon, 30 September 2019**. Proposals submitted after **Noon, 30 September 2019** will not be accepted unless there are exceptional circumstances (*at MBIE's discretion*).

Complete all the required fields. Mandatory fields are marked with an asterisk.
Ensure all sections are completed and meet the requirements as per this Call for Proposals.

■ To enter and submit a funding application in the IMS portal:

1. On the **Home** screen of IMS portal, click the **Project List** tab.
2. Click the **New Application** button (located to the right of the screen).



3. In **Investment Process** drop down menu, select **2019 He Tupu Ōhanga: Commercial Advisors Scheme**.
4. Enter the title of your proposal in to the **Full title** field and then click the **Create** button.

Provide a meaningful short title of no more than six words. Do not use acronyms or abbreviations. Your short title will be used for everyday use and reference.

The first application section you need to complete displays. The IMS portal will guide you through the completion of the required fields. We recommend that you familiarise yourself with the portal well before the deadline. When complete, click the **Save & next section** button to move to the next section.

Phase	Date
Māori Portal open for applications	28 September 2018
Māori Portal closes for applications, Noon	29 October 2018

You can copy and paste your prepared information directly into the portal fields.

Where directed upload documents containing your references/citations. All document types (*e.g., Excel, Word and PDF*) can be uploaded. If a PDF, ensure that it is unsecured. If secured, we will not be able to access or print your application. Image files cannot be uploaded.

You can save, log out, and return to the IMS portal to edit your application before submitting it.

Mandatory fields are marked with an asterisk.

- Fields with a red * must be completed before you can save and close the current section.
- Fields with a black * must be completed before you can submit your application.

We recommend that you regularly click the **Save** button to save work as you are going.

Symbols alongside each section in the navigation panel allow you to easily check the completeness of your submission.

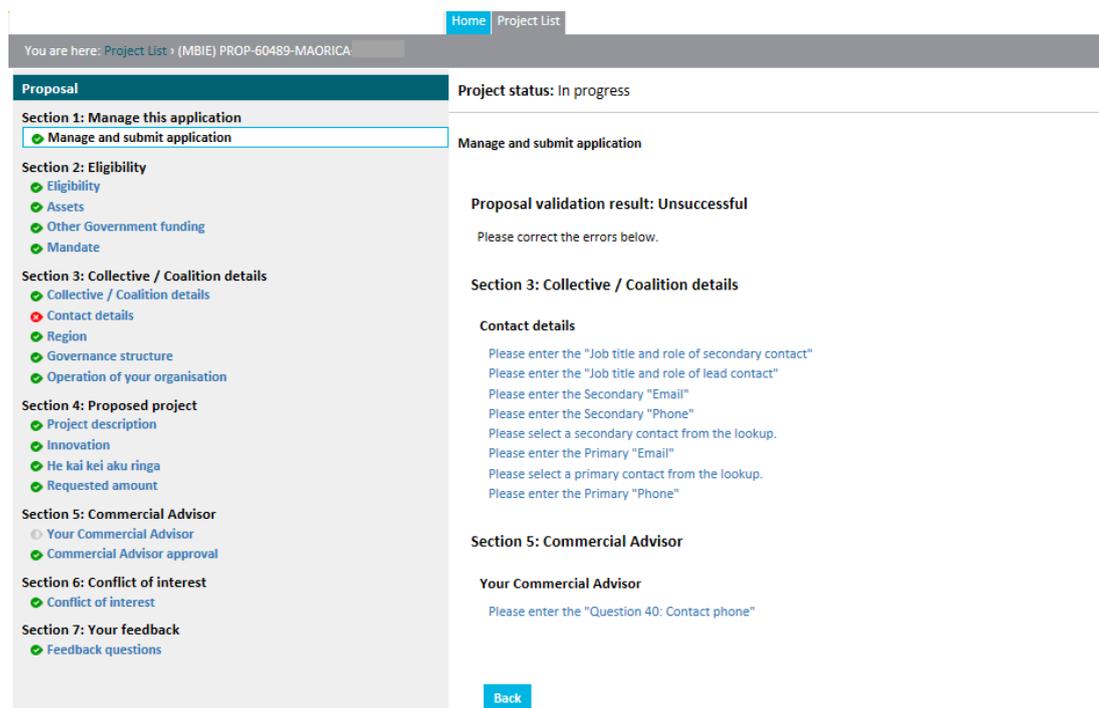
THE SYMBOL...	INDICATES THE SECTION...
	has not started.
	is in progress.
	contains invalid or incomplete fields.
	complete and valid.

The sections to complete are listed in the left hand navigation panel. You can click these to access the section directly or move through the sections sequentially by completing them and clicking the **Save & next** section button.

A warning will display if you attempt to leave the current section without saving your information. Choose to either:

- **Leave this Page** to exit the section without saving (*all changes made during that session are lost*), or
- return to the section and either continue to add information or click the **Save & next section** button.

5. When all sections are complete, scroll to the top of navigation panel and click the **Manage and submit application** link.
6. Click the **Check my application before submission** button to run a validation check. This will verify the completeness of your application and will detect any missing content.



The screenshot shows a web application interface for a proposal submission. At the top, there are navigation links for 'Home' and 'Project List'. Below this, the user's current location is shown as 'You are here: Project List > (MBIE) PROP-60489-MAORICA'. The main content area is divided into two columns. The left column is a navigation panel with sections 1 through 7, each with a status icon: a green checkmark for completed sections and a red X for sections with errors. Section 1 is highlighted. The right column shows the 'Project status: In progress' and a 'Manage and submit application' button. Below this, a 'Proposal validation result: Unsuccessful' message is displayed, followed by a list of error messages for 'Section 3: Collective / Coalition details' and 'Section 5: Commercial Advisor'. A 'Back' button is located at the bottom of the right column.

If the validation is successful, every section in the navigation panel is marked with the symbol .

If errors and/or incomplete fields are detected, these will display as:

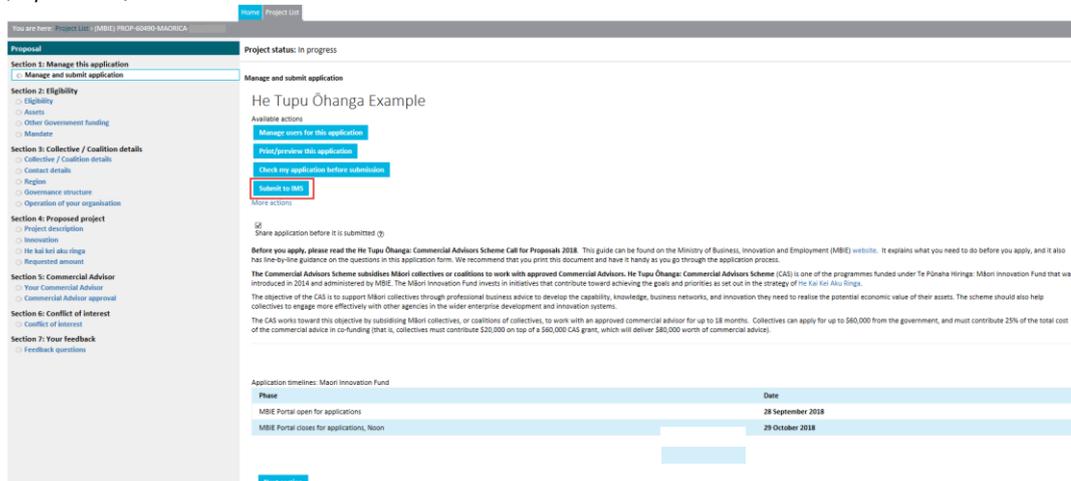
- light blue error message hyperlinks in the **Proposal validation result** section.
- a  beside the relevant sections.

7. Click the first error message to open the section, make the required corrections/additions and then click the **Save** button.
8. If applicable, repeat for other sections marked with .



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9. Once you have corrected all of the errors and/or added all missing information, click the **Manage and submit application** link then the **Check my application before submission** button again.
10. On achieving a successful validation, click the **Submit to QA** button (*Users*) or the **Submit to IMS** button (*Super Users*)



11. Read and accept the declaration.
12. If you clicked:
 - **Submit to IMS** your proposal has been successfully submitted and is now listed on the **Project List** tab with a status of **Submitted to MBIE**.
 - **Submit to QA** you will need to ensure that your Super User performs their QA and submits your proposal before the deadline.

Administering Applications

Checking the Progress of your Application

There are three key features in the IMS portal that enable you to quickly see where you are at in the application process.

1. The status of your current application
2. The completeness of your application
3. The number of days until the submission is due.

Checking the Status of your Application

The status of your current application phase displays in the **Project List** and at the top of key application screens.

THE STATUS...	INDICATES YOUR APPLICATION...
In progress	has been created and is under completion.
Submitted for QA	has been completed and submitted to a super-user for QA.
Submitted to IMS	has been submitted to MBIE.
Registered	has been registered.
Not Progressing	has been withdrawn.
Not submitted	has not been submitted. If you miss the cut-off-date for submitting your application, MBIE can make the application 'Not Submitted'. You will be able to view the application and/or delete it. You will not be able to edit it or submit the application.
Ineligible	does not meet the criteria of the investment process applied for. The application cannot be edited or resubmitted.
Declined	has been declined by MBIE for funding. The application cannot be edited or resubmitted.
Approved	has been approved by MBIE. You can proceed to the next stage in the contracting process (either the Concept or Full Proposal phase). You will not be able to edit this application.

Checking when your Application is due

The status bar at the top of the screen displays when the application must be submitted.

Project status: In progress **The registration has not been submitted** (You have 15 day(s) to submit the Project)

Withdrawing an Application

You can withdraw your application at any time **before** it has been submitted.

A withdrawn application cannot be edited or resubmitted to MBIE. It remains in your organisation's project list with a status of **Not Progressing** and can be viewed and printed.

If you wish to withdraw a submitted application, contact the Investment Operations team.

■ To withdraw an un-submitted application:

1. Locate and open the application.
2. Click the **more actions** link.
3. Click the **Make not progressing** button.

IMS Portal Tips

A few common actions and commands you may find useful when using MBIE's IMS portal.

Searching and Filtering

■ To find an application:

- Use **Search** field (*located top right*).
- Scroll through the list using the controls  at the bottom left of the screen.
- Use the **Advanced Search** link (*located directly under the Search field*) to enter a more detailed search criterion.

■ To apply a filter:

1. Click the  icon next to column header.
2. Select one or more categories of interest.
3. Click the **Apply Filter** button.

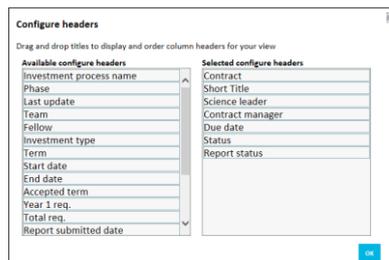
To reset all filters, click the **Reset Filter** button on the **Project List** tab.

Working with Columns

■ To sort a column, click the **column header** once to apply an ascending to sort and/or twice for descending.

■ To change the columns that display on the Project List tab:

1. Click the **Advanced Search** link (located top right of the **Home** screen).
2. Click the **Configure headers**  icon.
3. Drag and drop the columns you want to view from the left hand panel into the right. To remove a column, simply reverse the action.
4. Reorder as required by selecting them and dragging them up or down the list.
5. Click **OK** and then click the **Save as Default** button.

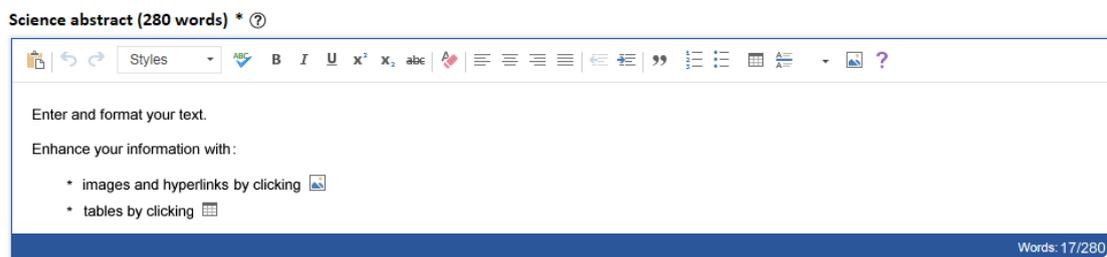


To reset the customisation, click the **Advanced Search** link and then click the **Reset** button.



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Formatting Text, and Adding Images and Hyperlinks



Use the text panel toolbar to format your information and if applicable add images, hyperlinks and/or tables. Adhere to the word limits specified. This limit includes words in a table and references/citations. It does not include images. To help you there is an automatic word count tracker at the bottom right hand corner of every text panel.

- > Use Plain Text when copying and pasting into the IMS portal fields.
- > Use subheadings to highlight your key messages.
- > Avoid large blocks of text. White space enhances the visual impact and makes reading easier.
- > Use images sparingly. Make them count by extending not just illustrating your word count.

Updating your Details

From the **Home** screen of the IMS portal, you can maintain your details held in the portal as and when required.

■ To view and/or update your details:

1. Click the **Edit my account details** button on the **Home** tab.
2. Update your details as required and click **Save**.

- **To change your password**, click the **Change password** button on the **Home** tab.

Managing IMS Portal Access

If you are a Super User, you can set up and maintain access to the portal for the users in your organisation as necessary. If you require a user to be deactivated, email imssupport@mbie.govt.nz.

■ To grant access to the IMS portal:

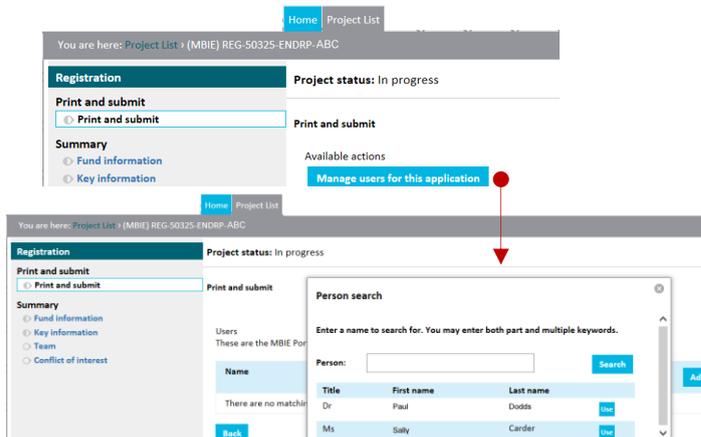
New users are automatically granted regular **User** permissions. If they require **Super User** permissions, email imssupport@mbie.govt.nz. Note that this request must be endorsed by a Super User.

1. On the **Home** screen > **Home** tab, click **Manage Users**.
2. Click the **Add new** button.
3. Enter the details for the user and click the **Create** button.

An automatic email is sent to the user with a temporary password and link enabling them to change this.

4. Grant the user access to the necessary applications. For each application:

1. On the **Home** screen > **Project List** tab, open the application and click the **Manage users for this application** button.
2. Click the **Add** button.
3. Search for and locate the new user you want to grant access. Select them and click the adjacent **Use** button.
5. By default they will have **Edit** access. If required, click the adjacent **Change to Edit** button to restrict this to *View only* rights.



Maintaining your Organisation's Contact Details

On person fields, use the **Lookup** button to locate and auto complete fields with the details of individuals in your organisation as well as add and maintain these details.

■ To locate:

1. Enter the person's and click the **Search** button.
2. Locate them in the list and click the **Use** button.

■ To add:

1. Click the **Add** button.
2. Enter the contact details and click the **Save & Use** button.

The phone number and email address is mandatory.

Person lookup ✕

Enter a person's name and/or organisation to search for. You may enter both part and multiple keywords.

Person:

Organisation:

1 person found.

Lastname	Firstname	Organisation	
Mr	Bloggs	Joe	Bloggs Research Lir <input type="button" value="Use"/> <input type="button" value="Delete"/> <input type="button" value="Edit"/>

<< first < prev next > last >>

■ To modify:

1. Select the person and click the **Edit** button.
2. Edit the details and click the **Save & Use** button.

■ To delete, select the person and click the **Delete** button.



Terms and Conditions Relating to this Call for Proposals

You can enter and submit in the IMS portal between 19 August 2019 and Noon, 30 September 2019. Proposals submitted after Noon, 30 September 2019 will not be accepted unless there are exceptional circumstances (*at MBIE's discretion*).

By submitting an application you are agreeing to these terms and conditions.

1. General

1.1 The terms and conditions are non-negotiable and do not require a response. Each applicant that submits a proposal (hereafter referred to as "you") will be deemed to have agreed to the Call for Proposals terms and conditions without reservation or variation.

2. Investigations and reliance on information

2.1 You must examine this Call for Proposals and any documents referenced by this Call for Proposals and carry out all necessary investigations before submitting a proposal. If you are in doubt as to the meaning of any part of this Call for Proposals, you must set out in your proposal the interpretation and any assumptions you used.

2.2 MBIE will not be liable (in contract or tort, including negligence, or otherwise) to anyone who relies on any information provided by or on behalf of MBIE in or in connection with this Call for Proposals.

3. Reliance by applicants

3.1 All information contained in this Call for Proposals or given to you by MBIE is for the purpose of allowing you to prepare your proposal. MBIE has endeavoured to ensure the integrity of such information. However, it has not been independently verified and may not be up to date.

4. Reliance by MBIE

4.1 MBIE may rely upon all statements you make in your proposal and in correspondence or negotiations with MBIE or its representatives. If a proposal is funded by MBIE, any such statements may be included in a Work Programme Agreement.

4.2 You must ensure all information you provide to MBIE is complete and accurate. MBIE is under no obligation to check any proposal for errors, omissions, or inaccuracies. You must notify MBIE promptly upon becoming aware of any errors, omissions, or inaccuracies in your proposal or in any additional information you provide.

5. Inducements

5.1 You must not directly or indirectly provide any form of inducement or reward to any assessment panel member, officer, employee, advisor, or other representative of MBIE in connection with this Call for Proposals.

5.2 Business-as-usual communications (relating to funding under existing arrangements between MBIE and your organisation) will be maintained with the usual contacts. However, during the Call for Proposal process, you must not use business-as-usual contacts to solicit or discuss details of this Call for Proposals or any application you have, or intend to, submit, with any person at MBIE or its agents, including the assessment panel members.

6. Ownership and intellectual property

6.1 This Call for Proposals and any other documents MBIE provides to you remain the property of MBIE. All copyright and other rights in this Call for Proposals and in any other documentation or information provided to you or any other person by or on behalf of MBIE in connection with this Call for Proposals will remain with, and belong to, at all times to, MBIE or its licensors.

6.2 MBIE may request at any time the immediate return of all documents supplied and any copies made of them. You must comply with any such request in a timely manner.

6.3 Any proposals or information you supply to MBIE will become the property of MBIE and may not be returned to you. Ownership of the Intellectual Property rights in a proposal does not pass to MBIE. However, in submitting a proposal, you grant MBIE a non-exclusive, non-transferable, perpetual licence to retain, use, disclose, and copy your proposal for any purpose related to this Call for Proposals process.

6.4 By submitting a proposal, you warrant that the provision to MBIE of the information contained in your proposal, and MBIE's use of it for the evaluation of your proposal and for any resulting negotiation, will not breach any third-party intellectual property rights.

7. Confidentiality

7.1 You and MBIE will each take reasonable steps to protect Confidential Information and, subject to paragraph 7.3, and without limiting any confidentiality undertaking agreed between them, will not disclose Confidential Information to a third party without the other's prior written consent.

7.2 You and MBIE may each disclose Confidential Information to any person who is directly involved in the Call for Proposals process on its behalf, such as officers, employees, consultants, contractors, professional advisors, evaluation panel members, partners, principals or directors, but only for the purpose of participating in the Call for Proposals.

7.3 You acknowledge that MBIE's obligations under paragraph 7.1 are subject to requirements imposed by the Official Information Act 1982 (OIA), the Privacy Act 1993, parliamentary and constitutional convention and any other obligations imposed by law. Where MBIE receives an OIA request that relates to your Confidential Information, MBIE will consult with you and may ask you to explain why the information is considered by you to be confidential or commercially sensitive.

8. The proposal process

8.1 Despite any other provision in this Call for Proposals, MBIE reserves the following rights:

- MBIE may amend, suspend, cancel and/or re-issue the Call for Proposals or any part of the Call for Proposals.
- MBIE may make any material change to the Call for Proposals (including any date) on the condition that you are given a reasonable time within which to respond to the change.
- In exceptional circumstances, MBIE may accept a late proposal where it considers that there is no material prejudice to other applicants.
- MBIE may waive irregularities or requirements in or during the Call for Proposals process where it considers it appropriate and reasonable to do so.
- Your proposal may not be approved for funding.
- All or any proposal(s) may be rejected.
- Your proposal may be accepted in whole, or in part.
- Any information you provide to MBIE with your proposal may be retained or destroyed.
- Clarification may be sought from any applicant(s) in relation to any matter in connection with the Call for Proposals process.
- Any applicant(s) may be contacted, which may be to the exclusion of any other applicant(s), at any time before or after the approval (if any) of proposal(s).
- MBIE may reject, or not consider further, any documentation related to your proposal that may be received from you, unless it is specifically requested.
- This Call for Proposals process may be run in such manner as MBIE may see fit.

9. No contractual obligations created

9.1 No contract or other legal obligations arise between you and MBIE out of or in relation to this Call for Proposals or Call for Proposals process, until a formal written contract (if any) is signed by both you and MBIE.

9.2 This Call for Proposals do not constitute an offer by MBIE to provide funding or enter into any agreement with you. The call for and receipt of proposals does not imply any obligation on MBIE to contract any funding requested in your proposal. MBIE will not be bound in any way until a contract is executed.

9.3 MBIE makes no representations nor gives any warranties in this Call for Proposals.

9.4 Any verbal communications made during the Call for Proposals process will not be binding on MBIE and are subject to the terms of this Call for Proposals.

10. No process contract

10.1 Despite any other provision in this Call for Proposals or any other document relating to this Call for Proposals, the issue of this Call for Proposals does not legally oblige or otherwise commit MBIE to proceed with or follow the process outlined in this Call for Proposals or to assess your proposal or enter into any negotiations or contractual arrangements with you.

10.2 For the avoidance of doubt, this Call for Proposals process does not give rise to a process contract.

11. Exclusion of liability

11.1 Neither MBIE nor any assessment panel members, officers, employees, advisers or other representatives will be liable (in contract or tort, including negligence, or otherwise) for any direct or indirect damage, expense, loss or cost (including legal costs) incurred or suffered by you, your affiliates or any other person in connection with the this Call for Proposals process, including without limitation:

- the assessment process the preparation of any proposal
- any investigations of or by any applicant
- concluding any contract
- the acceptance or rejection of any proposal
- the suspension or cancellation of the process contemplated in this Call for Proposals, or
- any information given or not given to any applicant(s).

11.2 By participating in this Call for Proposals process, you waive any rights you may have to make any claim against MBIE. To the extent that legal relations between MBIE and you cannot be excluded as a matter of law, the liability of MBIE is limited to \$1.

11.3 Nothing contained or implied in or arising out of this Call for Proposals or any other communications to any applicant shall be construed as legal, financial, or other advice of any kind.

12. Costs and expenses

12.1 MBIE is not responsible for any costs or expenses incurred by you in the preparation of an application.

13. Governing law and jurisdiction

13.1 This Call for Proposals will be construed according to, and governed by, New Zealand law and you agree to submit to the exclusive jurisdiction of New Zealand courts in any dispute concerning this Call for Proposals or any proposal.

14. Public statements

14.1 MBIE may make public the following information:

- the names of project team members
- the proposal title
- the research fund from which the application would be funded
- the public statement given by the project team when applying for funding
- the total amount of funding and the period of time for which funding has been approved.
- the sector to which the research relates.

14.2 MBIE asks that you don't release any media statement or other information relating to the process outlined in this Call for Proposals, or the submission or approval of any proposal to any public medium without providing sufficient advance Notice to MBIE.



Appendix 1: Past He Tupu Ōhanga Funded Projects

EXAMPLES OF WHAT HAS BEEN FUNDED

Forestry	The collective worked with a Commercial Advisor to scope options for the best commercial development of their native wood resources. The advisor helped them research their commercial ideas, and identify the most efficient development processes. The Commercial Advisor also shared with the collective their professional networks and helped them understand how important it is to have the right professional contacts at the right stage in commercial development.
Investment	The collective worked with a Commercial Advisor to review their investment portfolio and plot current trajectory. They wanted to establish an investment assessment matrix and framework, to allow for easier assessment of investment opportunities in the future (not just financial benefits, but potential to benefit people in the iwi). The collective entered into new investment opportunities and diversified their investment portfolio.
Forest flora	The collective worked with a Commercial Advisor to progress the development of three potential herbal products for the Asian market utilising plants from the native forest growing on their lands. They gained a much better understanding of their target market, and felt that the work with their Commercial Advisor will lead to better returns, more assets, and more jobs for their region.
Aquaculture	The collective is pursuing tuna (eel) aquaculture. It had received government funding for the scientific background work, but sought commercial advisory support for commercialisation, including liaison with other iwi, government agencies and eel industries as well as economic modelling and market research, overall business plan development, strategic planning and capability development.
Tourism	The collective applied to engage a Commercial Advisor to help them carry out options analyses and feasibility studies in relation to their development ideas in the tourism sector. They identified a number of significant tourism opportunities and worked with the Commercial Advisor to develop investment business cases for those ideas with the greatest potential.
Data Sovereignty	The collective sought the support of a Commercial Advisor to curate a database detailing the modern biological functional correlates of indigenous New Zealand organisms. A Commercial Advisor was sought to identify the appropriate framework and tools to support the design and implementation of the database and develop the strategic business and action plans.
Market research and franchising	The collective sought the support of a Commercial Advisor to conduct in-market research particularly to identify what segments of the market offered the most attractive opportunities and to compare different market entry options. A different collective sought the support of a Commercial Advisor to assist with the franchising of their recruitment company and their technology hub.
Diversification	This project focused on the commercialisation and branding opportunities around tourism, honey, fishing and hunting. A Commercial Advisor was sought to develop governance and operational documents, undertake due diligence work, research and access other funding assistance, identify specialists for specific projects, assist in identifying innovative tools, project manage, facilitate engagement with other key stakeholders and assist with the development of business plans.

