

# Application for Funding

## Express Applications



### **About this form**

This form enables you to make an express application for funding from the Provincial Growth Fund (PGF). The form is designed solely for applications under \$100,000 relating to planning, feasibility studies, business cases, or training / capability. If your application is for anything else, please use one of the other forms available on the [Provincial Growth Fund website](#)

### **Completing this form**

Please complete all sections. Square brackets and italics indicate guides. Please see the PGF website for further support.

### **Submitting your application**

All completed forms must be emailed to [PGF@mbie.govt.nz](mailto:PGF@mbie.govt.nz) with "PGF Express" in the subject line.

### **Next Steps**

Applications will be assessed for eligibility, as well as how well they will deliver on the aims of the Provincial Growth Fund. One of our team will be in contact regarding your application.

### **Public disclosure**

The Provincial Development Unit is responsible for leading the Provincial Growth Fund's design, administration and monitoring its operation in consultation with other government agencies. In the interests of public transparency, successful applications may be published by the Provincial Development Unit. Commercially sensitive and personal information will be redacted by reference to the provisions of the Official Information Act 1982. Please identify by highlighting any information in your application that you regard as commercially sensitive or as personal information for the purposes of the Privacy Act 1993.

## Part A: Key Details

1. Proposal Title:

2. Please provide a very brief description of the project/activity:

*Kaitahi – The Native Superfood Company is a new enterprise that creates all natural food products incorporating special kai Maaori ingredients. The products are produced using multiple third party manufacturers in the Hawkes Bay.*

*The purpose of this project is to prepare a full business case and design plans for the establishment of a small scale Food Innovation Factory in order to:*

- *Commercial Information*
- *streamline operations and reduce costs*
- *build capability and capacity within the food manufacturing industry and*
- *build a strong domestic market for Kaitahi products.*

*We are seeking funding of Commercial Information from The Provincial Growth Fund for this project.*

*Commercial Information*

3. Please provide the details of the applicant organisation/entity for which funding is being requested:

<b>Legal Name:</b>	Kii Tahi Limited
<b>Entity Type:</b>	Company
<b>Registered Offices / Place of Business:</b>	14 Fookes Street, Waverley
<b>Identifying Number:</b>	1624149
<b>Organisation's Website:</b>	<a href="http://www.kaitahi.com">www.kaitahi.com</a> www.kiitahi.co.nz

4. Please provide the contact details for a person as a key point of contact):

*Privacy of natural persons*

5. Please describe the principal role or activity of the applicant organisation.

- *Te Kaahui o Rauru Trust (TKOR) is the Post Settlement Governance Entity (PSGE) of Ngaa Rauru Kiitahi iwi.*
- *Te Pataaka o Rauru Limited is the asset holdings company, 100% owned by TKOR*
- *Kii Tahi Limited is a subsidiary company 100% owned by Te Paataka o Rauru*
- *All entities have charitable trust status*

*Kii Tahi Limited was started in 2003 under the Te Puni Kokiri funded Local Level Solutions Initiative to create employment in economically depressed areas. The principal activity of Kii Tahi is a native plant nursery and landcare service and has operated for many years with the financial support of the Trust to keep people in employment.*

*In 2017, Kii Tahi Limited adopted a diversification strategy to expand the operations into growing food and creating high value food and beverage products to build a more financially sustainable business and create new jobs. Kii Tahi Limited owns beehives and produces maanuka honey and has created a new range of superfood products under the brand name Kaitahi – The Native Superfood Company.*

6. This project will be based in the region of:

7. What is the activity / funding start and end date?

<b>Start Date:</b>	21/01/2019	<b>Completion Date:</b>	22/04/2019
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8. Has this project / activity been previously discussed with any part of Government? Yes:  No:

- If Yes, please describe which part of government, and what the outcome of the discussions were.

*[The PDU will consult with other parts of Government as part of the assessment]*

*[Insert your commentary here]*

9. Have you previously received Government funding for this Project? Yes:  No:

- If Yes, please list which part of the Government, when the funding was received, and how much under Q11.

10. Please set out the proposed sources of funding for the Project:

<b>Source of Funding:</b>	<b>\$ (excluding GST)</b>
Provincial Growth Fund Funding (through this application)	Commercial Information
Kii Tahī Limited	Commercial Information
Total:	

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## Part B: Project Description

11. This application is: “a stand-alone activity”  or “in support of a wider project”

12. If successful, is there likely to be a follow on application? Yes:  No:

13. Please explain the project / activity for which funding is being sought:

*[Note: please describe what the funding is for, why it is required, what the project will do and how it links to other projects or activities. A description of the benefits is asked elsewhere.]*

*The funding will be used to fund a full business case and design plans to determine the strategic, economic, commercial, physical, financial and management rationale to establish a Food Innovation Factory for Kaitahi – The Native Superfood Company.*

*The PGF funding is required to support iwi investment. Over the past three years the iwi has invested heavily in new product development and building capability and capacity in the food and beverage sector. They have created an award winning range of products (Winners of the Champion of Innovation Award at the 2018 Fine Food Show) which was launched into the Auckland market in September 2018. All investment is currently allocated to operational costs, building capability and inventory. The iwi does not have the Commercial Information available funds to carry out a business case of this complexity at this time.*

*The proposed business case links directly to the operations of Kaitahi and the goal to be an exporter of premium quality, functional food and beverage products. Commercial Information*

*This project links to other growth opportunities that are emerging in Whanganui. For example, Whanganui region can expect to see strong growth in berry growing operations in the near future with the expansion of Windermere Berries, the entry of Ngati Ruanui as blueberry growers in Patea and other local Maori groups exploring investment into berry growing. Berries are a key ingredient for Kaitahi products and local supply will strengthen manufacturing operations.*

14. How does this project demonstrate additionality within the region?

[Please cover:

- Why the project is not already underway.
- How the project provides a new asset and is not seeking maintenance funding.
- The benefit of Central Government funding (i.e. over alternative sources).
- Why this project will unlock the potential within the region.]

All personnel are currently fully engaged in sales, marketing, operational and management activities and there is currently no spare funding, Commercial Information to carry out this business case. Creating and launching a new innovative product line and brand takes significant resources and without funding support, this additional piece of work is unlikely to go ahead for 12 months or more. However, management personnel will be fully available to the business case development team and has a large amount of information available to support the business case development.

Kaitahi is a real business not a concept. Kaitahi presents a real opportunity to explore the feasibility of bringing a new type of industry and skill set to the region and implement the findings should they be positive. The learnings from this business case will be shared with the wider community and will provide guidance to others contemplating entering the food and beverage sector. This offer is in keeping with the values of Kaitahi - "awhi atu, awhi mai" – the reciprocity of give and take, and acknowledges the Crown/Iwi intention of partnership. From a financial perspective, the business could not afford to borrow funds at this time and all working capital is allocated.

The Manawatu-Whanganui region is dominated by the agriculture sector (sheep, beef and dairy) and is at risk of not being ready to respond to changing global consumer trends – i.e. reduction in animal product consumption and increase in plant based consumption. The region has a temperate climate, good rainfall, rich soils and connects into a good transport network north and south. This project will provide information to support decision making to explore expansion into horticultural crops and value add industries. It may prompt further investment, diversification into new crops and industries and could help to future proof the regional economy.

The Accelerate 25 Action Plan states that "The region is good at growing vegetables" and identifies a market for fresh vegetables for the export market. Whilst the fresh vegetable market is one channel to market, it would also give Kaitahi and other processors good access to raw ingredients for value add processing and thus extend the potential of the region as a central north island food manufacturing hub.

One of the unique selling points of Kaitahi is the inclusion of Commercial Information. Te Pae Tawhiti (The Manawatu-Whanganui Maaori Economic Development Strategy) states: "With trends moving towards locally sourced whole foods where people are able to trace the origins of their kai, producing Māori food and other natural health products is a way to leverage local resources, knowledge, capability and capacity. Māori food has increasing market acceptability (Poutama Trust, 2014; Te Kete Ahumāra, 2014). This priority aligns with the kaupapa of Te Pae Tawhiti and has the potential to engage more local Māori in employment and and acquiring knowledge about traditional foods. Marae kitchens are often underutilised and could be a basis for marae to staircase into business opportunities." The strategy confirms that Kaitahi is on point with food trends and aligns with the economic goals of the region.

Our business currently relies on the wild harvest of kawakawa and we have relationships with a Maori land trust and a local bird sanctuary Commercial Information to carry out this activity. The relationship with Commercial Information is mutually beneficial as it assists them to keep the plants off the predator fence and stop rodent incursion and provides us with a valuable ingredient. We are also planning to use marae reservation land and iwi owned land to setup plantation growing operations for key ingredients.

15. How is the project connected to regional (and sector) stakeholders and frameworks?

*[Please provide an overview, including any evidence where appropriate of any relevant local and regional support, either via existing regional development mechanisms (i.e. regional plans), or through any other relevant body (i.e. council, iwi, hapū, or other representative group). If you do not have support, please explain why not and how you intend to get it]*

*The Accelerate 25 Action Plan contains four opportunities that Kaitahi connects to:*

*Land Use Optimisation – we are trialling new methods of production to scale up growing Commercial Information with the view to using local, under-utilised Maaori land blocks for plantation cropping.*

*Maanuka honey – we have honey to use as an ingredient in our products and will explore ideas for new products.*

*Fresh Vegetables – we wish to grow more vegetables or source them locally as ingredients for our product range. At present we have a frozen product range with plans to extend into other long life forms.*

*Realising Maori Potential – the value of our traditional knowledge and foods is poised to gain greater consumer recognition and acceptance as people seek foods that have functional value. Kaitahi provides a working model for the development of Maaori entrepreneurship based on the principles of kaitiakitanga and manaakitanga.*

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16. How will your project lift productivity potential in the regions?

This project will produce a business case that will provide the rationale and justification for future investment into either building or fitting out and equipping a Food Innovation Factory to process, manufacture and store Kaitahi food and beverage products.

Currently, there are no food manufacturing companies operating in Whanganui other than meat works and a milk powder plant. This is in contrast to the 70's and 80's when Whanganui had a range of food manufacturing factories including a fresh milk plant, pie, bread, fish and soft drinks factories and brands such as Tip Top, Griffins and Whitlocks operated within the city.

Today, access to skills, knowledge, experience, equipment and services in the food manufacturing sector in Whanganui is sparse to non-existent which makes it difficult and costly to enter the industry. Commercial Information

If funding for this business case is approved and the project proceeds to establishing a Food Innovation Factory, it will signal the revitalisation of a lost industry, create jobs and bring skills in a new sector and give confidence to potential investors and other sector operators. It could potentially be a turning point for the region to once again become a central north island food manufacturing hub.

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[We want to understand how your project will meet the primary objective of the fund: “to lift productivity potential in the regions”. Please provide a description of this and where relevant, please cover how your project contributes to the following outcomes:

PGF Outcome	✓	How will the project positively or negatively impact this outcome in the region(s) identified?
1. Increase economic output	✓	<i>Kaitahi will earn revenue for the region by growing, processing, manufacturing and marketing food and beverage products to the local and export markets.</i>
2. Enhance utilisation of and/or returns for Māori assets	✓	<i>Using under-utilised Maori freehold lands for growing high value <small>Commercial Information</small> and beehives will connect uri back to their ancestral lands and customs, build skills and increase the economic returns to landowners.</i>
3. Increase productivity and growth	✓	<i>Horticulture is fast becoming agriculture's "fourth engine" and will soon rival the meat industry in export receipts according to ASB rural economist Nathan Penny (NZ Herald 29/01/18). There is an absence of horticulture activity within the region despite having 18% of NZ's class 1 soils. Kaitahi is positioning to increase productivity by growing high value niche crops as ingredients, adding value in the manufacturing phase and selling premium quality consumer products under the banner of NZ Inc.</i>
4. Increase local employment and wages (in general and for Maori)	✓	<i>This is an extremely important objective for Kaitahi and we can foresee many opportunities for increased employment and higher wages as the business grows and higher skill sets are required in growing systems, food processing, food technology, product R&amp;D, marketing, management etc.</i>
5. Increase local employment, education and/or training opportunities for youth (in general and for Māori)	✓	<i>The food and beverage industry provides many opportunities for career development which Kaitahi will foster through providing work, work experience, internships and training opportunities. Being an iwi business, we expect Maaori youth will feel a special affinity to the business, its values, goals and aspirations.</i>
6. Improve digital communications, within and/or between regions	<input type="checkbox"/>	<i>[Insert your relevant commentary here]</i>
7. Improve resilience and sustainability of transport infrastructure, within and/or between regions	✓	<i>There is good transport infrastructure and available capacity in Whanganui for the storage and movement of goods by road and rail. Kii Tahi will require these services and will thus strengthen their economic sustainability.</i>
8. Contribute to mitigating or adapting to climate change	✓	<i>Our mission is to grow plants and kai sustainably with no synthetic sprays and fertilisers, using systems to store and use water efficiently and to improve the bio-diversity of our local eco-systems. Within each part of our business, we will seek ways to maximise the use of resources, minimise waste, use energy efficiently, recycle and generally operate as good kaitiaki. In this way, we will contribute to mitigating climate change.</i>
9. Increase the sustainable use of and benefit from natural assets	✓	<i>This is at the core of our existence; Kaitahi was created out of concern for our environment. We are opposed to a recently approved activity to mine our seabeds for iron sand due to the harmful long term effects it will have on</i>

		<i>our marine environment. In response, we have created Kaitahi as a model of social/cultural, environmental entrepreneurship to model and encourage the sustainable use and benefits from natural assets.</i>
10. Enhance wellbeing, within and/or between regions	✓	<b><i>To eat as one, to be as one, to thrive as one</i></b> ; these are the guiding beliefs of Kaitahi. Our business promotes good nutrition and health, caring for our natural assets, using resources sustainably and strengthening cultural and social connections. Building business within our region enables us to keep families together and strengthen support for hapuu, marae and iwi.
Total number of outcomes project contributes to	9/10	

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## Part C: Project Delivery

[Please note – this section refers to the actual activity associated with this application.]

17. Governance: Please explain how you will deliver and manage the activity:

[We would like to know about the following areas where relevant:

- **How will the activity be managed within your organisation?**

Kii Tahi Limited is governed by a Board of Directors. They meet at least bi-monthly and report to Te Kaahui o Rauru Trust quarterly. Management is provided by Group CEO/Kaiwhakahaere Privacy of natural persons and TKOR trust staff including a Business Development Manager, Accountant and an Operations Manager.

- **What involvement is required from the Provincial Development Unit?**

Nothing that I can think of at this stage.

- **What procurement process has been undertaken (i.e. a selection of a provider), or will be, and how will that be managed?**

We ran a RFP process to select a professional services firm to manage the business case development. We have selected Commercial based on their experience in the agri-business sector, with regional growth studies, the Maori Land Service case studies, previous business dealings with a Principal team member and their competitive price. To support Commercial, we have selected a local architectural practice as we have worked with them before and they understand local policy and planning rules and regulations. We have also selected a consultant based in Auckland who is a Food Technologist, Process Engineer and Micro-Biologist who was responsible for the design of The Food Bowl in Auckland.

- **What project management practices will be in place?**

We have managed many projects within the office and have good policies, procedures and practices in place for personnel, financial, asset and project management. We have robust computer systems, good technical support and use a range of project management tools including Asana and Xero.

- **The oversight / governance arrangements which are, or will be, put in place?**

The Kii Tahi Limited Board of Directors and Management have a strategic planning meeting twice a year. Management reports to the Board bi-monthly and has open communications with the Board Chair. The Board reports to the Te Kaahui o Rauru Trust at least quarterly.

- **Who the key personnel are?**

Privacy of natural persons

[Redacted area]

- **Any other relevant information relating to the delivery of this activity...]**

18. What are the proposed deliverables if funding is approved?

[Please use the following table where appropriate, consider what deliverables will be provided, when, and whether there are any payments associated with them. If it is a single deliverable with single payment, just use one line]

#	Deliverable	Due Date	Associated Payment (ex-GST)
1	Engage all contractors	<small>Commercial Information</small>	[Redacted]
2	Strategic business case complete, factory	[Redacted]	[Redacted]

	<i>design and budget complete</i>	Commercial Information
3	<i>Draft report complete</i>	
4	<i>Final report complete</i>	

19. Please provide a breakdown of the costs of the project:

<i>[Note that figures in this table must align with other figures provided]</i>	
<b>Cost Description:</b>	<b>\$ (excluding GST)</b>
Commercial Information	

20. What risks are associated with the delivery of this activity?

#	Risk	Mitigation approach	Rating
1	Delay in project start and/or finish dates.	Confirm funding asap, lock in start date and sign off service agreements with providers Ensure all supporting documentation is compiled and ready for distribution Ensure Kii Tahī staff are available to contractors	Low
2	Cost over-runs	Finalise and confirm quotes, milestones and delivery dates Project manage the engagement	Low

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**Part D: Declarations**

- 1. Has this activity ever been declined Crown Funding in the past? Yes:  No:
- 2. Is the applicant or the contracting entity insolvent or subject to any insolvency action, administration or other legal proceedings? Yes:  No:
- 3. The contracting entity is compliant and will continue to comply with all applicable laws, regulations, rules and professional codes of conduct or practice including but not limited to health and safety and employment practices Yes:  No:
- 4. Is any individual involved in the application, the proposed contracting entity or the project, an undischarged bankrupt? Yes:  No:
- 5. Is any individual under investigation for, or has any individual been convicted of, any offence that has a bearing on the operation of the project? Yes:  No:
- 6. Are there any actual, potential or perceived conflicts of interest that the applicant or any of the key personnel have in relation to this project. Yes:  No:   
"In a small country like ours, conflicts of interest in our working lives are natural and unavoidable. The existence of a conflict of interest does not necessarily mean that someone has done something wrong, and it need not cause problems. It just needs to be identified and managed carefully..."  
<https://www.oag.govt.nz/2007/conflicts-public-entities>

If you answered "Yes" to any of the above, please provide a description below:

By completing the details below, the applicant makes the following declaration about its application for Provincial Growth Fund funding for the project ("application"):

- I have read, understand and agree to the Terms and Conditions of applying for Provincial Growth Fund funding which are attached as Appendix 1;
- The statements in the application are true and the information provided is complete and correct, and there have been no misleading statements or omissions of any relevant facts nor any misrepresentations made;
- I have secured all appropriate authorisations to submit the application, to make the statements and to provide the information in the application;
- I consent to this application being publically released if funding is approved. I have identified the commercially sensitive and personal information.
- The applicant warrants that it has no actual, potential or perceived conflict of interest (except any already declared in the application) in submitting the application, or entering into a contract to carry out the project. Where a conflict of interest arises during the application or assessment process, the applicant will report it immediately to the Provincial Development Unit by emailing [PGF@mbie.govt.nz](mailto:PGF@mbie.govt.nz); and
- I understand that the falsification of information, supplying misleading information, or the suppression of material information in this application, may result in the application being eliminated from the assessment process and may be grounds for termination of any contract awarded as a result of this application process.

**Full name:**

Privacy of natural persons

**Title / position:**

**Kaiwhakahaere/CEO**

**Signature:**

Privacy of natural persons

**Date:**

**30 September 2018**

## **Appendix 1 – Terms and Conditions of this Application**

### **General**

The terms and conditions are non-negotiable and do not require a response. Each applicant that submits a request for Provincial Growth Fund (“PGF”) funding (each an “application”) has confirmed by their signature on the application that these terms and conditions are accepted without reservation or variation.

The Provincial Growth Fund is a government initiative which is administered by the Provincial Development Unit, a unit within the Ministry of Business, Innovation and Employment. Any reference to the Provincial Development Unit in these terms and conditions, is a reference to MBIE on behalf of the Crown.

### **Reliance by Provincial Development Unit**

The Provincial Development Unit may rely upon all statements made by any applicant in an application and in correspondence or negotiations with the Provincial Development Unit or its representatives. If an application is approved for funding, any such statements may be included in the contract.

Each applicant must ensure all information provided to the Provincial Development Unit is complete and accurate. The Provincial Development Unit is under no obligation to check any application for errors, omissions, or inaccuracies. Each applicant will notify the Provincial Development Unit promptly upon becoming aware of any errors, omissions, or inaccuracies in its application or in any additional information provided by the applicant.

### **Ownership and intellectual property**

Ownership of the intellectual property rights in an application does not pass to the Provincial Development Unit. However, in submitting an application, each applicant grants the Provincial Development Unit a non-exclusive, transferable, perpetual licence to use and disclose its application for the purpose of assessing and decision making related to the PGF application process. Any hard copy application or documentation supplied by you to the Provincial Development Unit may not be returned to you.

By submitting an application, each applicant warrants that the provision of that information to the Provincial Development Unit, and the use of it by the Provincial Development Unit for the evaluation of the application and for any resulting negotiation, will not breach any third-party intellectual property rights.

### **Confidentiality**

The Provincial Development Unit is bound by the Official Information Act 1982 (“OIA”), the Privacy Act 1993, parliamentary and constitutional convention and any other obligations imposed by law. While the Provincial Development Unit intends to treat information in applications as confidential to ensure fairness for applicants during the assessment and decision making process, the information can be requested by third parties and the Provincial Development Unit must provide that information if required by law. If the Provincial Development Unit receives an OIA request that relates to information in this application, where possible, the Provincial Development Unit will consult with you and may ask you to confirm whether the information is considered by you to be confidential or still commercially sensitive, and if so, to explain why.

The Provincial Development Unit may disclose any application and any related documents or information provided by the applicant, to any person who is directly involved in the PGF application and assessment process on its behalf including the Independent Advisory Panel (“IAP”), officers, employees, consultants, contractors and professional advisors of the Provincial Development Unit or of any government agency. The disclosed information will only be used for the purpose of participating in the PGF application and assessment process, which will include carrying out due diligence. If an application is approved for funding, information provided in the application and any related documents may be used for the purpose of contracting.

In the interests of public transparency, if an application is approved for funding, the application (and any related documents) may be published by the Provincial Development Unit. Commercially sensitive and personal information will be redacted by reference to the provisions of the Official Information Act 1982.

### **Limitation of Advice**

Any advice given by the Provincial Development Unit, any other government agency, their officers, employees, advisers, other representatives, or the IAP about the content of your application does not commit the decision maker (it may be Senior Regional Officials, Ministers or Cabinet depending on the level of funding requested and the nature of the project) to make a decision about your application.

This limitation includes individual members of the IAP. The IAP’s recommendations and advice are made by the IAP in its formal sessions and any views expressed by individual members of the IAP outside of these do not commit the IAP to make any

recommendation.

#### **No contractual obligations created**

No contract or other legal obligations arise between the Provincial Development Unit and any applicant out of, or in relation to, the application and assessment process, until a formal written contract (if any) is signed by both the Provincial Development Unit and a successful applicant.

#### **No process contract**

The PGF application and assessment process does not legally oblige or otherwise commit the Provincial Development Unit to proceed with that process or to assess any particular applicant's application or enter into any negotiations or contractual arrangements with any applicant. For the avoidance of doubt, this application and assessment process does not give rise to a process contract.

#### **Costs and expenses**

The Provincial Development Unit is not responsible for any costs or expenses incurred by you in the preparation of an application.

#### **Exclusion of liability**

Neither the Provincial Development Unit or any other government agency, nor their officers, employees, advisers or other representatives, nor the IAP or its members 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 any applicant, its affiliates or other person in connection with this application and assessment process, including without limitation:

- a) the assessment process
- b) the preparation of any application
- c) any investigations of or by any applicant
- d) concluding any contract
- e) the acceptance or rejection of any application, or
- f) any information given or not given to any applicant(s).

By participating in this application and assessment process, each applicant waives any rights that it may have to make any claim against the Provincial Development Unit. To the extent that legal relations between the Provincial Development Unit and any applicant cannot be excluded as a matter of law, the liability of the Provincial Development Unit is limited to \$1.

Nothing contained or implied in or arising out of the PGF documentation or any other communications to any applicant shall be construed as legal, financial, or other advice of any kind.

#### **Inducements**

You must not directly or indirectly provide any form of inducement or reward to any IAP member, officer, employee, advisor, or other representative of the Provincial Development Unit or any other government agency in connection with this application and assessment process.

#### **Governing law and jurisdiction**

The PGF application and assessment process 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 your application.

#### **Public statements**

The Provincial Development Unit and any other government agency, or any relevant Minister, may make public in whole or in part this application form including the following information:

- the name of the applicant(s)
- the application title
- a high-level description of the proposed project/activity
- the total amount of funding and the period of time for which funding has been approved
- the region and/or sector to which the project relates

The Provincial Development Unit asks applicants not to release any media statement or other information relating to the submission or approval of any application to any public medium without prior agreement of the Provincial Development Unit.

## Appendix 2 - Operational criteria for all tiers of the Fund

### Link to Fund and government outcomes

- Demonstrate the ways in which the project will contribute to lifting the productivity potential of the region
- Demonstrate how the project contributes to the Fund's objectives of:
  - more permanent jobs
  - benefits to the community and different groups in the community
  - increased utilisation and returns for Māori from their asset base (where applicable)
  - sustainability of natural assets (e.g. water, soil integrity, the health and ecological functioning of natural habitats)
  - mitigating or adapting to climate change effects, including transitioning to a low emissions economy
- Clear evidence of public benefits (i.e. benefits other than increased profitability for the applicant)
- Are in a Government priority region or sector

### Additionality

- Project is not already underway, does not involve maintenance of core infrastructure or assets (except for rail and transport resilience initiatives), and does not cover activities the applicant is already funded for (funding could be considered to increase the scale of existing projects or re-start stalled projects)
- Demonstrated benefit of central Government investment or support
- Detail of any supporting third party funding (and any funding sought unsuccessfully)
- Acts as a catalyst to unlock a region's productivity potential
- Demonstrated links to other tiers of the Fund and related projects, to maximise value of Government investment

### Connected to regional stakeholders and frameworks

- Evidence of relevant regional and local support, either through existing regional development mechanisms, or through another relevant body such as a council, iwi or other representative group (or reasons for any lack of local support)
- Has been raised and discussed with the region's economic development governance group
- Alignment with, or support for the outcomes of, any relevant regional development plan, Māori development strategy or similar document (whether regional or national)
- Demonstrated improvement in regional connectedness (within and between regions)
- Leverage credible local and community input, funding, commercial and non-commercial partners
- Utilise existing local, regional or iwi/Māori governance mechanisms

### Governance, risk management and project execution

- Evidence of robust project governance, risk identification/management and decision-making systems and an implementation plan appropriate to the size, scale and nature of the project
- Future ownership options for capital projects, including responsibility for maintenance, further development, and other relevant matters
- Benefits and risks clearly identified and quantified, depending on the scale of the initiative
- Evidence of potential exit gates and stop/go points, and a clear exit strategy
- Clearly identifies whole of life costs (capital and operating)
- Dependencies with other related projects are identified
- Evidence of sustainability after conclusion of PGF funding
- Adequacy of asset management capability (for capital projects)
- Compliance with international obligations (where relevant)