

Application for Funding Projects



About this form

This form enables you to make an application for funding over \$100,000 from the Provincial Growth Fund for applications relating to the delivery of projects.

You will need to use the Express Form if your application is for an activity under \$100,000 or the Development Phase Form if your application is within the Development phase of a Project (i.e. feasibility / business case).

These forms are available on the [Provincial Growth Fund website](#)

Purpose of the Provincial Growth Fund

The Provincial Growth Fund aims to lift productivity potential in the provinces. Its priorities are to enhance economic development opportunities, create sustainable jobs, enable Māori to reach their full potential, boost social inclusion and participation, build resilient communities, and help meet New Zealand's climate change targets.

Completing this form

Please complete all sections fully and accurately. Square brackets and italics indicate guides.

Please see the PGF website, or contact your regional relationship manager, for further support. If you are applying on behalf of a number of parties, you need their consent to submit this application. You can add other applicants during the application process. You will be the point of contact for this application, but you must give us all information about all applicants.

Submitting your application

All completed forms must be emailed to PGF@mbie.govt.nz with a clear subject included.

If you are a Trust (or applying on behalf of a Trust), then you must provide a copy of your Trust Deed.

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.

Funding Agreement

The template funding agreements can be found on the [Provincial Growth Fund website](#)

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

Please note that if the funding agreement will not be held with the applicant (i.e. applying on behalf of another organisation), then we require the details of that organisation.

1. Proposal Title:

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

[If you had 30 seconds, or 50 words, to explain to someone with no knowledge of your sector what your project is, what would you say... i.e. what you will be doing, why, and what the outcome will be]

Expansion of the existing Begin Distillery Limited premises to service currently unmet customer demand by increasing production capacity with a semi-automated packing line, increasing employee numbers and providing raw/packaging material storage. Expansion will also create a purpose-built Cellar Door providing an enhanced tourist destination.

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

	Begin Distilling Limited
	Company
	16d Sunley Street, Westown, New Plymouth, 4310
	NZBN 942 9041 98 3614
	www.junogin.co.nz

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

Contact Name and Role:	David James, Company Director		
Email Address:	Privacy of natural persons	Telephone:	Privacy of natural persons

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

Gin distillery

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

7. What type of funding is this application for:

[Note: the most appropriate funding type will be determined by the PDU in consultation with the applicant]

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

	Commercial Information		Commercial Information
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9. 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]

10. 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.

11. Are you an overseas investor for the purposes of the Overseas Investment Act? Yes: No:

To find out if you are an overseas investor, and find support, please visit the Overseas Investment Office [website](#).

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

Source of Funding: <i>[please indicate where all other funding is sourced from, noting who the funder is]</i>	\$ (excluding GST)	Status / Commentary <i>[i.e. received / confirmed / in principle]</i>
Provincial Growth Fund Funding (through this application)	\$ ^{Commercial Inform}	In principle
Bank Loan	\$ ^{Commercial Inform}	In principle

PROACTIVELY RELEASED

Personal funds	\$ <small>Commercial Inform</small>	confirmed
Total:	\$ <small>Commercial Information</small>	

Part B: Project Description

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

14. Will additional funding be required in the future? Yes: No:

If Yes, please describe at a high level, what this may include, and when this is likely to be applied for.

[Insert your commentary here]

15. Has a feasibility study, or equivalent, been conducted prior to this application? Yes: No:

- If Yes, please provide a copy, including an overview of the feasibility study and any outcomes.
- If No, please explain why not; and how feasibility/viability of the project has been assured.

Begin Distilling Limited was formed in September 2015. Still design and construction, brand build and recipe development followed with the launch of Juno Extra Fine Gin on the domestic market in April 2017. Since then Juno Gin has received seven international Spirits awards and a gold medal at the inaugural New Zealand Spirits Competition in 2019.

Over the past two years Juno Gin has established itself in the New Zealand premium gin category and with the recent inclusion in the ^{Commercial Information} portfolio in April 2019 - as their only New Zealand spirit, is now enjoying strong growth in New Zealand wide distribution.

Alongside the domestic growth, Juno Extra Fine Gin has exported to Australia and Switzerland and ^{Commercial Information}

Currently Begin Distilling has had to turn down customer orders due to lack of staff and production capacity e.g. **Commercial Information** and **Commercial Information**

The 2019 financials show Begin Distilling Limited as having ^{Commercial Information} sales income over the previous year and showing a ^{Commercial Information}, which is notable in a second-year start-up company.

The growth expected in the domestic market under the ^{Commercial Information} distribution and the number of enquiries from the export markets mean that it has become necessary to increase the capacity of the distillery and employ new staff to meet customer demand.

In parallel, domestic brand and distribution growth has created tourism interest. With sometimes up to ^{Commerc} people per week participating in distillery tastings and tours a purpose-built Cellar Door facility is becoming increasingly necessary for accessibility and licencing.

16. Please provide a detailed description of this project for which funding is being applied, including the benefits arising from the project:

[Note: please describe what the funding is for, why it is required, what the project will do, how it links to other projects or activities and the benefits which will be attributed to it – for more information on benefits management, see this [guide](#).]

The funding is being sought to undertake three principle activities:

- The expansion of the existing distillery building in New Plymouth - providing for the separation of the 'wet floor' from the 'dry floor' areas and staff facilities, and;
- The purchase and installation of a semi-automated packing line and ancillary equipment and;
- The building of a purpose built 'Cellar door' and function area.

Begin Distilling Limited launched Juno Gin in 2107 and in that time has established their signature brand 'Juno Extra Fine Gin' in the New Zealand spirits market; the successful brand development provided the impetus to partner with ^{Commercial Information} - a major spirits and wine distributor in New Zealand. Juno Gin is the only New Zealand-produced spirit in their portfolio. Concurrently, Juno Gin's on-line store is showing year on year growth in sales volumes and dollar value.

Alongside the domestic brand build, Begin Distilling Limited has been working with ^{Commercial Information}. From this review, the ^{Commercial Information} markets were identified as potential export markets and initial discussions have started with key agents. Additional to the work with ^{Commercial}, via the relationship with ^{Commercial Information} it is expected that ^{Comme} market entry will occur in the next ^{Commercial Information}. ^{Commercial Information} - who are ^{Comm}% owned by an ^{Commercial Informatio} liquor distributor, are keen to include Juno Gin in their offering.

The international brand development and growth of Juno Extra Fine Gin has been reinforced by the winning of Double Gold and Silver medals at the 2018 San Francisco International Spirits Awards, with further Silver Medals at the 2018 Hong Kong, 2019 London and 2019 Singapore International Spirits competitions. Entering the international spirits competitions has been a strategy to enhance the reputation of Juno Gin in future target markets. Juno Gin has also been licenced to carry the Fern Mark symbol, an indicator of quality, provenance and authenticity.

Entry into the ^{Commercial Information} export markets by Begin Distilling Limited will be in addition to the existing export markets of ^{Commercial Information}

The distillery upgrade will allow for the increased production volumes to facilitate entry into the export markets of the ^{Commercial Information}. Unmet domestic demand will also be addressed by the capacity upgrade. Increased production will require increased staffing, and the subsequent need for staff facilities.

Begin Distilling Limited is unique in New Zealand with their establishment of strong linkages with horticulturalists to grow key botanical elements and their engagement with Massey University to prove botanical efficacy and do fundamental research. Begin Distilling Limited have also partnered with local engineering/electrical/water management firms to design and build their still 'Lila', in New Plymouth - which means that expertise across several sectors has been developed and kept on-shore.

Lila has a capacity of ^{Commercial Info} bottles per year; the domestic market is expected to grow to around ^{Comm}% of production volume. It has always been the intention to enter the premium export market - once the business was consolidated in New Zealand.

Alongside the increased export activity, the building expansion will also include a Cellar Door / function area and accessible ablution facilities. The distillery is becoming known as a destination in New Plymouth, with sometimes over ^{Commerc} people touring the distillery in a week period. The Tapuae Roa Action Plan and Just Transitions 2050 Roadmap both identify tourism as a key growth strategy for the region and a wet day activity such as a distillery tour will significantly enhance the region's offering.

17. 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.]

Begin Distilling Limited commenced the design and build of their still and brand development in 2016, completing the installation and commissioning of 'Lila' in mid-2017. Juno Extra Fine Gin was officially launched at the Auckland Food Show in partnership with Venture Taranaki in July 2017.

Designed at ^{Commercial Info} bottles per annum, Lila has available production capacity and the initial factory footprint was sufficient to meet the needs of the growth and consolidation phase into the New Zealand domestic market and also the entry into a limited number of countries in the export market.

As Begin Distilling Limited looks to expand further into the export market, it is now necessary to increase the manufacturing space, undertake automation of the filling / labelling processes and increase finished goods storage. Extra staff will also be required commensurate with the distillery output increases.

Alongside this has been a growing demand for the distillery as a unique visitor experience with steadily increasing numbers of visitors (from New Plymouth, around New Zealand and abroad) who are coming to the distillery wanting to learn about gin manufacture and to taste the gin. This increase has been from around ^{Comm} people / month in 2018 to approx. ^{Commercial Informa} people per week in late 2019. As a result, a further aspect of building design work has been to incorporate a tours / cellar door footprint. This links to hospitality sector recognition last year of the strong growth in 'informative social occasions', with many customers wanting to build knowledge and understanding about the products they are enjoying.

Currently Begin Distilling works closely with several local tour operators to provide a "wet day" activity for visitors to the region. Venture Taranaki and the tourism arm of New Plymouth District Council, Nau Mai Tours (run by local iwi) and the Taranaki Chamber of Commerce have used Juno Gin Distillery visits as examples of corporate activities that can be undertaken in Taranaki during conferences and the like, a recent visit by members of the national *i-site* conference has enhanced the distillery as a tourist destination.

Begin Distilling has also partnered with the PowerCo Garden Festival to host three events including a sold-out event called 'Twilight in the Te Henui', which is a gin tasting and learning session at the Te Henui Cemetery.

Begin Distilling Limited has also sponsored the International Tattoo Festival, Fierce Drag Queen Competition, the Festival of the Lights, a cocktail competition at the Feast Festival and the National Windsurfing competition. All these activities bring tourists into the region and cement Taranaki / New Plymouth as a destination of choice. Along with these tours and events, Begin Distilling Limited supports the provision of educational sessions, provided free of charge to community groups – the new build will include accessible toilets and areas rated and fitted out for the higher level of occupancy, enhancing these offerings.

While Begin Distilling Limited manufactures premium gin, the business itself has touched and worked with over ^{Comm} local businesses (see the attachment "Juno Effect") from the concept through to the current market positioning in the local and export markets. Additionally, Begin Distilling Limited is committed to the sourcing of local botanicals for the manufacture of the gin.

Key botanicals such as Coriander Seed are grown in the Wairarapa, Angelica and Liquorice Root in Taranaki and Orris Root in Hawkes Bay. Begin Distilling Limited - together with Massey University and with Tapuae Roa funding, launched 'The Great New Zealand Juniper Hunt' earlier this year to find Juniper trees in backyards around New Zealand. Current juniper berry supply is through import – and this applies to all the 40+ gin-producing distilleries in New Zealand (and other southern hemisphere countries), success of this project will enable the local supply of Juniper Berries – confirming provenance and quality, enhancing New Zealand's reputation for quality products. And success of the project creates the potential to develop an export market to service the global gin and other food producers.

Having found ^{Comm} Juniper trees from the 'Hunt' already (ranging from Twizel to Whangarei), Cedar Lodge Nurseries in Taranaki and Massey University are propagating cuttings from these trees. Once they are ready, the trees will be planted in Taranaki to create the 'tree foundation' for the juniper-growing industry. It is expected that these horticultural industries will meet local spirits/food manufacture supply as well as building an international reputation and market. Begin Distilling Limited has already confirmed a terroir effect within their Angelica Root growing program and it is expected that Juniper Trees grown around New Zealand will exhibit similar characteristics thereby providing unique offerings to the market - in the same way Nelson is known globally for

their hops production.

The benefit of Central Government funding allows for security of the loan and fixed repayment conditions over the term of the loan. This provides stability in the determining future cashflow demands on the business thereby allowing enhanced financial forecasting and company growth/activity planning.

18. 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]

Begin Distilling Limited has been well supported by the Local Council, with the Mayor taking Juno Gin as gifts both to the local government conference and on recent visits to the East Coast and to Wellington.

The Tapuae Roa 'Make Way for Taranaki' regional development plan launched in 2018 provided several key growth sectors for the region of which 'Future Foods' and 'Food Processing' and 'Tourism' have been signalled as potential growth areas. This is further reflected in the 'Taranaki 2050 Roadmap' which reinforces 'Food and Fibre' and 'Tourism' as key development areas for the region.

The growth of key botanicals in the region, success of 'The Great New Zealand Juniper Hunt', establishment of the Juno Gin brand domestically and globally and the growing recognition of the distillery as a destination are all meeting these planning objectives.

Begin Distilling Limited has three company Values – Make it Fun, Make it Together and Make it Right. Each of these values define how the business is run. Make it together means engaging and being part of the community and making decisions collaboratively. This is evidenced by the design and build of Lila locally, sponsorship of the Air Ambulance / International Tattoo & Art Festival / Fierce Cabaret & Competition / Taranaki Feast Festival / Festival of the Lights / Taranaki Garden Festival / National Wind Surfing competition and provision of product and distillery tours for numerous community raffles and auctions. Begin Distilling has also provided student mentorship through the Secondary School "Accelerator" program for the last two years.

Begin Distilling Limited is working to source all key botanicals within New Zealand rather than import them.

Examples of this are Coriander seed which is now sourced from the Wairarapa and Angelica Root from Taranaki. Additionally, a successful Callaghan Innovation grant has allowed Begin Distilling Limited to work with Massey University for 'open source' research to understand how controlled storage conditions affected the efficacy of Orris Root that had been grown in the Hawkes Bay. Testing to date shows that the New Zealand grown Orris Root is more efficacious than imported product – and more cost effective.

As a commercial partner, Begin Distilling Limited is also working with Massey University - via an AGMARDT grant and a Tapuae Roa grant to find (coined 'The Great New Zealand Juniper Hunt'), positively identify (via genetic assay) and propagate *Juniperus communis var. Linnaeus* trees in New Zealand. Success of this project will enable development of the first commercial production of Juniper Berries in the world. To date ^{Comm} trees have been found and over ^{Comm} cuttings are being rooted. A small beginning with a great potential.

By working ^{Comm} with Massey University and open sourcing all research it is anticipated that local growers will become engaged to grow these key botanicals to support the New Zealand spirits industry and export markets. This is already evidenced by over ten New Zealand distilleries now using locally grown Angelica, Liquorice, Artemisia species, Coriander and Orris Root.

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

[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	✓	<p>In the first full year of operation Begin Distilling Limited had revenues of \$^{Commercial} and in the second year \$^{Commercial} (of which approximately %^{Commercial} was derived from export activities). A significant percentage of this revenue was subsequently returned to the region for provision of services to the business (see the attachment ‘the Juno Effect’). Budgeted income for the 2020 financial year is \$^{Commercial} and currently the business is on-track to meet and potentially exceed this figure.</p> <p>The inclusion of Cellar door and function facilities will provide a ‘wet day’ tourism destination enhancing the offering for tourists coming to the region. (visitors from outside the province often attend events at the distillery, providing flow-on affects to other business such as accommodation and food service).</p> <p>It is anticipated that at least ^{Commercial} more staff members will need to be employed, as apprentice distillers, packing line operators and front of house staff.</p>
2. Enhance utilisation of and/or returns for Māori assets	✓	<p>Discussion has been had with an iwi group based in the central North Island to grow and harvest <i>Juniperus communis var Linnaeus</i>. This tree is an intergenerational crop, with the trees living/cropping for over 100 years - as well as sequestering carbon therefore can provide an economically diverse alternative to Radiata Pine. In addition, Nau Mai Tours (based in Waitara) include a visit to this distillery as part of a number of choices available for their tours.</p>
3. Increase productivity and growth	✓	<p>The investment in the building and landscaping will be from local providers and the required plant/equipment will sourced from New Zealand suppliers. The expansion will provide employment for a further ^{Commercial} staff - as the production builds to meet export demand and front-of-house staff for the cellar door. This will in turn, provide direct follow-on benefits in the provision of services to the local community and in drawing tourists into the region. Coupled to the growth in production will be the increased demand for key botanicals supplied both locally, within greater New Zealand and export.</p>
4. Increase local employment and wages (in general and for Māori)	✓	<p>It is anticipated that an additional ^{Commercial} staff will be needed in the production facility, Cellar Door and sales / marketing staff member for the in-market development within the export markets.</p>
5. Increase local employment, education and/or training opportunities for youth (in general and for Māori)	✓	<p>Begin Distilling Limited is a founding member of Distilled Spirits Aotearoa (DSA) which is a peak body formed by craft distillers in New Zealand, the current Chair is a Juno Gin employee. One of the first actions of the association is the development of standardised qualifications to allow recognition of work experience and employment pathways in the developing industry in New Zealand.</p> <p>Over the last summer holidays, Begin Distilling Limited employed a Summer Student from Massey University to evaluate the potential of making beer from Still Water (the liquid left over from a distillation). The project was successful, and a commercial launch resulted as “Lila</p>

		<p>Witbier". A second Summer Student will be employed for the next summer break to investigate the potential to ferment and distil alcohol from out-of-specification Quinoa Seed grown locally in Hawera.</p>
<p>6. Improve digital communications, within and/or between regions</p>	<p><input type="checkbox"/></p>	<p>[Insert your relevant commentary here]</p>
<p>7. Improve resilience and sustainability of transport infrastructure, within and/or between regions</p>	<p>✓</p>	<p>New Plymouth is primarily serviced by road transport; as our business expands, both goods inwards and goods outwards volumes will increase. Since commencing operation, annual pallet movement has increased from ^{Comm} to greater than ^{Comm} pallets, and the annual courier usage has increased from ^{Comme} units in 2017/18 to ^{Comme} units in 2018/19.</p>
<p>8. Contribute to mitigating or adapting to climate change</p>	<p>✓</p>	<p>The business collects rainwater as the condenser cooling water source, significantly reducing the volume demand on the New Plymouth town water supply. All key botanicals used in the production of Juno Extra Fine Gin are now sourced within New Zealand, reducing air-miles and enhancing biomass production. All spent botanicals used in the distillation are used as feed stock – either to make Juno Truffles (by a local chocolatier) or as compost by the Angelica Root grower. Interestingly, it is only the root of the Angelica that is used to make gin and a local chocolatier has been developing glazed Angelica leaf stem as a confectionary - thereby utilising more of the plant. Additionally, as a result of the Summer Student project with Massey University, a beer 'Lila Witbier' was developed and commercialised in a collaboration with a local craft brewer. As a world first, this effectively makes the distillery zero waste. The development of commercial production of <i>Juniperus communis var Linnaeus</i> for juniper berries in New Zealand will require the planting of the Juniper trees. These trees have been given approval by MPI as eligible for the ETS and it anticipated a significant number of hectares will be required to service both New Zealand demand and for export. A second Summer Student from Massey University in 2019 will be working with out-of-spec Quinoa Seed to ferment and then distil to generate an alcohol base, should this project be successful then it will be a world first and add value to what would otherwise be a waste product to the Quinoa industry.</p>
<p>9. Increase the sustainable use of and benefit from natural assets</p>	<p>✓</p>	<p>As noted in point 8 above, key botanicals used by Begin Distilling Limited to make their gin are grown in New Zealand. Begin Distilling Limited was the first New Zealand distillery to start to use these New Zealand sourced key botanicals and having proved their efficacy by Massey University analysis and commercial production trials now have over ten New Zealand distilleries using them. Thereby reducing climate impacts from importing them and enhancing value add crop opportunities in New Zealand. All spent botanicals are either composted and the Juniper Berries are used locally to make Juno Gin truffles. The conclusion of 'The Great New Zealand Juniper Hunt' will see local production of juniper berries and the trees used to grow the berries have been approved by MPI as a</p>

		<p>species suitable for inclusion in the ETS for carbon sequestration.</p> <p>Begin Distilling Limited is committed to the sustainable use of materials and an example of this is their latest collaboration with Egmont Honey which saw the use of a waste stream from their production facility – which otherwise would have been dumped, turned into a premium Seasonal Gin.</p>
<p>10. Enhance wellbeing, within and/or between regions</p>	<p><input type="checkbox"/></p>	<p><i>[Insert your relevant commentary here]</i></p>
<p>Total number of outcomes project contributes to</p>	<p>8/10</p>	

20. Has public consultation been conducted?

Yes: No:

- If yes, what were the results?
- If no, is there a plan to do so?

No direct public consultation has been undertaken.

Consultation has been conducted with relevant Taranaki District Council staff under the oversight of a Case Manager to ensure the proposed expansion fits into their long-term planning regarding relevant permits and consent processes and matches future economic development for the region. All parties within Council have provided tacit approval of the project.

Regarding the public, the expansion will build on an existing distillery premises which has not received any public disapproval since commencing manufacturing in 2016.

21. Please provide your customer demand / market analysis for this project, covering the following where possible:

- What is the current market for this project's outcome, and what is your current involvement in the market?
- What opportunities are there to *expand* market activity (i.e. what is the customer demand)?
- What customer market relationships do you have to leverage success of the outcomes of this project?
- Is the project primarily aimed at enhancing the share of a single market? If so, please detail the proposed markets with this intention.

This project involves the building expansion and automation of the packing line at the existing Begin Distilling Limited production facility, along with the development of a suitable cellar door facility for tourist interaction. Begin Distilling Limited is a premium spirit manufacturer who launched into the domestic market in 2017 and commenced exporting in 2018. Since launch, sales have grown to over \$^{Commercial} in the 2019 financial year and are budgeted to exceed \$^{Commercial} in the current financial year. (detailed financial reports can be provided if required). It is difficult to quantify where Begin Distilling Limited sits in relation to other distilled spirit manufacturers in the domestic market - as it is a relatively new market, and was previously supplied principally by global multinational spirits manufacturers. However, given the newness of the domestic market for craft distilleries - the relative age of Begin Distilling Limited makes the company a senior player. This is borne out by the approach of ^{Commercial Information} to be the New Zealand distributor and the inclusion of the Juno Gin range as their only New Zealand spirit products in their portfolio.

Begin Distilling staff have also provided consultancy services for the construction and commissioning of the ^{Commercial Inform}. The rationale of assisting new larger distilleries to enter the market is to boost the export credentials for premium spirits on the global stage. New Zealand is a small market in global terms and the export market is where the potential for growth exists - so it behoves the local industry to help each other to create quality products thereby enhancing New Zealand's global reputation. Growth opportunities for Begin Distilling are via their distributor ^{Commercial Information} - who are part owned by an ^{Commercial In} spirits distributor and supply product into the ^{Comme} markets via their distribution channels. Similarly, ^{Commercial Information} has **Commercial Information**.

Begin Distilling has also been approached independently by ^{Commercial Infor} (global) to pitch to their global supply chain meeting in ^{Commercial Informatio}. Begin Distilling has had to place this request on hold due to lack of current production capacity and staffing levels, success of the tender would see Begin Distilling Limited products in ^{Commercial Info} stores across several countries.

Begin Distilling Limited has also been working with ^{Commercial} to develop export markets and securing the ^{Commercial Information} market was directly due to the introduction to the **Commercial Information**.

The projected sales growth is based on the engagement of a significant domestic wine and spirits distributor (^{Commercial Information}) and further expansion into the export market - either in partnership with ^{Commercial Information} or via new channels developed between Begin Distilling Limited and **Commercial Information**.

22. Where the project utilises land, does the land have any other interests associated with it? (i.e. Treaty claims, or

iwi/hapū ownership)

Yes:

No:

Begin Distilling Limited has supply relationships (via MOU's) to several botanical suppliers.
In each instance, the supplier owns their land and there are no known encumbrances.
The expansion of the distillery will be on zoned industrial land wholly owned by the current landlord.

23. Is the land is owned by others, i.e. not solely by the applicant?

- If yes, then please describe the other interests and how will this be managed?

The land will be owned in a ^{Commercial} partnership between David & Jo-anne James and ^{Privacy of natural persons} currently own the entire commercial property and have proposed this partnership, which will be supported by the formation of a private limited company consisting of the ^{Co merc} shareholders.

24. Does the land have appropriate Resource Management Act consents?

Yes:

No:

- If no, how and when will this be addressed?

The New Plymouth District Council has given provisional approval – subject to final plans, for the project. Meeting minutes from the District Council outlining the approval can be provided if required.

Part C: Project Delivery

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

25. Please provide an overview of the project management approach / plan for this activity.

[We would like you to demonstrate:

- *How the activity will be managed from your organisation?*
- *What involvement is required by the Provincial Development Unit?*
- *What other partners are required for successful delivery? (demonstrating this with diagrams where possible)*
- *What project management practices will be in place?*
- *Who are the key personnel within the organisation relating to this project?*
- *Please include bio's and provide an organisational/project structure where possible*
- *Please attach a copy of your health and safety policy that will apply for this project].*

Project management will include the development of installation timelines for the build (Gantt Charts). Regular project meetings - involving all the relevant contractors, will be held to review the budget and timelines (and where necessary actions are raised, a designated person will be made responsible and carry the accountability for completion).

Building works will be project managed by the successful building tender with construction oversight from [redacted] and David James. Equipment selection and installation will be managed by David James (see bio's under sections 31 and 32 later in the application).

Begin Distilling Limited has a complete Quality and Safety Manual outlining Policy, Procedures and Forms and can be provided for review on request. Begin Distilling won the TSB and Taranaki Chamber of Commerce Business Excellence Award for Health and Safety in 2018, with Jo James providing judging services for that category in 2019.

26. Have you have independent verification of the project approach / plan? Yes: No:

If yes, who verified the project and when?

[insert your commentary here]

27. Please provide us with a project plan, where possible please attach a schedule (i.e. Gantt chart):

[Please use the following table to describe the milestones of the project, if preferred, a schedule can be provided]

#	Project Activity	Responsible:	Date / Period:
1	Plan development and finalisation of design		Commercial Information
2	Approval of building works by District Council		
3	Building works contractor engaged		
4	Equipment suppliers engaged		
5	Completion of building works		
6	Completion of equipment installation and commissioning		
7	Delivery of final report to the Ministry		

28. Please provide a complete breakdown of the costs of the project to assist us in understanding where the funds will

be utilised:

[Note that figures in this table must align with other figures provided in Q11. Please use as many lines as it takes to provide us with the appropriate detail. If more suitable, please attach a budget spreadsheet to this application]

Cost Description:	\$ (excluding GST)
Building construction, building groundworks	\$ <small>Commercial Information</small>
Building fitout	\$
External groundworks, yard and surrounds	\$
Equipment purchase	\$
Equipment commissioning	\$
Total	\$

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

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

#	Description	Payment criteria:	Invoice Value \$ (Exc. GST)	%	Invoice Date:
1	Initial payment	On signature of the funding agreement and the delivery of start-up report	Commercial Information		
2	Foundations	Completion of the groundworks, deposit for building works, demonstrated by: - delivery of the compliance report by Council			
3	Construction Phase 1	Completion of the building phase, demonstrated by: - completion of the building work - delivery of the contractor's final report - delivery of the council approval and sign off			
4	Construction Phase 2	The completion of the building fitout, demonstrated by: - completion of the building work - delivery of the contractor's final report			
	Construction Phase 3	The completion of the building external groundworks demonstrated by: - completion of the yarding and surrounds			
5	Equipment order and deposit	On placement of order of filler / packaging equipment and service equipment			
6	Equipment received and installed	On delivery and installation of filler / packaging equipment and service equipment			
7	Equipment commissioned	On commissioning of filler / packaging equipment and service equipment			

30. Please provide a description of why Government funding is required to deliver this project?

[Specifically, please set out why the funding cannot be sourced from other sources (e.g. banks, investors)]

While Begin Distilling Limited is a growing business, with fixed domestic and international distribution and is **Commercial Information** of operation, the regional banks will not necessarily lend on the potential of the business, only on tangible collateral such as land and buildings.

Commercial Information

31. Please provide an overview of the applicant's relevant skills and experience for delivering a projects of this nature:

[We would like to understand your relevant experience to assist in delivering this project. In addition, any track record you may have delivering projects of a similar size, scope, or complexity, and how these projects will enable the future success of your business. If you do not have the experience, then please indicate how you will manage this risk.]

David James has a degree in Food Technology (Food Eng) from Massey University, a graduate diploma in Environmental Management, an MBA and a post-graduate certificate in Climate Change. In his career, David has worked primarily in the dairy sector – including various roles as a Factory Manager, Operations Manager, Technical Manager and finishing his career as a Sustainability Manager.

David has been involved in three major dairy factory upgrades ranging between \$ **Commercial Information** in value, with the last upgrade project holding overall project management responsibility. He also project managed the building and fitout of the **Commercial Information** - a three-level office block of just over 6,600m², which was delivered on time and on budget.

Begin Distilling Limited has received four Callaghan Innovation grants – one to work with Massey University to evaluate the opportunity to grow and harvest Orris Root in New Zealand, one to investigate the potential of novel botanicals that could be used in the distilling industry and a third to employ a Summer Student to evaluate the potential to create a beer from Still Water and recently a forth to employ a Summer Student to investigate the opportunity to ferment and distil out-of-specification Quinoa Seed to a neutral spirit.

Begin Distilling Limited is also the commercial partner with Massey University for an AGMARDT Grant to source and identify Juniper trees in New Zealand and in conjunction with this project Begin Distilling Limited received a grant from Tapuae Roa for the publicity campaign to find these trees – coined 'The Great New Zealand Juniper Hunt'. It is this background that will form the basis of a successful project completion.

32. Please outline the project team and explain the Governance arrangements for this project

[We would like to know about the members of your project team (the key personnel/leadership team involved in your application), how your organisation will govern the project/activity, as well as how other organisations may be involved (i.e. the Provincial Development Unit, local council, or iwi/hapū) in the governance procedures. Specifically please name who is on the governance board / leadership team (the Project Team)]

Privacy of natural persons

Privacy of natural persons. Jo has a BSc in Microbiology and Genetics and a Master's degree in Public Health. She has been a Health Strategy Consultant for the Australian Federal Government with a budget responsibility of **Commercial Inform** and in her last role was CEO of a consortium of Drug and Alcohol Counselling Services. The skill bases of both David and Jo will facilitate the successful completion of the project.

A local drafting firm and building firm have been approached to develop preliminary building design drawings and these are currently being reviewed to provide 'as-build' pricing. Equipment suppliers have also been approached to provide quotes on the packing line and necessary services equipment.

Privacy of natural persons

managing the building works. **Privacy of natural persons**

will be project

Permits and consents for the project will be case managed by a single contact on behalf of the New Plymouth District Council, in a similar manner to the initial building of the distillery.

Project management will include the development of installation timelines for the build. Regular project meetings - involving all the contractors, will be held to review the budget and timelines (and where necessary, actions will be raised to a designated person who will be responsible and carry the accountability for completion).

33. What procurement process has been undertaken (i.e. selection of a provider), or will be undertaken, and how will

that be managed? In addition, please provide a description of how greater public value will be achieved through the procurement process, for example by considering one or more of the following:

- How regional businesses (inc. Māori / Pacifica enterprises) will be provided with opportunities
- How skills will be developed in the market (i.e. via construction apprenticeships)
- How worker conditions in the supply chain will be improved / managed
- How waste / emissions are being reduced in this procurement.

For more information, please visit: <https://www.procurement.govt.nz/broader-outcomes/>

[We wish to understand how you will approach the market effectively and ensure value for money / public value is delivered, noting that public money is being utilised. If you have already been to market, then please describe who the supplier(s) are, how/why they were selected, and what the contractual arrangements are]

Regarding the building works, ^{Commercial Information} in New Plymouth was approached to draft up an initial building plan. ^{Commercial Information} were selected as they have been a ^{Commercial Information} of the Taranaki Chamber of Commerce Business awards and are known in New Plymouth for their quality of workmanship (see attached plans).

The building plan is currently with a quantity surveyor for detailed costing and this will then be reviewed once finalised.

All ground works will be undertaken by local contractors.

Equipment suppliers have been selected based on either past experience or the recommendation of other distilling and manufacturing organisations. Packaging equipment will be sourced from ^{Commercial Informa} in Hastings, air compressor from ^{Commercial Infor} in New Plymouth, refrigeration kit from ^{Commercial Information} in New Plymouth and kitchen fitout and furnishing will be sourced locally.

In line with Begin Distilling Limited company values, the selection of service providers has been using the value of 'Make it Together' so local service providers have been chosen where applicable.

Minimal waste will be generated from this upgrade, what is created will be mostly waste packaging and this will be recycled appropriately via the city recovery systems.

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

#	Risk	Mitigation approach	Rating
1	The market growth in the export sector does not proceed as planned	Working with NZTE and business partners to ensure successful growth strategy	Medium
2	If the build price is not accurate, then additional funding may be required	^{Commercial Information}	Low
3	Project does not complete in time	Sound project management practices	Low
4	Cellar Door will not achieve desired tourism numbers	Engage with i-site, tour operators and Council to promote the Cellar Door as a tourist destination	Low

35. Will the applicant own the asset on delivery?

Yes:

No:

- If no, please describe who will own the asset.

[insert your commentary here]

36. When the project is delivered, what is the plan to operationalise the asset (if an asset), and maintain it through life?

[We would like to understand what will happen after the funding has been used, and the project is delivered. Please cover how sustainable the resulting asset will be in terms of funding, skills required, and consumer demands etc.]

The funding will be used to create a direct operational capacity increase – both in volume and in speed of production. It will also result in the development of a Cellar Door to interface directly with the tourist sector.

Once the project is delivered there will be three direct outcomes:

- The ability to confidently meet increased market demand as a result of direct entry into export markets in Commercial Information and Commercial Information via the relationship with Commercial Information Con-currently Begin Distilling Limited – Commercial Information ;
- Create a Cellar Door facility and;
- Employment of extra staff

During the build, staff will be recruited to assist and learn from the commissioning process.

37. What will the impact be on the applicant's financial accounts?

[Please describe what impact the funding will have on the applicant's financial accounts over the time of the project.]

Where possible, please provide us with the following:

- Growth forecasts / projections post project completion.
- 2 years of financial accounts.
- Current banking arrangements.
- Details of any borrowings (including lender, loan values and loan maturity dates).
- Current level of debt and equity and financial Ratios (i.e. Debt to Equity, Debt to Revenue, and Current Ratio).
- Insurance provider.]

Copies of Budgets, financial information (Profit and Loss, Balance Sheet), Certificate of Currency and banking arrangements can be provided on request.

Level of borrowing for Begin Distilling Limited is Commercial Information and a \$ Commercial Inform overdraft facility – both of which are with the Commercial

Insurance provider is Commercial

Part D: Declarations

- 38. 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:

- 39. Has this activity ever been declined Crown Funding in the past? Yes: No:

- 40. Has the applicant or the contracting entity ever been insolvent or subject to an insolvency action, administration or other legal proceedings? Yes: No:

- 41. Has any individual in the Project Team (including the Applicant’s Leadership Team, directors, partners, or trustees, or any key members of the project) ever been insolvent or subject to an insolvency action, administration or other legal proceedings, or actively involved in any organisation which has? Yes: No:

- 42. Has any individual in the Project Team (including the Applicant’s Leadership Team, directors, partners, or trustees, or any key members of the project) ever been adjudged bankrupt or is an undischarged bankrupt? Yes: No:

- 43. Has any individual in the Project Team (including the Applicant’s Leadership Team, directors, partners, or trustees, or any key members of the project) ever been under investigation for, or been convicted of, any criminal offence? Yes: No:

- 44. 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 question from 39 to 44, please provide a description below:

Under the values of Begin Distilling Limited, we publicly state that ‘Make it Right’. This means abiding by all laws and undertaking ethical activities. An example of this is the winning of the Health & Safety Excellence award at the TSB Chamber of Commerce Business awards in 2018.

By completing the details below, the applicant makes the following declarations 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 have obtained the permission of each member of the Project Team to provide the information contained in this application and those individuals are aware of, and agree to, the Terms and Conditions of applying for Provincial Growth Fund funding which are attached as Appendix 1;
- 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; 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.
- The applicant consents to the Provincial Growth Fund undertaking due diligence including any third party checks as may be required to fully assess the application.

Full name:
David Parry James

Title / position:
Company Director

Signature / eSignature: David James	Date: 4th October 2019
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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 (or e-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.

Use and disclosure of information

The Provincial Development Unit will require you to provide certain information, including personal information, on application forms if you wish to apply for funding. If you do not provide all of the information that is required on an application form, the Provincial Development Unit may be unable to process or otherwise progress your application.

MBIE will generally only use personal information provided in the application process for the purpose of administering the PGF which includes assessing an application you have submitted, contracting, monitoring compliance and reporting.

We may use personal information provided to us through the application for other reasons permitted under the Privacy Act (e.g. with your consent, for a directly related purpose, or where the law permits or requires it).

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, including assessment and ongoing monitoring, which will include carrying out due diligence. Due diligence may involve MBIE disclosing information to another MBIE business unit or relevant agency in order to assess the application and verify the information contained in the application and accompanying documents.

MBIE will generally not otherwise disclose personal information provided or collected through this application unless required or otherwise permitted by law. For example, we may seek your consent to undertake additional due diligence checks and request information from other relevant third parties. 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.

Electronic signature

You can only file documents and information with us using an electronic signature if you're the signatory, or have authority to act on behalf of the signatory, and are using software that complies with our standards, in particular keeping records of transactions where an electronic signature has been used. Once a document with your electronic signature has been filed with us, we consider the information:

- has been provided with your full knowledge and agreement
- is authentic and accurate
- wasn't amended after your electronic signature was added to the document, unless a change has been clearly marked on the document.

You're responsible for:

- safeguarding how and when your electronic signature and credentials are used on documents and information
- managing who has authority to use your electronic signature on your behalf, for example, a chartered accountant.

If your electronic signature on a document or information is filed with us, you won't be able to dispute having signed and approved the document or information. If we question the authenticity of an electronic signature or online transaction, you must be able to demonstrate on request the validity of the software used to apply your electronic signature to the document.

You must use electronic signature software that captures authentication, time and source details for any online transaction where a document with your electronic signature has been filed. These details must be held within the software itself, in the form of a file that:

- is maintained in its original form with no amendments, and
- can be provided to us, if requested, within a specified time.

The file must be treated as a record, as defined by the Companies Act 1993, and a business record as defined by the Evidence Act 2006.

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)