

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]

Funding from the Provincial Growth Fund (**PGF**) is sought to provide Te Rūnanga o Ngāti Waewae (**Ngāti Waewae**) a form of control (rangatiratanga) over the direct sourcing, management and ultimate use and sale of its Pounamu. Such funding will contribute towards Ngāti Waewae being able to purchase heavy equipment, machinery and vehicles, as well as other required tools to create a profitable Pounamu direct sourcing business (**Project**). It would be a first of its kind in the South Island; a modern minerals business owned by Māori, for Māori, and driven by Māori tikanga and values.

The Project will comprise tribal land i.e. land owned by Māori. As such, the Project is suitable for Provincial Growth Fund Whenua Māori Allocation (**WMA**).

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

Legal Name:	Te Rūnanga o Ngāti Waewae Incorporated
Entity Type:	Incorporated Society
Registered Offices / Place of Business:	PO box 37, Hokitika 1 Old Christchurch Road, Arahura, Hokitika
Identifying Number:	455174
Organisation's Website:	https://ngaitahu.iwi.nz/te-runanga-o-ngai-tahu/papatipu-runanga/ngati-waewae/

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

Contact Name and Role:	Francois Tumahai, Chairperson		
Email Address:	Privacy of natural persons	Telephone:	Privacy of natural persons

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

[Note for completion: we wish to know what your organisation's primary function is].

Te Rūnanga o Ngāti Waewae represents the Ngāti Waewae Papatipu Rūnanga of the Ngāi Tahu tribe. Its aims include:

- Providing for the wellbeing of the members of the Rūnanga through administrative assistance, guidance and management in their spiritual, cultural, educational, moral, social and economic affairs;
- Encouraging good health of Rūnanga members and the community; and
- Promoting and safeguarding the amenities and the health, safety, and economic, cultural and social welfare of the Tangata Whenua and wider community of every region, district or area which is traditionally of concern to the Rūnanga.

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?

Start Date:	Commercial Information	Completion Date:	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]

Through Jason Leppens, a senior advisor at Te Puni Kōkiri (TPK). Jason managed the Te Tai Poutini Māori Tourism Strategy (2019). TPK have also supported the preparation of this application via the Māori Development Fund.

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 (PGF) Funding (through this application)	\$ <small>Commercial Information</small>	Under application herein
<small>Commercial Information</small>	\$ <small>Commercial Information</small>	<small>Commercial Information</small>
<small>Commercial Information</small>	\$ <small>Commercial Information</small>	<small>Commercial Information</small>
Co-contribution by Te Rūnanga o Ngāti Waewae for tourism initiatives not covered by PGF funding (self-funding and/or other sources of funding)	\$ <small>Commercial Information</small>	Confirmed/Agreed in principle
Subtotal:	\$ <small>Commercial Information</small>	
TOTAL PROJECT DEVELOPMENT COSTS:	\$ <small>Commercial Information</small>	Direct costs/funding only i.e. net of above <small>Commercial Information</small> for preliminary work

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.

N/A

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.

Commercial Information

, our commercial and legal advisor, has prepared a business case for the Project to ascertain its feasibility and commercial viability (see **attached Business Case** – all prices/costs provided in the Business Case and in this application are GST exclusive unless stated otherwise). An outline of the key elements of the Business Case are provided below:

- **Current situation:** Ngāti Waewae is required to purchase 99% of the Pounamu for its commercial operations from third party mining companies operating on the West Coast. This is despite the Ngāi Tahu tribe, to which Ngāti Waewae belongs, legally owns the resource by virtue of the Ngāi Tahu (Pounamu Vesting) Act 1997. Arrangements are in place with local miners for this purpose. The Pounamu sourced this way would otherwise be fed into the black market.
- **Project:** By purchasing specialist heavy equipment, machinery and vehicles, as well as other required tools Ngāti Waewae will gain control over the supply of its rightful resource and create a profitable Pounamu direct sourcing business. Ngāti Waewae will employ up to Comm of their own people for the Project and ongoing operation of the direct sourcing of Pounamu business, which will source and extract Pounamu on tribal land.
- **Business Case elements:** The Business Case focuses on the following elements:
 - Critical factors.
 - Project activities and components.
 - Outline of project plan.
 - Project description.
 - Pounamu locations.
 - Market data.
 - Financial information.
 - Verification of business proposition.
- **Total Project Costs:** The total costs for equipment and establishing the Project (**Total Project Costs**) were estimated at \$Commercial Information. Several industry leaders on the West Coast were interviewed for verifying costs (both capital and operational).
- **Low risk:** Given the Pounamu to be directly sourced as a result of the Project will feed into Ngāti Waewae’s existing Pounamu business and operations, low commercial risk is anticipated for the required investment to be made.
- **Profitability:** The Project is anticipating unlocking profitability levels which have been considered for verifying the business proposition assessed by the Business Case. One tonne of Pounamu can be purchased for approximately \$Commercial Informal. Subject to the final product (size, quality, etc.), the business proposition that has been assessed becomes viable on the basis of two tonne per annum being directly sourced and extracted by Ngāti Waewae, with profit being achieved from Commercial Information onward. This will add significant vertical value to Ngāti Waewae’s overall Pounamu business operations.

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](#).]

WHAT THE FUNDING IS FOR

Ngāti Waewae seeks PGF funding to help execute the Project. Such PGF funding will provide Ngāti Waewae with financial assistance for:

- o Preparing all required work for the opportunity outlined below in order to allow its development and clean execution.
- o Capital expenditure for implementing such venture.

The Total Project Costs are \$^{Commercial Information} and require funding support from the PGF for approximately ^{Comm}% of such costs, i.e. \$^{Comm}. The remainder of the Total Project Costs (\$^{Commercial Information} i.e. approximately ^{Comm}% of the Total Project Costs) will be self-funded directly by Ngāti Waewae or by accessing other partners and/or sources of funding.

Current situation:

- International tourists, let alone most New Zealanders, are not aware Ngāti Waewae is required to purchase 99% of the Pounamu (greenstone) for its commercial operations from third party mining companies operating on the West Coast. This is despite the Ngāi Tahu tribe, to which Ngāti Waewae belongs, legally owns the resource by virtue of the Ngāi Tahu (Pounamu Vesting) Act 1997.
- Further, jade imported from countries including China, Mongolia, Myanmar and Canada is being sold in New Zealand with motifs and carving styles that resemble those traditionally used by Māori. This ongoing practice is more than likely misleading purchasers in the belief they are buying authentic Pounamu carved in New Zealand.
- Before the Ngāi Tahu (Pounamu Vesting) Act 1997 was enacted, and to some extent at present, most carved Pounamu commercialised in New Zealand was obtained from black market sources.
- Ngāti Waewae seeks to prevent the above unwanted situations through the Ngāi Tahu Pounamu Authentication Scheme. However, as noted above, Ngāti Waewae is required to source Pounamu supply for its commercialisation and tourism operations mainly from West Coast mining permit holders who unearth Pounamu boulders and rocks as by-product of their mining operations for other minerals (usually gold miners).
- Such sourcing of Pounamu supply from mining companies is a result of the Pounamu Recovery Agreement between New Zealand Petroleum and Minerals (NZP&M) and Te Rūnanga o Ngāi Tahu, Ngāti Waewae and Te Rūnanga o Makaawhio (Pounamu Recovery Agreement) as a way of addressing the Pounamu black market and enforcing legal ownership enshrined through the Ngāi Tahu (Pounamu Vesting) Act 1997. Since the commencement of this agreement in 2013, over 20 tonnes of Pounamu have been recovered.
- Under the Pounamu Recovery Agreement, Ngāti Waewae has various agreements specifically in place for the recovery of Pounamu with permit holders within its takiwā (traditional tribal territory). Under these specific agreements a recovery fee equal to ^{Comm}% of the fair value of the recovered Pounamu is paid to the miners by Ngāti Waewae. In practice, this means Ngāti Waewae is purchasing Pounamu that it already owns under the Ngāi Tahu (Pounamu Vesting) Act 1997. Interestingly, a previously implemented lower recovery fee of ^{Comm}% of the fair market value proved unsatisfactory as barely any Pounamu was delivered to Ngāti Waewae then (which reinforced the existence of the black market).
- Without the above agreements and the current recovery fee, the volume of Pounamu sourced from miners would be almost exclusively fed into the black market. Consequentially, Ngāti

Waewae would virtually have no access to its legally owned resource.

- For avoidance of doubt, the Ngāi Tahu Pounamu Authentication Scheme and Ngāi Tahu Pounamu are governed, managed and operated by both West Coast rūnanga – Te Rūnanga o Ngāti Waewae (primarily) and Te Rūnanga o Makaawhio (who rely mostly for this on the work done by Ngāti Waewae). As such, all Pounamu ventures for both rūnanga essentially depend on their own funds, resources, capability and capacity.
- PGF WMA funding is sought to enable Ngāti Waewae to directly lead the sourcing and management of its Pounamu especially for the purposes of its commercialisation and tourism operations.
- Despite having ownership of Pounamu as a resource by legislation, in practice Ngāti Waewae has no real powers of compliance. The Project will be a first major step to controlling security of supply of Pounamu for Ngāti Waewae.

Critical factors:

For Ngāti Waewae, being able to source Pounamu directly is critical because:

- The Government's current policy of "No New Mines" (and current interpretation of existing laws) further compromises Ngāti Waewae's access to the supply of Pounamu, as the stance at present for accessing supply is reactive and subject to miners unearthing Pounamu as a by-product. This could soon dry-up.
- At present Ngāti Waewae directly employs [Comm] staff members comprising carvers, retail, administration and management positions. Further, Ngāti Waewae also supports Marae staff for these purposes, which in total means over [Comm] people's livelihoods would be at risk.
- If Ngāti Waewae's access to Pounamu dries-up the impacts could be nationwide. At present Ngāti Waewae supplies over [Commerc] registered carvers who supply [Comm] retail outlets across New Zealand all of which are registered stockists as part of the Ngāi Tahu Authentication Scheme.
- Ngāti Waewae will need ongoing access to / supply of Pounamu for the purposes of its commercial and tourism Pounamu operations. At present, Ngāti Waewae is required to supply between [Commercial Informa] tonnes per annum into the Pounamu "formal" market. However, this volume will soon grow as at present Ngāti Waewae is having to turn away interested purchasers given there is not enough Pounamu to supply the market. As a result, such shortfall perpetuates the existence of the Pounamu black market.
- It provides Ngāti Waewae with a strategically proactive approach to the resource rather than depending on third parties who are only incentivised to deliver Pounamu to Ngāti Waewae by the recovery fee they receive based on the current NZP&M arrangements.
- It is another form of tackling head-on the black market of Pounamu as it further supports the authentication of Pounamu both as a raw resource and once it has been carved. This is important because with the Pounamu that will be sourced directly, Ngāti Waewae will be self-reliant to supply to the mentioned registered carvers who in turn supply to retail outlets across New Zealand as part of the Ngāi Tahu Authentication Scheme.
- It may open access to further involvement in the industry for Ngāti Waewae by obtaining permits for any by-product that may be unearthed whilst extracting Pounamu. Further, it is anticipated such by-product can be utilised by the New Zealand Institute for Minerals to Materials Research.
- It will be a source for creating new jobs for Poutini Ngāi Tahu in a traditional industry for the West Coast [Commercial Information]
- All the above will create economic benefits for the West Coast by creating and maintaining sustainable jobs and increased economic activity with consequential direct and indirect benefits for Te Tai Poutini.

Project activities and components:

- Purchase of equipment and machinery including diggers as well as vehicles and special tools (see response to Q28).
- Land access arrangements.
- Geographic information system (GIS) and 3D geological mapping.
- Spatial predictive modelling.
- Resource estimation.
- Development and proposal of a sustainable development plan for Pounamu.
- Advanced manufacturing technology and customised carving.
- Any required permits for ownership (or access) of mineral by-product from Pounamu extraction.
- Project management for coordinating all these workstreams.
- The creation of jobs to fulfil all the above.

PGF WMA funding will support [Commercial] % of the Total Project Costs and will be used for capital expenditure (mainly for contributing towards the purchase of required equipment, machinery, vehicles and tools). Other funding either from Ngāti Waewae or by accessing other partners and / or sources of funding will cover the remainder of the Total Project Costs ([Commercial] %) i.e. operational expenditure and any other costs not covered by the PGF WMA funding.

WHY THE FUNDING IS REQUIRED

Ngāti Waewae does not have the resources or capital to establish the Project on its own. The PGF, with its aims to increase productivity and unlock the economic development potential in the regions, provides the perfect platform for Ngāti Waewae to implement the Project. PGF WMA funding will contribute decisively to pursuing the Ngāti Waewae Economic Vision as per the outline provided below.

WHAT THE PROJECT WILL DO - LINKS TO OTHER PROJECTS OR ACTIVITIES

The direct sourcing and extraction of Pounamu will take place on Māori-owned land (Ngāi Tahu land – see below), Ngāti Waewae's proposed Project is eligible for the PGF's WMA.

For the Project, Ngāti Waewae has made arrangements with [Commercial Information] for the purpose of direct sourcing and extraction of Pounamu. Ngāti Waewae have also commissioned work with GNS Science that identifies the key subterranean areas where the Pounamu resource is located.

Ngāti Waewae will employ up to [Comm] of their own people for the Project and ongoing operation of the direct sourcing of Pounamu business.

Further to the above and given the significance of Pounamu as a Taonga, the Project will follow a suite of fundamental principles:

- No extraction will be made from any tribal land of special historic, cultural and spiritual significance to Ngāti Waewae. This is an important cultural / tikanga-based decision.
- The Project's direct sourcing and extraction of Pounamu will only take place in areas where mining permits would normally be viable, and on Ngāi Tahu land or nearby.
- The Project's direct sourcing and extraction of Pounamu will not detrimentally affect other Pounamu flowing down valleys and rivers of special significance for Poutini Ngāi Tahu i.e. Arahura River.

- The Project's direct sourcing and extraction of Pounamu will not prejudice traditional cultural Pounamu fossicking by Poutini Ngāi Tahu members.
- Ngāti Waewae acknowledges the need to be self-reliant whilst sustainably managing a finite resource such as Pounamu. Following the Te Rūnanga o Ngāi Tahu Pounamu Resource Management Plan 2015 and the resource estimation to be undertaken, the Project will develop and propose a sustainable development plan in consideration of the estimated total volume available of the resource. The sustainable development plan will propose a system akin to a maximum quota of Pounamu to be extracted per annum.

Purposes and outcomes: The Project's purposes and outcomes are to:

- **Support direct sourcing of Pounamu:** The PGF WMA funding will contribute to Ngāti Waewae being able to will gain control over the supply of its rightful resource and create a profitable Pounamu direct sourcing business, which will feed into Ngāti Waewae's existing Pounamu business and operations. **1 new business created with support from the PGF – the new direct sourcing and extraction of Pounamu business venture.**
- **Create and maintain jobs:** Establish and provide sustainable jobs. **Up to approximately ^{Com} new permanent jobs to be created through the Project – TBC.**
- **Generate economic benefits:** Align with other regional business initiatives (particularly in the tourism sector including the Pounamu Pathway and others – see Ngāti Waewae Economic Vision outlined below) to create economic benefits for the West Coast. **Increased economic output resulting from the above - TBD.**

Ngāti Waewae Economic Vision: The Project is part of Ngāti Waewae's Economic Vision - to grow the economy of Ngāti Waewae and its communities (see diagram below). It is a representation of all projects and initiatives currently in the pipeline or being considered by Ngāti Waewae. Such vision may change over time. Human resourcing requirements are being identified including Ngāti Waewae's Grow Waewae / Future Careers Project (Ministry of Business, Innovation and Employment (**MBIE**) - Commercial Advisors Scheme Project). With the Ngāti Waewae Economic Vision in mind, the Grow Waewae / Future Careers Project and ongoing work in this regard will identify existing gaps in current capability and capacity and also identify areas that require improvement and how this will be addressed. Further gap identification and capability building will be deployed on an as-needed basis subject to the outcomes of Ngāti Waewae's PGF applications and any changes to the Economic Vision.

Commercial Information

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.]*

Why is the project not already underway?

The current situation for sourcing Pounamu has Ngāti Waewae in a reactive stance. By virtue of the Pounamu Recovery Agreement, Ngāti Waewae sources approximately ^{Comm}% of the Pounamu raw stones used for its tourism and commercialisation operations from West Coast mining permit holders who unearth Pounamu boulders and rocks as by-product of their mining operations for other minerals.

Ngāti Waewae does not have at present the resources to undertake the Project on its own. The PGF funding will be combined with self-funded resources and other sources of funding that pooled together will allow to carry out the Project. This aggregation of funds and efforts will enable Ngāti Waewae to take decisive steps to controlling security of supply of Pounamu for its tourism and commercial operations. Admittedly, this will be grown over time and the need to rely almost exclusively from the Pounamu sourced by miners will be phased out as Ngāti Waewae gains control over the supply of its rightful resource. This will be done in an organic way, seeking to avoid any negative impacts to the supply of Pounamu into the "formal" market.

Additionality can also be demonstrated by considering how the Project and other initiatives in the Ngāti Waewae Economic Vision are linked and complement each other.

How does the project provide a new asset?

The Project seeks to acquire new assets (see our response to Q28) for the benefit of Pounamu sourcing and management by Ngāti Waewae. The new assets to be purchased will also help to quantify, source and manage other new assets i.e. Pounamu and any by-product to be unearthed.

All the above is expected to also benefit the Te Tai Poutini Māori and wider tourism industry (for Pounamu and related tourism), as well as for the benefit of West Coast's overall regional economy (through new jobs and/or overhauled businesses).

Through its support for Ngāti Waewae's Pounamu tourism and commercialisation operations, the Project will help to unlock regional economic development potential

The Project is not seeking maintenance funding. As noted in the Business Case, the new direct sourcing of Pounamu business becomes viable on the basis of two tonne per annum being directly sourced and extracted by Ngāti Waewae, with profit being achieved from year two onward. As such, it will be able to self-sustain itself going forward.

Central Government funding

The Project aligns with the desired outcomes of the PGF. The Project is set to be developed in one of the key growth areas of the country as identified by the Central Government and supports New Zealand's highest earning industry - tourism. The Central Government has recognised its need to ensure tourism growth is productive, sustainable and inclusive, for which the Government wants to take a more active, deliberate and coordinated approach to tourism¹. Among the outcomes of the Central Government are ensuring whānau, iwi and hapū benefit from tourism². As a key priority action, the Central Government seeks to support Iwi to develop authentic visitor experiences and to raise awareness of these³.

Further, Central Government funding (^{Comm}% of Total Project Costs) will benefit the Project and will be pooled with self-funded resources and other sources of funding that combined will allow to carry out the Project and operate the new direct sourcing of Pounamu business. As noted, this combination of funds and efforts will enable Ngāti Waewae to directly lead the sourcing and management of its Pounamu especially for the purposes of its commercialisation and tourism operations.

Why will the Project unlock the potential within the region?

Ngāti Waewae have a key role in the production of quality and authentic Pounamu products, as well as a strong presence in the marketing, retail and wholesale of Pounamu. The key output of the Project is aimed at increasing productivity and unlocking economic development potential in the West Coast region.

There are also obvious ancillary benefits from the proposed Project for key communities and stakeholders – supply demand being met, market growth, authenticity of Pounamu origin from sourcing through to carving and ongoing commercialisation. There is also the reduction of the Pounamu black market.

Further to the above, the Project will also support West Coast tourism. The New Zealand Tourism Market is expected to grow 33.8% over the next seven years.⁴ The Project will bolster the work already underway by Tourism West Coast and other regional development organisations and provide an opportunity for cultural tourism to flourish.

There will be mutual support and alignment with other initiatives including the Pounamu Pathway, other projects and initiatives from the Ngāti Waewae Economic Vision, as well as the wider regional tourism and economic strategies. The Project will include new infrastructure, assets and operations that:

- Enable for other tourism initiatives to be established on the West Coast.
- Increase employment and both create and maintain employment options in a traditional West Coast sector and also create and maintain employment options in the tourism and services sectors.
- Increase commercial activity in Te Tai Poutini and together with the above will provide positive economic outputs for the West Coast.

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]

The Project supports Ngāti Waewae to secure access to the supply of its rightful resource - Pounamu.

The Project is supported by TPK and works with several regional development mechanisms including the existing regional tourism and development strategies. In particular, the Project aligns with and complements the Tourism Strategy, Ngāti Waewae’s high-end accommodation project at Arahura Marae, and the Pounamu Pathway project.

The key strategic partners and stakeholders that Ngāti Waewae will work closely with during the execution of the Project include:

<ul style="list-style-type: none"> Te Rūnanga o Makaawhio. 	<ul style="list-style-type: none"> Mawhera Incorporation. 	<ul style="list-style-type: none"> Te Rūnanga o Ngāi Tahu.
<ul style="list-style-type: none"> West Coast Governance Group. 	<ul style="list-style-type: none"> Development West Coast. 	<ul style="list-style-type: none"> Tai Poutini Polytechnic.
<ul style="list-style-type: none"> Ngāi Tahu Tourism. 	<ul style="list-style-type: none"> Commercial Information 	<ul style="list-style-type: none"> Commercial Information
<ul style="list-style-type: none"> Central Government: <ul style="list-style-type: none"> Department of Conservation. TPK. Ministry for Business Innovation and Employment. Ministry for Social Development. 	<ul style="list-style-type: none"> Local Government: <ul style="list-style-type: none"> West Coast Regional Council. Buller District Council. Grey District Council. Westland District Council. 	<ul style="list-style-type: none"> New Zealand Māori Tourism.
<ul style="list-style-type: none"> Tourism New Zealand. 	<ul style="list-style-type: none"> Heritage West Coast. 	<ul style="list-style-type: none"> Air New Zealand.
<ul style="list-style-type: none"> Christchurch Airport. 	<ul style="list-style-type: none"> Hokitika Airport. 	<ul style="list-style-type: none"> KiwiRail.
<ul style="list-style-type: none"> Sounds Air. 	<ul style="list-style-type: none"> Westport Airport. 	

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

(see next page)

[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	✓	<ul style="list-style-type: none"> • Secure supply of access to Pounamu and support Ngāti Waewae’s Pounamu tourism and commercialisation operations. Overhaul and further development including the current supply to the over ^{Commerc} registered carvers who supply ^{Comm} retail outlets across New Zealand that are registered stockists as part of the Ngāi Tahu Authentication Scheme. • Directly create new job opportunities through the Project and the increased Pounamu sourcing and management operations, including any by-product mineral activity. • In combination with Ngāti Waewae’s high-end accommodation project at Arahura Marae (and further, by other projects and initiatives from the Ngāti Waewae Economic Vision): <ul style="list-style-type: none"> - Creation of new tourism and hospitality businesses (and overhaul of existing businesses). - Job opportunities for servicing the new activities and operations to be established. - Positive increase in visitor offerings, stay and spend on the West Coast. • Increased productivity, growth, commercial activity as well as increased economic output as a result of the above.
2. Enhance utilisation of and/or returns for Māori assets	✓	<p>The Project will comprise tribal land ^{Commercial Information} i.e. land owned by Māori which is deemed Māori land under Te Ture Whenua Act 1993. As such, the Project is eligible for PGF WMA funding.</p> <p>Pounamu ownership belongs to Ngāi Tahu as per the Ngāi Tahu (Pounamu Vesting) Act 1997. In practice, Poutini Ngāi Tahu Papatipu Rūnanga exercise the management of such ownership, with Ngāti Waewae playing a crucial role.</p> <p>The Project will give Ngāti Waewae secure access to the supply of Pounamu it already owns pursuant to the above legislation.</p>
3. Increase productivity and growth	✓	<p>As noted in our response to point 1. above, the Project will increase productivity, growth, commercial activity as well as increase economic output as a result of the above.</p> <p>Ngāti Waewae will secure ongoing access to the supply of Pounamu for the purposes of its commercial and tourism Pounamu operations. As</p>

		<p>such, over time Ngāti Waewae will be able to meet the ^{Commercial Inform} tonnes per annum required by the Pounamu “formal” market (and therefore avoiding propagation of the Pounamu black market). The need to rely almost exclusively from the Pounamu sourced by miners will be phased out as Ngāti Waewae gains control over the supply of its rightful resource. This will be done in an organic way, seeking to avoid any negative impacts to the supply of Pounamu into the “formal” market.</p>
4. Increase local employment and wages (in general and for Māori)	✓	<p>The Project's proposed development activities are expected to create new job opportunities for local Ngāti Waewae members as well as other Poutini Māori. In addition, local employment for non-Māori is also likely to be increased.</p> <p>As noted in our response to Q16, it is anticipated the Project will create one new business and up to approximately ^{Com} new permanent jobs in a well-paid sector.</p> <p>Further businesses and jobs to be created through implementing the Ngāti Waewae Economic Vision.</p>
5. Increase local employment, education and/or training opportunities for youth (in general and for Māori)	✓	<p>As noted in the response to point 4 above, the Project will create local employment opportunities, and in many cases might be the first source of employment for local rangatahi/taiohi.</p> <p>Some of the Project's key stakeholders noted in our response to Q18 may become a feeding source of new talent for these new positions or at least support training and upskilling. The Project will work with stakeholders including minerals permit holders and the New Zealand Institute for Minerals to Materials Research Limited to ensure the region prospers. Other key stakeholders such as Tai Poutini Polytechnic or the training, mentoring and other support work provided via Development West Coast may also support training opportunities for local young Māori e.g. via internship, cadetship or work experience type-schemes via the Project's proposed activities.</p> <p>Ngāti Waewae is keen to promote and assist the uptake of training programmes by Māori graduates to become workers and owners in West Coast Pounamu, tourism and hospitality businesses. Such support, promotion and assistance are not circumscribed to the Project's proposed activities and are intended to be ongoing in Te Tai Poutini as part of the Ngāti Waewae Economic Vision. As noted previously, work is underway through the Grow Waewae / Future Careers Project Commercial Advisors to help understand human resourcing needs at present. Ngāti Waewae will continue to prepare for new projects and initiatives on a case-by-case basis.</p>
6. Improve digital communications, within and/or between regions	✓	<p>Ngāti Waewae's relations and communications with the over ^{Comm} registered carvers who supply ^{Comm} retail outlets across New Zealand that are registered stockists as part of the Ngāi Tahu Authentication Scheme is mainly done online. This includes traceability of the authenticated Pounamu, orders, etc. The Project will further enhance these</p>

		<p>communications as well as tie-in with other West Coast activities (e.g. Pounamu Pathway) and other tourism operations further afield (e.g. Ngāi Tahu Tourism operations across all of New Zealand).</p> <p>The above may include loyalty discounts and other benefits between related or associated businesses and operations across different areas, e.g. free/discounted carved Pounamu pieces for people who visit all Pounamu Pathway hubs (digitally tracked, based on social media posts, etc.).</p>
7. Improve resilience and sustainability of transport infrastructure, within and/or between regions	✓	<p>TBC - The direct sourcing of Pounamu business to be established through the Project is likely to improve roading access and connectivity for the purposes of the sourcing of Pounamu over tribal land where at present such roading is non-existent or inadequate. This will need to be further determined once the Project commences in earnest.</p>
8. Contribute to mitigating or adapting to climate change	✓	<p>The Project is a proactive response to the Government's current policy of "No New Mines" as part of the priorities for transitioning to a clean, green carbon neutral New Zealand.</p> <p>Please refer to our response to point 9 immediately below.</p>
9. Increase the sustainable use of and benefit from natural assets	✓	<p>As noted in our response to Q16, given the significance of Pounamu as a Taonga, the Project will follow a suite of fundamental principles:</p> <ul style="list-style-type: none"> • No extraction will be made from any tribal land of special historic, cultural and spiritual significance to Ngāti Waewae. This is an important cultural / tikanga-based decision. • The Project's direct sourcing and extraction of Pounamu will only take place in areas where mining permits would normally be viable, and on Ngāi Tahu land or nearby. • The Project's direct sourcing and extraction of Pounamu will not detrimentally affect other Pounamu flowing down valleys and rivers of special significance for Poutini Ngāi Tahu i.e. Arahura River. • The Project's direct sourcing and extraction of Pounamu will not prejudice traditional cultural Pounamu fossicking by Poutini Ngāi Tahu members. • Ngāti Waewae acknowledges the need to be self-reliant whilst sustainably managing a finite resource such as Pounamu. Following the Te Rūnanga o Ngāi Tahu Pounamu Resource Management Plan 2015 and the resource estimation to be undertaken, the Project will develop and propose a sustainable development plan in consideration of the estimated total volume available of the resource. The sustainable

		development plan will propose a system akin to a maximum quota of Pounamu to be extracted per annum.
10. Enhance wellbeing, within and/or between regions	✓	The Project will enhance the wellbeing of Māori and non-Māori through increased employment, sustainable employment options and providing an inclusive environment for new whānau-led and operated initiatives to be created.
Total number of outcomes project contributes to	10/10	

20. Has public consultation been conducted?

Yes:

No:

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

[insert your commentary here]

Public consultation has not been conducted yet. Ngāti Waewae represents the Ngāti Waewae Papatipu Rūnanga of the Ngāi Tahu tribe and has therefore full authority to develop the Project, including committed support and access to tribal land. The Project has already been informally discussed among the Iwi and with key stakeholders and has received strong support as it will feed into Ngāti Waewae's existing Pounamu business and operations and promoted tourism activities in the region.

Further, Ngāti Waewae is in the process of conducting formal public consultation by:

- Organising one or more workshops to be held with key stakeholders.
- Organising local working group meetings with Iwi members and others to discuss local content.

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.

[insert your commentary here]

Current Market

At present:

- Ngāti Waewae is required to supply between Commercial Informatio tonnes per annum into the Pounamu "formal" market. However, this volume will soon grow as at present Ngāti Waewae is having to turn away interested purchasers given there is not enough Pounamu to supply the market. As a result, such shortfall perpetuates the existence of the Pounamu black market.
- Ngāti Waewae supplies over Commerci registered carvers who supply Comm retail outlets across New Zealand all of which are registered stockists as part of the Ngāi Tahu Authentication Scheme.

Ngāti Waewae is the main player in the *sui generis* Pounamu market. Ngāti Waewae have a key role in the production of quality and authentic Pounamu products, as well as a strong presence in the marketing, retail and wholesale of Pounamu.

Opportunities and expansion

- Ngāti Waewae will need ongoing access to / supply of Pounamu for the purposes of its commercial and tourism Pounamu operations going forward.
- The Project provides Ngāti Waewae with a strategically proactive approach to the resource

rather than depending on third parties who are only incentivised to deliver Pounamu to Ngāti Waewae by the recovery fee they receive based on the current NZP&M arrangements.

- The Project also provides another form of tackling head-on the black market of Pounamu as it further supports the authentication of Pounamu both as a raw resource and once it has been carved. This is important because with the Pounamu that will be sourced directly, Ngāti Waewae will be self-reliant to supply to the mentioned registered carvers who in turn supply to retail outlets across New Zealand as part of the Ngāi Tahu Authentication Scheme.
- The Project may open access to further involvement in the industry for Ngāti Waewae by obtaining permits for any by-product that may be unearthed whilst extracting Pounamu. Further, it is anticipated such by-product can be utilised by the New Zealand Institute for Minerals to Materials Research.
- The direct sourcing of Pounamu by Ngāti Waewae will be a source for creating new jobs for Poutini Ngāi Tahu in a traditional industry for the West Coast that has been limited by Government policy.
- All the above will create economic benefits for the West Coast by creating and maintaining sustainable jobs and increased economic activity with consequential direct and indirect benefits for Te Tai Poutini.
- Ngāti Waewae can have certainty of supply at good cost (the cost of the operation) and then start to diversify and later enter premium international markets (e.g. China). This is anticipated to benefit the tourism industry and have wider positive economic benefits for the West Coast by creating and maintaining sustainable jobs and increased economic activity with consequential direct and indirect benefits for Te Tai Poutini.

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:

[insert your commentary here]

The Project will utilise land owned by the Iwi and confirmed as available by Ngāti Waewae.

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?

[insert your commentary here]

As above, the Project will utilise land owned by the Iwi and confirmed as available by Ngāti Waewae.

24. Does the land have appropriate Resource Management Act consents? Yes: No:

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

[insert your commentary here]

Given Ngāti Waewae are the local Mana Whēnua and the Project aligns with the Government's priorities for promoting regional economic growth and development, no significant issues are anticipated for obtaining any required Resource Management Act consents. These are expected to be obtained in due course for the timely completion of the Project.

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].

How will the activity be managed from your organisation?

- Ngāti Waewae will run the Project with assistance from the project manager and commercial advisory services provider, Commercial Information. Given the nature of the Project and the delivery partners/associates that will need to be coordinated and overseen, Te Rūnanga o Ngāti Waewae Chairman Francois Tumahai will be the main point of contact for Ngāti Waewae throughout the Project, Commercial Information. Te Rūnanga o Ngāti Waewae Incorporated may delegate some or all of the day-to-day management and delivery of the Project to its wholly owned commercial arm, Arahura Holding Limited. Francois Tumahai is the Chief Executive Officer of Arahura Holding Limited. The Directors of Arahura Holding Limited are Lisa Tumahai and Jymal Morgan.

What involvement is required by the Provincial Development Unit?

- During the application phase, we will be open to respond any queries or requests for further information from the Provincial Development Unit (PDU). Later, once the funding for the Project has been approved, the PDU will be kept abreast of the Project's progress and status through regular updates as required under the funding agreement to be entered with PGF for the Project, as well as ongoing communications via emails, phone calls and meetings, as required by the PDU. As such, active involvement from the PDU is not anticipated to be required.

What other partners are required for successful delivery?

- Other key parties for the successful delivery of the Project include (note: specific entities/individuals yet to be determined/confirmed):
 - Project management services Commercial Information
 - Specialist consultants and contractors for supporting the scoping and development of the technical aspects of the pre and actual implementation work required.
 - Specialist consultants, geologists, engineers and other technical professionals as project delivery partners / associates.

What project management practices will be in place?

- Commercial Information will be in charge of project managing and having oversight of the Project's development. For this, Commercial Information will report and be required to obtain sign-off from the Rūnanga's Chairperson for all key decision-making, especially in terms of the critical components of the Project. This will be managed via regular communications and correspondence including being required to copy / include the Chairperson in all relevant discussions with Project partners/associates. Project management practices and activities will include regular project progress meetings in person and via videoconferences. Other practices may include using project management tools and software such as <https://monday.com>.

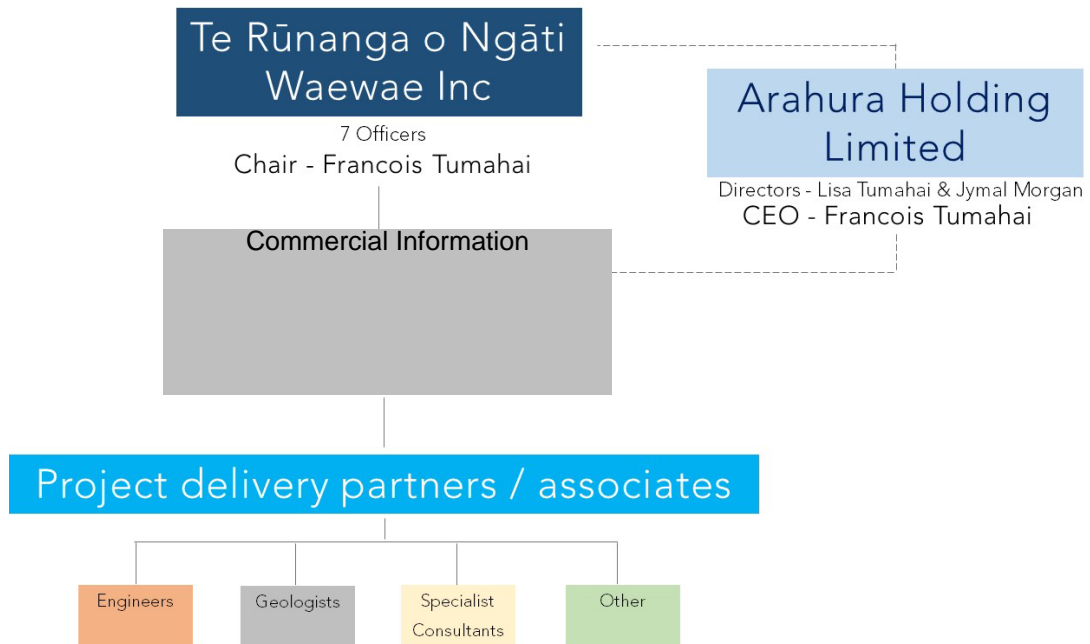
Who are the key personnel within the organisation relating to this project?

- As noted above, Te Rūnanga o Ngāti Waewae Chairman Francois Tumahai will be the main point of contact for Ngāti Waewae throughout the Project, Commercial Information

Bio and project structure.

- Privacy of natural persons [Redacted]

Project structure:



Health and safety policy

- A health and safety policy is not required nor applicable for the Project at this stage. Once the development of the Project's on-site activities are soon to commence, a health and safety policy will be discussed with the relevant provider involved for implementation.

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

Commercial Information prepared and provided us with a Business Case (see **attached**) for the Project to ascertain its feasibility and commercial viability. For more details, see our answer to Q15.

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]

- The below outline summarises at a high-level the key components and activities Ngāti Waewae is anticipating for the Project and more widely for setting up and operating the new business for direct sourcing and extraction of Pounamu.
- More fully developed planning (including firm dates) is expected to be carried out once a successful decision is confirmed for the PGF WMA application.
- Should the application to the PGF WMA be successful, such funding will contribute to the key components and activities listed at numbers 4 and 5 below.
- The estimated duration of the Project for the purposes of any contract to be entered with the PGF WMA is 12 months from when a positive outcome for the PGF WMA application is confirmed.

#	Project Activity	Responsible:	Date / Period:
1	PGF WMA Application submitted	Ngāti Waewae	Commercial Information
2	Outcome of PGF WMA application confirmed – contract/funding arrangements formalised	N/A	Commercial Information
3	Project start: <ul style="list-style-type: none"> • Engagement of Project delivery partners / associates (specialist consultants) • Coordination with Commercial Information to determine and confirm key dates for commencing on-site operations and other detail 	<ul style="list-style-type: none"> • Commercial Information (project management) • Ngāti Waewae (sign-off) 	Commercial Information
4	Required pounamu equipment and machinery confirmed, quotes assessed. GIS and 3D geological mapping, spatial predictive modelling and resource estimation all undergone and completed. Pre-implementation Report.	<ul style="list-style-type: none"> • Specialist consultants • Commercial Information (project management) • Ngāti Waewae (sign-off) 	Commercial Information
5	Set-up: <ul style="list-style-type: none"> • Pounamu equipment and machinery purchased • Staff employed / contractors engaged for on-site operations 	<ul style="list-style-type: none"> • Specialist consultants • Commercial Information (project management) Ngāti Waewae (sign-off) 	Commercial Information
6	Direct Pounamu sourcing and extraction operations commence Ensure Health and Safety processes are in place prior to commencement of operations Final Report.	<ul style="list-style-type: none"> • Specialist consultants • Commercial Information (project management) • Ngāti Waewae (sign-off) • Operations staff / contractors 	Commercial Information

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):	\$ (excluding GST)
5-footer / 16 tonne (includes stacker and conveyor screen)	Commercial Information
Excavator/ Digger (40 tonne)	Commercial Information
Water Pumps	Commercial Information
Water hoses and & pipelines	Commercial Information
Wheel loader	Commercial Information
Utes x 2	Commercial Information
Lighting Plant	Commercial Information
Shipping container x 2	Commercial Information
Genset	Commercial Information
Tools	Commercial Information
Geographic information system (GIS) and 3D geological mapping	Commercial Information
Spatial predictive modelling	Commercial Information
Resource estimation	Commercial Information
Advanced manufacturing technology and customised carving. Purchase of equipment	Commercial Information
Project management	Commercial Information
Total Project Costs	Commercial Information
Ngāti Waewae/other contribution	Commercial Information
PGF funded costs	\$995,500

NB: PGF WMA funding will support Commercial Information % of the Total Project Costs and will be used for solely for capital expenditure (mainly for contributing towards the purchase of required equipment, machinery, vehicles and tools). Other funding either from Ngāti Waewae or by accessing other partners and / or sources of funding will cover the remaining Total Project Costs (Commercial Information %) i.e. operational expenditure and any other costs not covered by the PGF WMA funding.

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 \$ (Excl. GST)	%	Invoice Date:
1	Initiation payment	On signature of the funding agreement and the delivery of Project start-up report	Commercial Information	Commercial Information %	Commercial Information
2	Draft pre-implementation report for Pounamu sourcing and management initiative	Upon delivery of the draft pre-implementation report	Commercial Information	Commercial Information %	Commercial Information

3	Implementation of Pounamu sourcing and management initiative	Purchase of equipment and machinery	\$ Commercial Informa	Comm %	Commercial Information
4	Implementation of Pounamu sourcing and management initiative	Final Report	\$ Commercial In	Com %	Commercial Information
TOTAL			\$995,500	100 %	

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)]

Government funding is required because Ngāti Waewae does not have the capital to fund the entirety of the Project itself. The magnitude and nature of the Project's various proposed activities make it unviable for Ngāti Waewae to solely consider a bank loan or rely on private investment for the implementation of all of the Project's components. As noted, PGF funding is sought for approx. % of the Total Project Costs while the remaining Total Project Costs (approx. %) will be self-funded either directly by Ngāti Waewae or by accessing other partners and/or sources of funding.

Further to the above, Ngāti Waewae will work with Te Rūnanga o Ngāi Tahu and other stakeholders for support, which is likely to only be in-kind and mainly for providing support during the pre-implementation stage of the Project.

31. Please provide an overview of the applicant's relevant skills and experience for delivering a project 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.]

Ngāti Waewae and its associated commercial arm, Arahura Holding Limited, have extensive governance and business execution experience in the very unique Pounamu market. Ngāti Waewae and Arahura Holdings Limited run Te Waipounamu Māori Heritage Centre trading as Waewae Pounamu. Under Francois Tumahai's watch, Waewae Pounamu has had enormous development and growth. Some of Waewae Pounamu's key milestones since Francois has been at the helm include:

- Introduction of the Ngāi Tahu Authentication scheme in August 2012.
- Establishment of the manufacturing department in September 2012.
- NZP&M - Pounamu finder's fee mining agreement in March 2013.
- Rebranding as Waewae Pounamu in September 2013.
- Purchasing the land and building the Hokitika retail store in April 2015.
- New fit-out and overhaul of the retail store in June 2015.
- A value chain analysis and commercialisation review in September 2015 and a follow-up business expansion review and report in June 2016.
- Establishing key relationships with Chinese master carvers of jade (including site visits to China).
- Ongoing supply of carved pieces of pounamu to New Zealand Government and other high-profile representatives (Governor General, All Blacks, Olympic Games, etc.).
- Ongoing supply of pounamu touchstones to New Zealand embassies and High Commissions

across the world.

- Hosting a delegation of Chinese master carvers of jade including key events in Auckland, Hokitika and Queenstown during September 2018.

Further, the extensive governance and business execution of Ngāti Waewae and Arahura Holding Limited includes devising, managing and developing (all the way to completion) projects such as the Arahura Marae, which is one of New Zealand's most remarkable Marae with its state-of-art facilities and infrastructure.

Ngāti Waewae -directly through Chairperson Francois Tumahai- was part of the steering group behind the development of the Tai Poutini Māori Tourism Strategy, where the Project and other proposed initiatives were identified as opportunities to be explored and developed by Ngāti Waewae. Further, Ngāti Waewae was directly involved in the development of the Māori Tourism Strategy as the contract holder with TPK. In such capacity Ngāti Waewae engaged Commercial Information as providers to develop and produce the Māori Tourism Strategy. This work was managed by Ngāti Waewae through regular discussions and oversight of the work being carried out by Commercial Information.

In addition, Ngāti Waewae regularly is part of various consultation and workshop hui for regional development matters and projects in Te Tai Poutini, including several specific tourism-focused meetings.

All the above combined with the various governance and advisory roles held by Francois Tumahai as well as his ongoing involvement in tourism matters on the West Coast in various other capacities situate Ngāti Waewae in a unique and specialised position for leading and developing the Project. In particular, his vast experience liaising with minerals permit holders in Te Tai Poutini and his governance roles at Development West Coast, Poutini Environmental Limited, Waewae Pounamu, Ngāi Tahu Pounamu, and the New Zealand Institute for Minerals to Materials Research Limited.

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**)]*

As the local Papatipu Rūnanga, Te Rūnanga o Ngāti Waewae Incorporated will provide overarching leadership, cultural knowledge and industry connections. Ngāti Waewae will provide internal capacity and capability for the Project's activities. Francois Tumahai is the Chairperson of the Te Rūnanga o Ngāti Waewae Incorporated. The other Officers of Te Rūnanga o Ngāti Waewae Incorporated are:

- Francois Tumahai
- Lisa Tumahai
- Privacy of natural persons
- Privacy of natural persons
- Privacy of natural persons
- Privacy of natural persons
- Privacy of natural persons

Te Rūnanga o Ngāti Waewae Incorporated may delegate some or all of the day-to-day management and delivery of the Project to its wholly owned commercial arm, Arahura Holding Limited. Francois Tumahai is the Chief Executive Officer of Arahura Holding Limited. The Directors of Arahura Holding Limited are Lisa Tumahai and Jymal Morgan.

Ngāti Waewae will also subcontract external providers to support the delivery of the Project, including:

- Project management services.

- Commercial advisory services for required pre-implementation work (e.g. full budgeting, procurement).
- Specialist consultants and contractors for supporting the scoping and development of the technical aspects of the pre and actual implementation work required.
- Specialist consultants, geologists, engineers and other technical professionals as project delivery partners / associates.

Please also refer to our answer to Q25.

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]

As noted in our response to Q5, Ngāti Waewae's overarching aims include:

- o Providing for the wellbeing of the members of the Rūnanga through administrative assistance, guidance and management in their spiritual, cultural, educational, moral, social and economic affairs;
- o Encouraging good health of Rūnanga members and the community; and
- o Promoting and safeguarding the amenities and the health, safety, and economic, cultural and social welfare of the Tangata Whenua and wider community of every region, district or area which is traditionally of concern to the Rūnanga.

As such, Ngāti Waewae prides itself of being a responsible economic agent, employer and purchaser of goods and services on the West Coast. For its commercial activities, including the proposed Project, Ngāti Waewae seeks to implement some basic procurement principles (**Ngāti Waewae Procurement Principles**). The Ngāti Waewae Procurement Principles are an expression of the above overarching aims and align with the Government's four priority outcomes to be leveraged through procurement:

- o Seeking to employ local Poutini Ngāi Tahu members and other local Māori and Pasifika to fill the new business, roles and jobs to be created.
- o Support and seeking to provide upskilling and training opportunities for local Māori to prepare them to fill in any new roles e.g. via internship, cadetship or work experience type-schemes. NB: Work for identifying what can be done for current Ngāti Waewae employees is underway through Ngāti Waewae's Grow Waewae / Future Careers Project). This work will identify existing gaps in current capability and capacity and also identify areas that require improvement and how this will be addressed.
- o Promote and assist the uptake of training programmes by Māori graduates to become workers and owners in West Coast tourism and hospitality businesses. Such support, promotion and assistance are not circumscribed to the proposed Project and are intended to be ongoing in Te Tai Poutini.
- o Prioritising procurement from local West Coast products, services and partners. A "prefer local" approach.
- o Ensuring appropriate employment and health and safety standards and conditions are met always at all levels and for all operations.

- o Being a conscious purchaser of goods and services on the West Coast by giving preference to products and services with sustainable waste management practices and low emission footprints (where possible, locally sourced). This principle will also look at the supply chain preceding the immediate supplier / vendor to Ngāti Waewae.

Procurement for the Project

Ngāti Waewae will look to contract at market value rates for all project partners / associates to be involved in the Project. Ngāti Waewae will engage its existing commercial advisors, Commercial Information to provide further project management and commercial advisory services for the Project. Commercial Information developed the Tourism Strategy, the Pounamu value chain analysis and commercialisation review in September 2015 and the follow-up Pounamu business expansion review and report in June 2016. Commercial Information has extensive background knowledge of the Project's deliverables and desired outcomes, a strong understanding of the West Coast tourism landscape as well as the support of the hapū and central government to provide these services. Commercial Information

Commercial Information will also assist us with the procurement process of the remaining project partners / associates by requesting quotes, full-costed proposals and liaising with different service providers and suppliers who may participate later in the implementation of the Project. These may include:

- Specialist consultants and contractors for supporting the scoping and development of the technical aspects of the pre and actual implementation work required.
- Specialist consultants, geologists, engineers and other technical professionals as project delivery partners / associates.
- Procurement of the required equipment and machinery.

The procurement process will be overseen by Francois Tumahai. Ngāti Waewae will have full and sole authority for ultimately making all decisions for engaging and contracting such services.

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

#	Risk	Mitigation approach	Rating
1	Lack of Rūnanga member buy-in or support of initiatives pursued through the Project	<ul style="list-style-type: none"> • Regular engagement and communications via hui and pānui 	M
2	Vital components or information missed or left out of pre-implementation work	<ul style="list-style-type: none"> • Ongoing project management oversight and communications with Project partners/associates • Regular reporting to Rūnanga/Francois Tumahai including ongoing communications • Draft document management control and sharing system to be put in place 	L
3	Any of the budgeted costs or assumptions mentioned in the Business Case (attached) are not accurate, then additional funding may be required	<ul style="list-style-type: none"> • Seeking reliable quotes so a fair and realistic budget can be developed • Seeking largely fixed-fee services from providers for a number of services, including project management 	M

		<ul style="list-style-type: none"> Ensuring financial projections for the Project (including overview, start-up costs and recurring costs) are all linked to update automatically allowing sensitivity scenario analyses. 	
4	Risks associated with running several projects concurrently given the Māori Tourism Strategy's and the Ngāti Waewae Economic Vision's various proposed initiatives e.g. too much/little focus on a certain initiative	<ul style="list-style-type: none"> As for risk number 2 above 	M

35. Will the applicant own the asset on delivery?

Yes:

No:

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

[insert your commentary here]

N/A

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.]

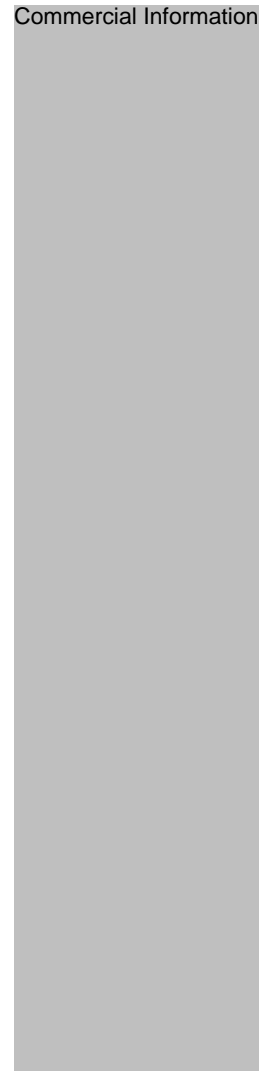
Given the existing demand for Pounamu and the unique nature of the Pounamu market (where Ngāti Waewae is the key player), the Project has been pre-validated (including the Business Case) and will now be explored in detail and implemented through the development phase. As noted, this Project integrates with other initiatives that are part of the Ngāti Waewae Economic Vision, as outlined in our response to Q16.

If the Project is implemented:

- New jobs will be created for local Māori and others for servicing this new activity and operations established through the Project. **As noted in our response to Q16, we anticipate up to approximately ^{com} new permanent jobs will be created through the Project.**
- Ngāti Waewae will operate a successful and financially self-sustainable direct sourcing of Pounamu business on the West Coast. **As noted in our response to Q16, one new business will be created through the Project.**
- The new business will become viable on the basis of ^{co} ^{red} tonne per annum being directly sourced and extracted by Ngāti Waewae, with profit being achieved from year two onward. This will add significant vertical value to Ngāti Waewae's overall Pounamu business operations.
- Given the Pounamu to be directly sourced as a result of the Project will feed into Ngāti Waewae's existing Pounamu business and operations, low commercial risk is anticipated for the required investment into the Project.
- Ngāti Waewae will continue to have the central role in the production of quality and authentic Pounamu products, as well as a strong presence in the marketing, retail and wholesale of Pounamu. The key output of the Project will be increasing productivity and unlocking economic development potential in the West Coast region.
- There will also be significant ancillary benefits from the proposed Project for key communities and stakeholders – supply demand being met, market growth, authenticity of Pounamu origin from sourcing through to carving and ongoing commercialisation. Also, the Pounamu black market

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
- 39. Has this activity ever been declined Crown Funding in the past?
- 40. Has the applicant or the contracting entity ever been insolvent or subject to an insolvency action, administration or other legal proceedings?
- 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?
- 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?
- 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?
- 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.



“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:

N/A

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: Francois Dennis Tumahai

Title / position: Chairperson, Te Rūnanga o Ngāti Waewae Inc.

Signature / eSignature:

Privacy of natural persons

Date:

14/11/2019

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)