

Application for Funding Employment and Skills (Te Ara Mahi)



About this form

This form enables you to make an application for funding from the Provincial Growth Fund (PGF). The form is designed solely for applications relating to employment and skills (Te Ara Mahi), for any funding amount. If your application is for anything else, please use one of the other forms available on the [Provincial Growth Fund website](#)

Purpose of Te Ara Mahi

Te Ara Mahi (TAM) is a portion of the Provincial Growth Fund which has been allocated to focus on regional skills and employment development. TAM funding is aligned with the intent of the Provincial Growth Fund, including its regions of focus, and is administered by the Provincial Development Unit.

To ensure funding under TAM is deployed effectively and complements the existing work of public sector agencies, the following principles will apply to investments made through TAM:

- 1) Focus on supporting local people into local employment opportunities by addressing the specific needs of those who need more help than can be currently provided in order to achieve sustainable employment.
- 2) Ensure additionality by only deploying investments where existing departmental funding for workforce initiatives cannot be used to support proposals.
- 3) Build or strengthen mechanisms for coordination of employers, workers and government that will endure past the lifetime of the PGF.
- 4) Reinforce investment in PGF Tier 2 (Sector Investment) and PGF Tier 3 (Enabling Infrastructure) projects; supporting their workforce requirements specifically.

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.

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

1. Project/activity Title: **Whangarei A&P Society Farm Internship Programme, Northland**

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

The pastoral sector in Northland has a shortage of skilled, work ready people as is evidenced by 'Beef Cattle Farmer' and 'Dairy Cattle Farmer' for both manager and assistant manager roles being listed on the immediate skills shortage list for Northland*. In response to this and other factors, Whangarei A&P Society intends to establish an on-farm residential training internship programme focused on the outcome of providing job-ready Northland cadets/interns who have the right skills and attitudes, so they are employable in the agricultural industry while also being 'good' citizens.

* <https://skillshortages.immigration.govt.nz/assets/uploads/immediate-skill-shortage-list.pdf> Page 2

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

[note that if you are applying on behalf of another organisation, then details of that organisation are required.]

Legal Name:	Whangarei Agricultural and Pastoral Society
Entity Type:	Registered Charitable Trust
Registered Offices / Place of Business:	127 Bank Street, Whangarei
Identifying Number(s):	CC27110
Organisation's Website:	Whangareiap.org.nz

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

Contact Name and Role:	Chris Mason, Chief Executive Officer		
Email Address:	Privacy of natural persons	Telephone:	Privacy of natural persons

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

Our vision is to provide a link between Urban and Rural. Our mission is to support the rural sector through promotion (of agriculture), motivation (reward and recognition) and education (supporting schools/training/development). The Society's main event (but not the only event) is the annual Whangarei A&P Show.

6. This project will be based in:

Northland

7. If multi-region, please outline which regions:

8. Has this project / activity been previously discussed with any part of Government?

Yes: No:

[If Yes, please describe which part of government, and any outcomes of those discussions. The PDU will consult with other parts of Government as part of the assessment]

9. Have you previously received Government funding for this project/activity?

Yes: No:

[If Yes, please list which part of Government, when the funding was received, and how much under Q9]

10. Please set out the current / intended sources of funding for the project/activity:

Source of Funding: [Please indicate where all other funding is/will be sourced from, noting who the funder is and whether the funding is monetary or in-kind; including funding already received from Government and/or other third parties]	\$ (excluding GST)	Status / Commentary [e.g. received / confirmed / in principle; date funding runs to]
Provincial Growth Fund Funding (through this application)	Commercial Information	For Commercial Information

<p>Whangarei A&P Society</p>	<p>\$ Commercial Information as a start-up fund 2019</p>	<p>The Society has provided initial seeding funds to get the project started. This covers the initial purchase of some equipment; initial radio and digital promotion and Commercial Information [Redacted] [Redacted] [Redacted]</p>
<p>Whangarei A&P Society</p>	<p>Commercial Inform [Redacted] [Redacted] [Redacted]</p>	<p>Commercial Information [Redacted] [Redacted] [Redacted]</p>
<p>Potential Funding from Other sources:</p> <p>Farmers (hosting the interns) Time input estimated at \$ Commercial Inform per year / \$ Commercial per week \$ Commercial times Comm weeks times Comm cadets = \$ Commercial Informatio Board and Lodgings are in addition to this figure.</p> <p>TEC Funding (to Commercial Information \$ Commercial Infor per student per year as students are in full time training. See the separate attached budget from Commercial Information covering this aspect of the proposal.</p> <p>Study Link Funding (to year Comm interns each year) Commercial Informatio interns are expected to receive Study Link student allowance is \$ Commercial Inform (after tax) per week per student. The figure shown is based on Comm interns in Commercial In and Comm new interns Commercial Information after that.</p> <p>MSD Funding (to year Comm interns and host farmers) Mana in Mahi for year Comm interns (if eligible) and host/sponsoring farmers Commercial Information [Redacted]</p> <p>Commercial Information [Redacted] [Redacted]</p> <p>Commercial Information [Redacted] [Redacted] [Redacted] [Redacted]</p>	<p>Support Funding</p>	<p>This funding would not be paid to Whangarei A&P Society. It has been included to show the supporting funding for the programme but is not in this application.</p>
<p>Total:</p>	<p>\$ Commercial Information</p>	<p>For Commercial Infor</p>

It is widely accepted that residential training on farms has a high percentage of successful graduate outcomes. Anecdotal evidence from both employers and graduate cadets themselves from existing residential training farm models support this view. Employers rate residential training farm graduates highly both in terms of on-farm capability and interpersonal qualities. It is envisaged that the first intake will be Commercial Info interns, with the aim based on this budget of training

interns (completed, half-way there), over the next . At year the programme would be well established and with support from industry, should be self-sustaining. More than farmers have indicated they would be prepared to host a student next year. This level of support is coming from farmers who know this form of training works – many have been involved in this type of training in the past themselves or they have had family who have been involved. Each farmer is effectively 'creating' a job for the young person. Once the programme is established, we believe industry will support it and envisage companies such as Commercial Information and the like will support it, which will add to the sustainability of the programme.

11. Does your funding request involve wage subsidies?

Yes: No:

12. What is the project/activity start and end date?

Start Date:	Commercial Information	End Date:	Commercial Information
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Preparation for the programme started Commercial Information. Next phase is recruitment due to start . Please note that it is not anticipated that this programme will end in Commercial Info however, this is the end date for the funding.

13. What time period does the funding applied for cover?

Start Date:	Commercial Information	End Date:	Commercial Information
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Part B: Project Description

14. This project/activity is: "a stand-alone activity" or "in support of a wider project"

15. What is the project/activity for which funding is being sought?

Background:

- The primary sector has a shortage of skilled, work ready people.
- The current agricultural training model is not working, as demonstrated by Taratahi exiting the training market, and Northland has few options for young people looking to start a career on farm/in the primary sector, despite over 50% of Northland's land being in pasture, and Northland producing 20 percent of NZ's beef.
- Successful training models in other regions include long-established training farms such as Smedley, Waipaoa and Otiwhiti Stations.
- Graduates from these establishments are job-ready and highly competed for.
- Northland is sorely in need of an on-farm training opportunity for its young people.
- Feedback from a wide range of rural stakeholders has identified a desire to establish a 'modern-day' version of the farm cadet scheme. (Some letters of support are attached to this application.) Commercial Information

This project is about building skills and capability. It is a forward thinking, long-term approach based on a tried and true model of the past but adapted for the present needs of young people. The Society has strong farmer connections and the programme is designed to result in full-time employment, while providing ongoing support for the interns. The project is designed to meet Northlands demand for specifically tailored land-based skills while also building 'community good citizens' with skills that will stand the intern and Northland communities well in the future. The project has potential to be extended to other land-based activities such as horticulture, apiculture and forestry also in the future.

Concept in brief:

- Establish a group of like-minded farmers committed to 'industry-good' who are prepared to become a sponsoring 'employer' for a live-in trainee intern (two-year minimum). **To date we have 50 farmers who have registered their interest, of which more than 20 have indicated they would be prepared to host an intern in 2020.**
- Farmers will provide accommodation, meals and practical on-the-job support in conjunction with the agricultural qualification the intern is working on.

- Interns will work on-farm 4 days per week and complete one training day per week in a classroom or off-site. Their learning will then be applied on-farm, checked on-farm by the field officer or tutor and signed off once they are fully competent.
- This on-farm check of competency also gives the field officer the opportunity to check on pastoral care, help with communication or other problems/issues that may arise, so these are managed in a timely and appropriate manner.
- The farmers will form a steering group who will meet quarterly to plan the joint activities/learning opportunities for the following quarter (e.g. shearing, pruning, drafting, calving) while also networking, sharing ideas and participating in any train the trainer opportunities/requirements.
- Those involved will be helping a young person get their career start while sharing their farm sponsor skills, experience and mentoring; demonstrating leadership and gaining an extra pair of hands on farm.
- It has been identified that young students have higher success rates if they are not isolated from family/whanau. This model allows the interns to study and learn on the job, while remaining in Northland, close to home.
- The interns will meet as a collective group outside of the training that will allow them to mix with people their own age/stage in the programme, while also building skills and confidence. They will be taken collectively on work-related excursions and will also be encouraged to undertake community good volunteer work (such as volunteering to assist with local A&P Shows etc.) and be involved in other community initiatives.

What the funding will be used for:

- Paying for administration costs and for appropriate support personnel (field officer) and related travel costs (in addition to the tutor) who will:
 - provide additional pastoral support on-farm to assist the interns in their roles, deal with any potential issues that may arise and support the intern to be as successful as possible.
 - Carefully select the farmers and ensure the properties are suitable for hosting a live-in intern.
 - Carefully select the interns and then ensuring a good match with host farmers. Farmers are opening their homes and families to the interns. It is important for both parties that this relationship has the best possible fit to ensure the highest chance of success.
 - Be available for back-up and 'crisis' management for interns and their host farmers.
- At least two new FTE roles will be established as a result of this project.
- The funding will be used to provide some financial support to host farmers, who should not be totally out of pocket for hosting an intern in their family environment.
- The interns will work on-farm in return for their board and lodgings in year one. It is proposed that they are paid the minimum wage in year two.
- The funding will also cover a monitoring and reporting component so that feedback and continual improvement to the programme can be made. It is anticipated this will be quarterly evaluating, monitoring, reviews and reporting of the programme. This is essentially an independent audit component.

16. Who does the project/activity target?

This project relates to the primary industries sector and PGF tier 2 (two).

It is targeting young people, looking for a career on farm. We are hoping to attract a diverse and wide range of students from different backgrounds, including Maori and Pasifika students and others who may have a connection to the land. While it is envisaged that the majority of the initial interns will be school leavers, the programme would also be open to MSD clients and NEETS. All potential interns will be put through a rigorous selection process, including interviews, and will need to meet the full intern criteria to be selected.

Intern criteria is expected to be 18 to 24-year-old Northlanders who are/have:

- NCEA level 2 or equivalent
- Drug free (agree to random drug testing before and during the programme)
- Restricted drivers' license
- Interview successfully and can be matched with a host farmer.
- The interns will live and work on the farms for 5 days, generally Monday to Friday. Should the farmer require them to work at the weekend, or outside the 40 hours training per week, the farmer will pay them at least the minimum wage of \$17.70 per hour.
- The training week will comprise 5 days – 4 days are on-farm and 1 day is off-farm. The off-farm training may comprise classroom work, practical work, site visits and specialist training (e.g. shearing) at suitable sites. This format will apply for both year 1 and year 2 of the NZ Certificate in Agriculture course. The course is 42 weeks per year from the 2nd week in February to the 3rd week in December each year, with a two week break mid-year.
- In year one, the interns will be classed as full-time students studying concurrently and as such may be eligible for help towards course related costs, a student loan and/or a boarding allowance based on parental income earnings through Study Link.
- If the intern has come to the programme via MSD (NEETS or other), they may qualify for He Poutama Rangatahi Services.
- In year two, the hosting farmers will be asked to pay the interns at least the minimum wage. (If this is the case, it is envisaged that a subsidy such as Commercial Information
[REDACTED]
[REDACTED]
[REDACTED]
- If a successful applicant is on a benefit, MSD funding and support may also be applicable.

17. Why is the project/activity required?

[This section should clearly and succinctly describe the need/opportunity that is being addressed by the project/activity.

Please cover:

- *How the need/opportunity, target group, and employers/industries were identified – use evidence or data where applicable e.g. key learnings from earlier activities and how these learnings have informed this project/activity, and/or target group demand analysis.*
- *Key benefits of the project/activity.]*

Need:

Northland's pastoral sector has a shortage of skilled, work ready people. This programme would provide the opportunity for Northlanders to train on farm to address this need, whilst also gaining the New Zealand Certificate in Agriculture.

(Evidence: <https://skillshortages.immigration.govt.nz/assets/uploads/immediate-skill-shortage-list.pdf> Page 2; advertised vacancies in NZ Farmers Weekly, Beef Cattle Farmer, Dairy Cattle Farmer, etc.).

There is no other training of this nature available in Northland. The recent closure of Taratahi has also impacted on the opportunities for young people to gain land-based skills.

Identification of target groups:

FARMERS – host farmers have been identified through personal contact using existing databases including Federated Farmers, Whangarei A&P Society memberships and networks. In addition, a newspaper and local radio campaign resulted in other farmers expressing their interest. A meeting was held on 4th July for interested parties to attend and find out more information. There are more than 50 farmers on the list of interested contacts and more than 20 have indicated they would be prepared to host an intern in 2020.

INTERNS – information on the programme has been distributed to secondary schools and the Whangarei A&P Society has attended careers roadshows at Northland secondary schools promoting the opportunity. The Society has also attended an Expo held for careers advisors. The next phase is to approach schools directly seeking applications. **Commercial Information**

. All applicants will be interviewed, selected and matched to appropriate farmer hosts.

Learnings from other activities:

- Existing residential on-farm training providers such as Smedley Station, Waipaoa Station and Otiwhiti Station turn away over 100 students each year, demonstrating the demand for this type of training. In addition, their graduates are highly sought after and they have waiting lists of farmers wanting to employ their graduates. (Latest figures: Smedley received 65 applications for 13 places; Waipaoa Station received 36 applications for 6 places and Otiwhiti Station received 43 applications for 11 places.)
- Similar training programmes were held in the past which were successful and highly regarded. People still talk about these. Federated Farmers Cadet Scheme ran successfully during the '70s and early '80s. When that concluded there was a gap in the market which was addressed by Agriculture NZ (a PGGW subsidiary) which ran from 1994 until 2015. (These successful programmes concluded due to a change in company business philosophy.)

Key Benefits of the Programme:

- The programme provides a training option which is not currently available in Northland.
- Interns not only get the opportunity to learn on-farm, it has been identified that young students have higher success rates if they are not isolated from family/whanau. This model allows the interns to study and learn on the job, remaining in Northland, close to home.
- Host farmers will be employing interns in year ^{Com} effectively creating new employment for ^{Commercial Info} people. (This would be the case for ^{Commercial Information} also, then would hopefully be ongoing.)
- Industry is very supportive of the concept.
- The benefit of the Society coordinating and administering this programme is that it fits with the Society's core business; the Society has longevity and offers sustainability and stability for the programme. Our core objects are enshrined in an Act of Parliament (the A&P Societies Act) and this is unlikely to change.
- The programme is addressing a clearly identified need while providing training and employment opportunities.
- The implementation of the programme will generate ^{Commer} FTE immediately, with this growing to potentially ^{Com} FTE as the programme develops.
- The supportive, family-style environment benefits students living out of their home for the first time.

18. What outcomes are expected to be delivered as a result of the project/activity?

[This section should describe, with specifics, what outcomes are expected to be achieved by the project/activity and when, please include, where applicable:

- *how many people will be expected to receive the service e.g. programme numbers and,*
- *how many people are expected to receive work following participation in the project/activity*

Please outline outcomes and associated timeframes in the table below, or one similar]

<i>Delivery timeframe – where possible, align this with funding timeframes e.g. financial years</i>	<i>Target/Outcome – add columns in as required where multiple outcomes are expected to be achieve</i>
^{Commercial Information}	<ul style="list-style-type: none"> • ^{Commercial Info} young people in training
^{Commercial Information}	<ul style="list-style-type: none"> • ^{Commercial Info} more young people in training • ^{Commercial Info} people in paid employment on farm (year ^{Com} interns)
^{Commercial Information}	<ul style="list-style-type: none"> • ^{Commercial Info} qualified graduates (NZQA Level 4 NZ Certificate in Agriculture) available for the primary sector.
^{Commercial Information}	<ul style="list-style-type: none"> • ^{Commercial Info} more young people in training • ^{Commercial Info} people in paid employment on farm (year ^{Com} interns)
^{Commercial Information}	<ul style="list-style-type: none"> • ^{Commercial Info} more qualified graduates (NZQA Level 4 NZ Certificate in Agriculture) available for the primary sector.
^{Commercial Information}	<ul style="list-style-type: none"> • ^{Commercial Info} more young people in training • ^{Commercial Info} people in paid employment on farm (year ^{Com} interns)
^{Commercial Information}	<ul style="list-style-type: none"> • ^{Commercial Info} more qualified graduates (NZQA Level 4 NZ Certificate in Agriculture) available for the primary sector.

At the end of the first ^{Commercial Informa}, approx. ^{Comme} interns will have graduated.

It is envisaged that these ^{Comme} will be in paid employment or have gone on to further studies.

Another ^{Comme} interns will be halfway through their programme.

Each year another ^{Commercial Info} interns graduate and move into employment.

Part C: Link with fund and government outcomes – delivers benefit to communities

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

[This section should clearly and succinctly describe how the project/activity meets the primary objective of the fund which is "to lift productivity potential in the regions". Please provide a description through the following outcomes]

PGF Outcome	✓	How will the project positively or negatively impact this outcome in the region(s) identified?
1. Increase economic output	✓	The regional economy needs industry specific skills. This project will provide trained, work ready employees for the primary sector. It is a forward focussed, long-term approach to create a skills investment programme matching industry and on-farm needs.
2. Increase productivity and growth	✓	<p>Many of Northland's farmers (in particular sheep and beef), are in the older age bracket. This project provides them with additional resource that can support them on farm. The intern will also be job ready and employable at the end of the programme. Properly supported, trained and competent employees should result in regional productivity improvements over time.</p> <p>More trained farm workers can lead to industry growth and optimising potential in Northland while addressing labour shortage issues.</p>
3. Increase local employment and wages (in general and for Maori)	✓	The interns will be employed in the second year which generates jobs that would not have been advertised previously. This employment is most likely to be on the farm where they have gained their year one qualifications, although this may not always be the case. One of the keys to the success of this programme is carefully matching interns with farmers and work/learning requirements. It is envisaged that on the completion of the two-year training, the graduates will be highly sought after as they will be very employable and have solid references from respected farmers in the industry. Some may also be retained on the farm where they have been residing.
4. Increase local employment, education and/or training opportunities for youth (in general and for Māori)	✓	The internship programme will encourage young people to consider careers on-farm and in the sector as they are training on-the-job in year one and they are in paid work in year two. They are also able to stay in Northland, which is currently not an option if they want this type of training.
5. Enhance wellbeing, within and/or between regions	✓	By providing the training and live-in accommodation in Northland, close to home, interns should still have access to whanau/family support. Local farmers have the opportunity to better connect with local young people which should result in greater employment opportunities.

Part D: Additionality – adds value by building on what is already there

20. How does this project/activity demonstrate additionality within the region?

[This section should clearly and succinctly describe how the project/activity meets the Te Ara Mahi principle: 'Ensure additionality by only deploying investments where existing departmental funding for workforce initiatives cannot be used to support proposals'. Please cover:

- *Why the project is not already underway.*
- *How the project/activity addresses a gap in service provision.*
- *Any research that has been done to identify any other project/activity which is addressing the same need.*
- *How the project links with other projects and initiatives regionally and / or nationally.]*
- The internship will be different than any other training model in Northland. (With the closure of Taratahi, there aren't any on-farm agricultural training models in Northland.)
- Whangarei A&P Society will coordinate and facilitate the Farm Internship Programme. The Society has longevity and stability as an organization, having been established in the 1800s.
- The Society has contracted a suitable industry professional to get the programme underway on a short-term basis. This contractor will:
 - ~ identify and check suitability of farmer hosts/employers
 - ~ assistance with sponsorship/cost recovery initiatives
 - ~ deliver and coordinate the classroom training and conduct field instruction as required
 - ~ visit the interns on farm, providing one-on-one assessment to ensure they are being looked after properly, are applying their learning and that they have the skills to deliver the expected outcomes before arranging signoff of learning modules.
- **Commercial Information** will be the registered training provider as they already currently deliver on-farm training for other successful residential training farms.
- The interns will be able to access home and whanau support as they will be living and learning in Northland. (Currently the only alternative for similar residential on-farm training means trainees leave the region, which is not always conducive to learning due to homesickness etc.)
- The Society will also provide opportunities for practical work – e.g.: the interns could do some of the spraying at Barge Showgrounds; they could do fencing at Barge Showgrounds (that we could use for the Show and then remove); they could provide farming demonstrations during the Show; etc. **These are community experience opportunities that are in alignment with the learning the intern has had during the year whilst also providing group connectedness, industry good and very important social interaction (to address potential issues of isolation from other young people.)**
- The interns would also be asked to assist with community events – for example show set-up; and would be encouraged to join local committees in the rural community.
- **The coordination of this project is over and above what would usually occur when a student enrolls in a normal course. The 'classroom' for this course is a farm. If there are **Comme** interns, there are **Comm** 'classrooms'. Administratively this is quite different to **Comme** interns turning up at one training provider to receive the training in one place. As the programme progresses into year 2, that doubles and becomes **Comm** classrooms. Assessment for each intern is conducted on-farm. That means each intern needs to be assessed in their individual classrooms. The usual training funding model does not take that into account. Therefore the costs to cover that is to be met through the admin and coordination of the training. (TEC funding covers the normal 'all interns in one place' training model.) In addition, one of the points of difference in this programme is the additional pastoral care required to support the interns as they are living away from home, on farm, during their training. There is no 'halls of residence' option. Interns will very quickly need to learn how to look after themselves in an environment they may not be totally familiar and comfortable with. The Field Officer role is to ensure that this is being done, relationships are being managed and the intern has the greatest opportunity to succeed and complete the programme. In addition, due to the potential isolation of being away from other young people, additional group and social activities are planned to ensure this is addressed.**

21. Why is Government funding required to deliver this project?

[Please cover,

- *Why the funding cannot be sourced from other sources e.g. banks, investors.*
- *What the benefits are of Central Government funding this project/activity over alternative sources.]*
- The programme is a new initiative. It needs help to become established in order to build credibility.
- **Commercial Information**
- As the programme will take two-years for an intern to complete, funding is required to give the programme the opportunity to stand on its own feet. Commercial Information Rotations of interns will be enough to demonstrate the value and quality of the programme which will lead to opportunities for industry to join in with ongoing funding through partnerships and sponsorships. It is difficult to get significant funding from sponsors without having demonstrated results and satisfactory outcomes.
- The generosity of farmers in opening their homes, providing on-farm mentoring and guidance is a huge voluntary resource. The programme needs to ensure that it has the capability to provide the wrap-around pastoral care and assistance necessary to ensure this will be a success.
- The Society is a not-for-profit. This is an advantage as it is not endeavouring to make any commercial gain from the programme. However, the disadvantage is that the Society cannot fund the entire programme on its own.
- Banks and Investors will not be able to generate any tangible, financial return from the programme, which limits funding opportunity. The programme is about people and the right outcomes, not 'bums on seats' or profit.
- Funding from Central Government sends a clear message that this type of regional initiative is important, it acknowledges that regions are best placed to identify solutions relevant to regional needs.
- This model of training has the potential to be duplicated in other regions with similar needs.

Part D: Connected to regional stakeholders and frameworks

22. How is the project/activity connected to regional (and sector) stakeholders and frameworks?

[Please provide an overview, including any evidence where appropriate, of any relevant local and regional support for and input into the project/activity; either via existing regional development mechanisms (i.e. regional plans), or other engagement. If you do not have support, please explain why not and how you intend to get it. Stakeholders include: industry groups, employers, community groups, employment bodies, governance mechanisms, local and central government and iwi and other Māori governance mechanisms]

This project is a work stream enabler as per the Tai Tokerau Northland Economic Action plan and is supported by Northland Federated Farmers, Northland Inc, Parengarenga Incorporation and Extension 350. With 50 farmers already expressing their interest to become involved as hosting sponsors initial, industry support is strong.

Part E: Governance, risk management and frameworks

23. Project Management: Please explain how the project/activity will be delivered and managed

[Please cover, where relevant:

- *How will the activity be managed within your organisation?*
- *What project management practices will be in place? Note that a project / delivery plan is requested below.*
- *Who are the key personnel and their competencies within the organisation relating to this project? (provide an organisational/project structure where possible)*
- *What other parties are required for successful delivery of the project/activity?*
- *What involvement is required from the Provincial Development Unit?*
- *What procurement process has been/ will be undertaken (i.e. a selection of a provider(s)), and how will that be managed?*
- *Please attach a copy of the health and safety policy that will apply for this project/activity].*

Whangarei A&P Society has a strong administration base and will be coordinating and facilitating the programme. The Society will provide a classroom for the off-farm training, along with storage sheds for the equipment and gear that will be required for group training practical sessions.

The Society has a governance board who will oversee the project.

A radio advertising campaign was conducted to promote the programme to farmers. A meeting for interested farmers was held on 4th July 2019. **As a result of direct contact with farmers and the radio advertising, this meeting was** attended by 30 people. Another radio campaign to promote the intern opportunity to the parents of potential interns is also planned.

A covered trailer for fencing equipment and other related gear has been purchased.

Chris Mason, CEO of the Society, and **Privacy of natural persons** will be the key administrators of the programme. **Privacy of natural persons**

Privacy of natural persons
Privacy of natural persons
Privacy of natural persons

Commercial Information will provide the New Zealand Certificate in Agriculture qualification and accreditation. **Commercial Information** was incorporated on the 9th day of December 1996 and is registered as a Private Training Establishment by the New Zealand Qualifications Authority (NZQA) under the provisions of the Education Act 1989 and its subsequent amendments.

Commercial Information is an innovative and award-winning Tertiary Education Provider with its Head Office based in **Commercial Information** and branching out with courses and facilities throughout the North Island of New Zealand.

Commercial Information are one of the few agricultural training establishments based in the North Island. They are very conversant with on-farm training models, being the preferred supplier for

Commercial Information
Commercial Information

Commercial Information will provide the educational requirements for the qualification. The Farm Internship Coordinator will provide Northland based training and pastoral care and additional support to the farmers and the interns on-farm as required.

There is no anticipated involvement required from the Provincial Development Unit.

24. Please provide an overview of the relevant skills and experience you/the applicant organisation has in delivering projects/activities of this nature

[Please include any track record you/applicant organisation may have in delivering projects/activities of a similar size, scope, or complexity, and how this experience will enable successful delivery/management of this project/activity. If you/the applicant organisation, do not have the experience, then please indicate how you will manage this risk.]

Commercial Information has a proven track record in the delivery and management of agricultural training on farm.

Privacy of natural persons

Whangarei A&P Society has strong support networks within the region which gives it the ability to coordinate and liaise across agencies as required.

The Society has operated its annual Show since the late 1860's. Whilst the relevance of operating a Show may not be immediately obvious, there are many synergies including:

- Excellent communication with a wide range of individuals, community groups, volunteers and businesses, to ensure strong and enduring relationships.
- Attention to detail, high levels of organisation and flexibility which have been keys to the Society's success.
- Risk and health and safety management experience, including for visitors/customers, staff and volunteers,
- Strong, professional business management and a proven track record.

Lastly, the Society is proudly local. As a not-for-profit organization, it values outcomes rather than commercial gain. It is more important that the Society 'does the right things' and that it delivers on what it says it will. The Society is a well-respected organization that operates with integrity, honesty and compassion.

25. Project Management: Please provide a project plan

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

#	Project Activity	Responsible party:	Date / Period:
1	Identification of industry support & host farms	WAP	Done but ongoing
2	Engage a registered recognised training provider	WAP	Completed. <small>Comme</small>
3	Seek applications from potential interns for 2020	WAP	Commercial Information
4	Selection process and interview for interns	WAP	Commercial Information
5	Vetting of farms, checking suitability for hosting	WAP	Commercial Information
6	First meeting of steering group	WAP/Steering Group	Commercial Information
7	Match successful applicants and farms	WAP/Steering Group	Commercial Information
8	Prepare for Foundation Course	WAP, <small>Commerc</small>	Commercial Information
9	Hold Foundation Course	WAP, <small>Commerc</small>	Commercial Information
10	Interns on farm and programme commences	WAP	Commercial Information
11	Farm visits, 2 per month	WAP	Ongoing, monthly
12	Weekly training	WAP	Ongoing each week
13	1 st Intern Outing	WAP/Interns	Commercial Information
14	Ongoing Steering Group Meetings	WAP/Steering Group	Quarterly
15	Independent review to commence	WAP, <small>Privacy of natural persons</small>	Commercial Information then quarterly
16	2 nd Intern Outing - Mystery Creek Fieldays	WAP/Interns	Commercial Information
17	2-week holiday break	WAP/Steering Group	Based on farm work - Commercial Information
18	Programme on farm and weekly training continues	WAP, <small>Commerc</small>	Ongoing
19	3 rd Intern Outing	WAP/Interns	Commercial Information
20	Seek applications from potential interns for 2021	WAP	Commercial Information
21	Selection process and interview for interns	WAP	Commercial Information
22	Vetting of farms, checking suitability for hosting	WAP	Commercial Information
23	First meeting of steering group	WAP/Steering Group	Commercial Information
24	Match successful applicants and farms	WAP/Steering Group	Commercial Information
25	Intern Community input – Whangarei A&P Show	WAP/Interns	Commercial Information
26	Intern Course Graduation (completion of year 1)	All	Commercial Information
	Process repeats for the following years		

26. Please describe the regional readiness for implementation of the project/activity

[Please cover, where applicable:

- The nature of current relationships you have with employers/sectors in the region(s) targeted for delivery, or if these are yet to be developed, what the plan is to develop them. Where employers have been engaged with, please include a list of employers.
- Community/education provider readiness to support the project/activity in the new regions.]

This has been covered already. In summary:

- Whangarei A&P Society has a strong connection with the industry and local community. With 200 members and due to hosting a range of events, activities and other engagements, it has regular interaction with farmers.
- A list of farmers prepared to host interns has been established. (A copy is attached.)
- Commercial Information is prepared and ready to deliver the required training.
- Equipment, safety gear, chainsaws etc have been purchased for the group trainings.
- The 'classroom' is available and specific training opportunities (such as a shearing location) have been sourced.

27. Governance: Please explain how the project/activity will be overseen

[Please cover:

- *How your organisation will govern the project/activity.*
- *How other organisations may be involved, e.g. the Provincial Development Unit, local council, or iwi/hapū, in the governance procedures.*

The Society is run by an Executive Committee (or Board), who are duly elected officers from within the membership, along with the Society's Patron, who is a committed supporter of the organization. The head of the Board is known as the Society's President. There is a Vice President, immediate Past President, a Treasurer and up to 4 Executive Committee Members.

The Society's Board will provide the governance for this programme.

The farmers who are hosting interns will create a Steering Group who will have input into the programme delivery and timetable. The Steering Group will meet quarterly.

The attached Memorandum of Understanding outlines the terms of reference, roles and responsibilities. (Appendix 1)

28. Describe any key assumptions that have been made relating to the project /activity

[Please cover: assumptions relating to the development of the expected outcomes, project implementation plan and assessment of 'additionality' for the project/activity e.g. what are the context and/or delivery assumptions that have been made which success will depend on.]

We are not aware of any assumptions at this stage other than that the programme will be successful and ongoing!

29. What are the key risks associated with delivery of this project/activity and how will you manage these risks? (Please

update and advise the PDU of any new risks as they emerge).

[Where applicable, please provide an explanation of/reference to any documents or methods used to determine and assess risks, e.g. feasibility studies, economic/risk evaluations.]

Risk	Responsible party	Risk treatment / Mitigation	Rating [High/Medium/Low]
Funding is not available	PDU	The programme is not established. Commercial Information Young people each year will miss an opportunity and there will be less training people for the sector.	High
Commercial Information Commercial Information can't deliver/closes	Co ercial Information Programme Coordinator	Existing interns can complete the course by correspondence. If this was to happen additional support would be provided for the interns (such as getting them together as a group to complete modules). Outcomes may be compromised.	Medium
Relationships breakdown (farmer/intern)	Programme Coordinator	Mediation by Programme Coordinator. Ministry of Justice checks on host farmers; interview process; farm visits, selection and matching processes. Other placement options. Intern qualifications put on hold which can be picked up again later. The programme continues.	Low
Circumstances change (e.g. farmer placement can't continue, or intern can't continue	Programme Coordinator & Steering Group	Mediation by Programme Coordinator. Careful interview and selection and processes. Other placement options – database of suitable farmers and wait list of students. Intern qualifications put on hold which can be picked up again later. The programme continues.	Low

30. How will the success of the project/activity be measured?

[Please cover:

- *How success will be measured against outcomes.*
- *What your capability and experience is in reporting against success measures.*
- *Where funding is unevenly distributed, e.g. across regions, how this will be factored into measurements of success.]*

Success will be measured as follows:

- Interns gain their qualifications. (Commercial Information is experienced with this including monitoring and reporting for TEC requirements.)
- Employment placements at the end of each year.
- There is a waiting list of farmers and interns wanting to participate in the programme.
- Independent review, monitoring and reporting will be conducted throughout the year.

31. Do you understand that the PDU will have reporting expectations of you if funding for this project/activity is approved?

Yes: No:

Part F: Funding details

32. Please identify the cost/benefit breakdown for the project/activity across the requested funding period.

[Please break down the funding request into relevant areas of spending; please use as many lines as it takes in each table to provide the appropriate detail.

A budget spreadsheet is attached to this application.

Please note that the capacity for this programme is [Commercial Information] interns per year. The budget has been prepared based on [Comme] interns in [Commercial Information], [Comme] interns in [Commercial Information], up to [Comme] interns in [Commercial Inform] once the programme is established. It is envisaged that the intake can be flexible by 1 to 3 people in year [Commercial Informat] without any negative impact on the budget figures proposed. Additional budget has been included for year [Commercial Information]. A Total funding request

	The funding request is for 4 years 2020 to 2024	TOTAL
Total funding request		\$1,433,535

32.B Funding breakdown – Please see the budget spreadsheet attached.

32.C Funding rationale

[Please provide the rationale for the funding breakdown provided in 28.B above]

<i>E.g. Administrative costs</i>	The administration to provide the programme covers the management of the following: Establishment of the programme Communications, advertising and promotion of the programme Selection, interview and checking of the farm and farmers Selection, interview and matching of the interns Managing the Farm Internship Coordinator/field officer Administration for the governance Board and Steering Group Administration for the extracurricular activities, community involvement and industry good initiatives for the intern programme Budget control and planning Coordination of the independent review, monitoring and reporting
<i>HR costs</i>	One of the key components of the programme is providing additional and necessary pastoral support for interns and having the ability to act quickly and responsively should there be any relationship breakdowns between farmers and interns. The delivery of this component, in addition to the provision and coordination of training and sign off of competencies on the job means that additional HR resource is required. In addition to organizing and hosting joint intern activities and industry related outings and off-site training, two home visits per month per farm/intern, will be conducted by the additional resource.
<i>Programme costs (if this involves provider milestone payments, please detail each milestone with its associated payment)</i>	
<i>Capital expenditure</i>	None required at this point. Some additional equipment may be needed as the programme develops. This should be able to be covered by industry sponsorships.
<i>Other costs</i>	

32.D Average cost per outcome e.g. average cost per person supported into employment:

\$ [Commercial Inform] per graduated intern completing a two-year programme. (Excludes TEC funding).

33. Is additional funding likely to be applied for prior to the 2020/2021 financial year i.e. within the life of the PGF (the PGF expires on 30 June 2021)? Yes: No:

If Yes, please describe at a high level, what this may include, when this is likely to be applied for and why it isn't being applied for now:

Not applicable if the total fund is available at the start of the programme.

34. Is funding required beyond the 2020/2021 financial year i.e. beyond the life of the PGF? Yes: No:

If Yes, please describe how the project will be funded beyond the life of the PGF (the PGF expires on 30 June 2021)?

The funding requested is for ^{Commercial Information} to ensure the establishment and credibility of the programme. ^{Commercial Information} was selected as it allows ^{Commercial Information} of graduation (as the course is 2 years in length).

35. What is the future intent (at this stage) of the project/activity?

[Please describe what will happen after the funding has been used, and the project/activity is complete. Specifically in relation to the viability of the project going forward (if applicable to this application), and what the end objectives are.]

The programme has no finish date. It is envisaged that it will continue while there is a need and it can be delivered. While there are farmers prepared to host, interns who wish to learn and a suitable agricultural training provider, the programme will continue. Similar programmes such as have been running successfully long-term: Smedley Station has been training since 1931, Waipaoa and Otiwhiti since 2007.

36. If this is a joint application, briefly describe the nature of the arrangement between the organisations involved (e.g. partnership, joint venture, Memorandum of Agreement/Understanding, no formal agreement).

[A joint application is where two or more New Zealand based organisations are planning to partner, either formally or informally, to deliver an activity through PGF]

There is a Memorandum of Understanding between all parties.

Part G: Services to children

37. Will you be delivering service to children and young people under the age of 18? Yes: No:

[If Yes, please provide a copy of your child protection policies (please note your application will be shared with other government agencies).

Child protection policies must be, at a minimum:

- *Written*
- *Contain provisions on the identification and reporting of child abuse and neglect.]*

38. Have all staff involved in the delivery of services to children been vetted? Not applicable

Part H: Supporting documentation

[Attach any supporting documents. This could include evidence of endorsement by the regional lead or regional governance body, letters of support from employers, governance documents, designs/concept developments, feasibility studies, registration with the Police Licensing and Vetting Service, Staff codes of behaviour, child protection policies economic or risk evaluations or any document which supports assumptions, measurements or judgements made in the business case. Please list these in order below, and reference each document]

	Document (title)	Purpose
1	Letters of Support	Demonstrating industry support Letters withheld - Commercial Information List of Farmer who have indicated interest to date
2	Appendix 1	Health & Safety Plan Appendix withheld - Commercial Information
3	Appendix 2	Memorandum of Understanding Appendix withheld - Commercial Information
4	Appendix 3	Budget – Programme over Commercial Information Appendix withheld - Commercial Information
5	Appendix 4	Position Descriptions Appendix withheld - Commercial Information

Part I: Declarations

39. Has this activity ever been declined Crown Funding in the past?
40. Is the applicant or the contracting entity insolvent or subject to any insolvency action, administration or other legal proceedings?
41. 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
42. Is any individual involved in the application, the proposed contracting entity or the project, an undischarged bankrupt?
43. Is any individual under investigation for, or has any individual been convicted of, any offence that has a bearing on the operation of the project?
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>
45. Has the applicant / any individual involved in the application been subject to any enforceable undertaking or infringement notices.

Commercial Information

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

Whangarei A&P Society 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. The Society has no records of non-compliance in the past and no intentions of non-compliance in the future.

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

PROACTIVELY RELEASED

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

Full name: Christine Jane Mason

Title / position: Chief Executive Officer, Whangarei Agricultural & Pastoral Society

Signature:

Privacy of natural persons



Date:

26 August 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 on the application that these terms and conditions are accepted without reservation or variation.

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

Reliance by Provincial Development Unit

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

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

Ownership and intellectual property

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

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

Confidentiality

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

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

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

Limitation of Advice

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

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

No contractual obligations created

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

No process contract

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

Costs and expenses

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

Exclusion of liability

Neither the Provincial Development Unit or any other government agency, nor their officers, employees, advisers or other representatives, nor the IAP or its members will be liable (in contract or tort, including negligence, or otherwise) for any direct or indirect damage, expense, loss or cost (including legal costs) incurred or suffered by any applicant, its affiliates or other person in connection with this application and assessment process, including without limitation:

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

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

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

Inducements

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

Governing law and jurisdiction

The PGF application and assessment process will be construed according to, and governed by, New Zealand law and you agree to submit to the exclusive jurisdiction of New Zealand courts in any dispute concerning your application.

Public statements

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

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

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

Appendix 2 - Operational criteria for all tiers of the Fund

Link to Fund and government outcomes

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

Additionality

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

Connected to regional stakeholders and frameworks

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

Governance, risk management and project execution

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