



COVERSHEET

Minister	Hon Shane Jones	Portfolio	Regional Development
Title of Cabinet paper	Monitoring and Evaluating the Regional Infrastructure Fund	Date to be published	21 February 2024

List of documents that have been proactively released		
Date	Title	Author
December 2024	Monitoring and Evaluating the Regional Infrastructure Fund	Office of the Minister for Regional Development
11 December 2024	Monitoring and Evaluating the Regional Infrastructure Fund ECO-24-MIN-0300 Minute	Cabinet Office

Information redacted

YES / NO

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Some information has been withheld for the reasons of Commercial Information and Confidential Advice to Government.

Security classification – In Confidence

Office of the Minister for Regional Development

Cabinet Economic Development Committee

Monitoring and evaluating the Regional Infrastructure Fund




Proposal

- 1 I propose Cabinet agree to the implementation of the monitoring and evaluation approach for the Regional Infrastructure Fund (RIF) set out in this paper.

Relation to government priorities

- 2 Cabinet agreed to establish the \$1.2 billion RIF to lift the productivity and resilience of the regions through the delivery of regional infrastructure initiatives.
- 3 The Government's five pillars plan to rebuild the economy includes a commitment to build infrastructure for growth and resilience.

Executive Summary

- 4 I committed to report back to Cabinet with a detailed monitoring and evaluation plan, and an update on progress, for the Regional Infrastructure Fund (RIF) by the end of 2024 [CAB-24-MIN-0214].
- 5 Since the RIF opened on 1 July 2024, ^{Confide} RIF projects have been approved with a combined total value of \$^{Confidential advice to G} million. The Regional Development Ministerial Group (RDMG)¹ has directed officials to prioritise 


- 6 Officials have developed a detailed Monitoring and Evaluation Framework (detailed Framework) for the RIF, taking into account best-practice guidance and feedback on previous regional development funds from the Office of the Auditor-General (OAG). The detailed Framework sets out the operational approach, focuses on clear and measurable outcomes for the RIF as a whole, timely and accurate reporting to stakeholders and a thorough evaluation of the RIF's implementation and its short-, medium-, and long-term outcomes.
- 7 The detailed Framework is attached for reference, however it is intended to be an internal operational document to guide officials' monitoring and evaluation of the RIF.
- 8 I propose Cabinet agree to the implementation of this monitoring and evaluation approach, noting that officials will operationalise the detailed Framework. I also

¹ RDMG is comprised of the Ministers of/for Finance, Infrastructure, Local Government, Māori Development, and Regional Development.

propose Cabinet agree to delegate the authority to make further decisions on the monitoring, evaluation, and reporting of the RIF to RIF Ministers (the Ministers of/for Finance, Infrastructure, Māori Development, and Regional Development). This would facilitate the ongoing development of the detailed Framework as the fund is allocated.

Background

9 When establishing the RIF’s detailed settings in June 2024, Cabinet agreed to an overarching monitoring and evaluation framework for the RIF, including short-, medium-, and long-term outcomes, timely and accurate monitoring and reporting to key stakeholders, and noted my commitment to report back before the end of 2024 with a detailed monitoring and evaluation roadmap [CAB-24-MIN-0214].

10 Cabinet also invited me to report back on the progress of the RIF by the end of 2024 [CAB-24-MIN-0168.02].

The RIF’s progress to date

Delivery of the RIF is underway and \$^{Confidential advice to} million worth of RIF funding has been approved for ^{Confide} infrastructure projects

11 The RIF opened for applications on 1 July 2024. As at 1 December 2024, 182 applications have been received, and ^{Confide} applications worth a combined total of \$^{Confidential advice to G} million have been approved for funding.² The table below summarises current progress from application through to funding:

Table One: Summary of the RIF’s progress to date

Sector/Funding	Applications received (initial application)		Presented to RDMG/Cabinet for decision		Funding approved	
	Project Count	Funding	Project Count	Funding	Project Count	Funding
Flood resilience	Confidential advice to Government		42	\$101.100m	42	\$101.100m
Māori Economic Development/Sites of National Significance	3	\$26.150m	3	\$26.150m	3	\$26.150m
Confidential advice to Government			1	\$5.000m	1	\$5.000m
			Confidential advice to Government		1	\$3.000m
Total	182					

12 In addition to the approved funding shown above, an additional \$98.900 million of funding has been ring-fenced by Cabinet for the flood resilience category (this is the

² ^{Confide} projects have been approved by RDMG, a \$5 million drawdown on \$60 million ring-fenced funding for the Supercritical Geothermal Energy (SCGT) project has been approved by Cabinet [CAB-24-MIN-0439], and one grant project worth \$3 million has been approved by senior officials. Cabinet delegated authority to senior officials for making grant investments of up to \$3 million [CAB-24-MIN-0214].

remainder of the total \$200 million funding category) [CAB-MIN-0168.02]. Cabinet has also ring-fenced an additional \$55 million of funding to prove the viability of supercritical geothermal energy (SCGT) – this is the remainder of \$60 million total less the \$5 million already drawn down to undertake detailed design and costings and a full investment proposal [CAB-24-MIN-0439].

- 13 Prior to the RIF’s launch, Cabinet noted initial focus areas for the RIF would include flood resilience and Māori development, and agreed to invest in 42 Before the Deluge flood resilience projects [CAB-24-MIN-0168.02].³ The first two RIF investment rounds prioritised these focus areas and RDMG have allocated \$101.00 million toward the 42 flood resilience projects, and a total of \$26.150 million of funding toward infrastructure upgrades at Parihaka, Rātāna Pā, and Waitangi Treaty Grounds.

I am confident the direction of the RIF is achieving critical impacts for the regions

- 14 RIF Ministers and RDMG⁴ are comfortable we have appropriate settings and criteria to achieve impact from the RIF, based on the projects presented for decision to date and advice from officials on the range of potential RIF projects for upcoming decision.
- 15 Many of the projects funded to date (such as flood resilience and Māori development projects) are strategic projects with limited or no ability to generate revenue, and consequently have received grant funding. With \$159.250 million⁵ of \$300 million of available RIF operating expenditure now allocated, remaining grant funding will need to be managed carefully. RDMG will continue to consider strategic, non-revenue generating projects in particular for grant funding on an individual basis.

16 Confidential advice to Government
[Redacted]

17 Confidential advice to Government
[Redacted]

The Regional Infrastructure Fund Monitoring and Evaluation Framework

- 18 Officials have developed a detailed Framework to be operationalised, based on the overarching framework, outcomes and measures agreed by Cabinet. The full detailed Framework is an operational document to be used to guide officials’ implementation

³ In May 2024, Cabinet agreed to commit \$101.10 million of RIF funding (alongside \$64.40 million of co-funding from recipients) to 42 flood resilience projects proposed through the ‘Before the Deluge 2.0’ report that were within scope of the RIF and ready for investment [CAB-24-MIN-0168.02].

⁴ Cabinet agreed to delegate decision-making authority to RIF Ministers for the purpose of making ongoing policy and administration decisions for the RIF and to RDMG for project-specific investment decisions [CAB-24-MIN-0214].

⁵ This value is higher than the total RIF funding approved to date because it is comprised of \$135.250 million for approved projects that received grant funding and the \$24 million allocated to programme management costs through to the end of FY2026/27 for the RIF [CAB-MIN-0214].

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of monitoring and evaluation for the RIF. The detailed Framework has been attached for reference as **Appendix One**. I propose Cabinet agree to the implementation of the monitoring and evaluation approach outlined in this paper.

- 19 I also propose that Cabinet delegate the authority to make further decisions on the monitoring, evaluation and reporting of the RIF, including minor changes to the detailed Framework in line with the intention of this paper, to RIF Ministers. This would facilitate the ongoing development of the detailed Framework as the fund is allocated.

The detailed Monitoring and Evaluation Framework incorporates lessons-learned from previous funds

- 20 The detailed Framework addresses lessons learned from previous regional development funds. This has been a core consideration through the establishment of the RIF and the development of the detailed Framework. The detailed Framework in particular has been informed by feedback from the OAG on the Provincial Growth Fund’s (PGF’s) monitoring and evaluation that use of broad criteria were difficult to report on, and there was a lack of full reporting on the PGF’s outcomes as a whole. Officials will continue to engage with the OAG on the delivery of the RIF.
- 21 The detailed Framework was also developed to align with a Specific, Measurable, Achievable, Relevant, Timely (SMART) approach to outcome measurement and the OAG’s guide to better performance reporting. Examples of alignment of the detailed Framework to OAG better performance reporting attributes is set out in the table below:

Table Two: How the proposed RIF detailed Framework aligns with OAG’s guide to better performance reporting

OAG better performance reporting attribute	Corresponding example in detailed Framework
Relevant	Outcomes measurement and reporting is directly tied to the outcomes agreed by Cabinet for the RIF.
Reliable	The detailed Framework includes evaluation reports during and after the delivery of the RIF that will be externally procured and independently carried out.
Understandable	Case studies of completed projects will be published regularly and explain the background, purpose, and benefits of individual projects to the public.
Timely	Evaluation and subsequent reporting are provided at appropriate stages and frequency, eg quarterly reporting to inform individual investment decisions throughout each financial year, and formative evaluation after the first year to inform process improvement while the RIF is being delivered.
Comparable	Outcomes used to inform reporting compare outcome progress to baseline measures from the start of the RIF.
Verifiable	Measures and data sources for each RIF outcome are clearly identified to enable verification.

Project outcomes and indicators

- 22 In June 2024, Cabinet noted officials would continue to develop the RIF’s measures of success [CAB-24-MIN-0214]. Accordingly, officials have refined the outcomes and indicators agreed to by Cabinet to make them easier to monitor and measure, and ensure clear linkage between outcomes and indicators.
- 23 Refined outcomes address the OAG criticism from the *Review of the Provincial Growth Fund reset* that the use of broad criteria “created challenges for providing clear reporting on how well objectives . . . are being achieved”,⁶ by ensuring that fund objectives are explicitly linked to outcomes with measurable indicators from the outset of investment.
- 24 The full set of detailed Framework outcomes and indicators, as well as their correspondence to equivalent outcomes and indicators agreed by Cabinet [CAB-24-MIN-0214], are set out in the full detailed Framework attached as **Appendix One**.

How project outcomes are measured

- 25 To enable measurable or comparable outcomes, officials establish baseline measures for whole-of-fund outcomes using values from prior to the start of the RIF in July 2024, or prior to RIF investment.
- 26 Following approval, outcomes will be monitored through associated indicators. Indicators will be measured using data from a range of sources, including administrative data collected in applications, contracts, recipient monthly and quarterly reporting, and project completion reports, and from external sources of regional data such as Stats NZ and the Ministry of Social Development.
- 27 This outcome indicator measurement approach aligns with the approach recommended by the Social Investment Agency, which provides insights, tools, and practices that improve cross social system decision making, by capturing the following values to ensure indicators are feasible and worthwhile: measure, data source, baseline, target and frequency of measurement.⁷

The RIF has regular reporting in place

- 28 The detailed Framework provides for timely and accurate reporting to key stakeholders, including RDMG. Key regular reporting includes:
- 28.1 RIF outcomes dashboard (audience: RDMG, senior officials): plots RIF approved, contracted, and paid funding against RIF outcomes;
- 28.2 Kānoa Regional Economic Development & Investment Unit (Kānoa – RD) quarterly report (audience: RDMG, senior officials): shows the progress from approval to project completion of Government investments managed by Kānoa – RD, including the RIF;
- 28.3 Crown Regional Holdings Limited (CRHL) Quarterly report (audience: Minister of Finance and Minister for Regional Development as CRHL’s

⁶ [Appendix 1: Key findings — Office of the Auditor-General New Zealand \(oag.parliament.nz\)](#)

⁷ [Making Sense of Evaluation: A Handbook for Everyone V2_Handbook_FINAL-enhanced.pdf \(sia.govt.nz\)](#) p.33. The handbook uses different terms for equivalent values, e.g., indicator, source of data, success criteria.

shareholders, CRHL board members, senior officials): summarises the overall performance of CRHL and any major achievements, variances, or issues during the quarter;⁸

- 28.4 Appropriation measures (audience: Parliament, public): The RIF multi-category appropriation (MCA) will have 2-3 implementation performance measures that will need to be reported on every 6-12 months.
- 29 The approach to reporting builds on feedback from the OAG on previous regional development funds. In *Managing the Provincial Growth Fund*, the OAG concluded that reporting on the fund as a whole could be improved and that “there needs to be full and relevant reporting about the nature and purpose of the Fund’s investments and the impact of those investments against the objectives set for the Fund when it was established.”⁹
- 30 The detailed Framework builds on this feedback by using the purpose-linked outcomes and indicators mentioned above to report on the impact of the fund as a whole, in particular through the quarterly RIF outcomes dashboard.
- 31 The detailed Framework also meets the requirements for monitoring and reporting on major spending, savings, and revenue decisions (including the RIF) agreed by Cabinet in October 2024 [ECO-24-MIN-0231].
- 32 One-off reporting will be provided to Cabinet once the impact evaluation outlined below has been completed.

Evaluation approach

- 33 Cabinet agreed that the RIF’s evaluation approach should include formative evaluation and identification of potential impact studies, and directed officials to set aside \$^{Confidential advice to G} from the RIF’s departmental operating expenditure to support the fund’s evaluation [CAB-24-MIN-0214].
- 34 To ensure a thorough and robust evaluation approach officials have incorporated process and formative evaluation as well as staged impact evaluation into the detailed Framework:
- 34.1 Kānoa – RD lessons-learned: As the unit responsible for the delivery of the RIF, Kānoa – RD will undertake an internal lessons-learned survey annually over the three years of the fund. Surveys will focus on various RIF elements including process and delivery to ensure continuous improvement of the RIF throughout delivery;
- 34.2 Formative evaluation: Anticipated to take place in mid to late 2025. The formative evaluation will look at delivery and early impacts of the RIF. I will report back if there are any substantive findings from the formative evaluation which RIF Ministers believe should be considered by Cabinet. RIF Ministers

⁸ Cabinet agreed CRHL would hold debt and equity investments for the RIF; it also holds other Kānoa – RD-managed debt and equity funding [CAB-24-MIN-0168.02].

⁹ [Managing the Provincial Growth Fund \(oag.parliament.nz\)](https://oag.parliament.nz) p.5.

and RDMG will continue to monitor the RIF's progress and outcomes after the formative evaluation;

- 34.3 Impact evaluation process: An impact evaluation process is anticipated to be completed several years after the allocation of RIF funding (around 2029).¹⁰ The impact evaluation process for RIF projects would look at what impact the projects have had and are likely to have in future, and could include a range of methods such as economic impact analysis and cost-benefit analysis of key projects. A report back to Cabinet on the findings of the RIF's impact evaluation process will occur once this has been completed.

Ex-post evaluation

- 35 The detailed Framework also suggests ex-post evaluation of a sample of RIF projects be carried out and sets out how this could occur. Ex-post evaluation of projects would take place a minimum of five years after their completion, to enable the longer-term, post-construction outcomes of RIF investment to be evaluated after they have had time to emerge.
- 36 Ex-post evaluation would align with international research, which indicates that this approach can capture longer-term, post-construction impacts, and inform improvements to support the success of future projects.¹¹
- 37 Any ex-post evaluation would be contingent on future funding being allocated to undertake this work.

Cost-of-living Implications

- 38 There are no cost-of-living implications for this proposal.

Financial Implications

- 39 Funding for the independent formative and impact evaluations outlined in the detailed Framework is already included in the appropriation for funding the RIF.
- 40 There is no funding allocated for the ex-post evaluations of the RIF proposed in the detailed Framework, as this would take place a number of years after the RIF appropriation expires at the end of FY2026/27. If any ex-post evaluation were to proceed, this would take place under a future Parliamentary term under which Budget decisions would be needed to determine further funding appropriation.

Legislative Implications

- 41 This proposal contains no legislative implications, and a Regulatory Impact Statement is not required.

¹⁰ This would occur after the current expiry of the RIF appropriation at the end of FY2026/27, but

¹¹ Volden, H. & Welde, M., (2022). Public project success? Measuring the nuances of success through ex-post evaluation, *International Journal of Project Management* (40) 703-714.

Climate Implications of Policy Assessment

- 42 There are no direct climate implications of the detailed Framework. The detailed Framework does not monitor emissions profile or reduction outcomes as these do not form part of the outcomes agreed by Cabinet for the RIF.

Population and Human Rights Implications

- 43 This proposal contains no population or human rights implications.

Consultation

- 44 The following departments were consulted: The Treasury, Department of Internal Affairs, Ministry for Primary Industries, Te Waihangā.

Proactive Release

- 45 I intend to release this Cabinet paper and associated minutes within 30 days of final Cabinet decisions being made.

Recommendations

The Minister for Regional Development recommends that the Committee:

- 1 **note** I committed to reporting back before the end of 2024 with a detailed monitoring and evaluation roadmap [CAB-24-MIN-0214];
- 2 **note** that Cabinet invited me to report back to Cabinet on the Regional Infrastructure Fund's (RIF) progress by the end of 2024 [CAB-23-MIN- 0168.02];
- 3 **note** that since the RIF opened for applications on 1 July 2024, 182 applications have been received and Confide projects worth \$Confidential advice to G million have been approved for funding by the Regional Development Ministerial Group (RDMG);¹²
- 4 **agree** to the implementation of the monitoring and evaluation approach outlined in this paper;
- 5 **note** officials have developed, and will operationalise, a detailed Monitoring and Evaluation Framework for the RIF that takes into account lessons-learned from delivery of previous regional development funds, and includes specific performance measures and evaluation milestones;
- 6 **agree** to delegate the authority to make further decisions on the monitoring, evaluation and reporting of the RIF to RIF Ministers¹³ (the Ministers of/for Finance, Infrastructure, Māori Development, and Regional Development);

¹² RDMG is comprised of the Ministers of/for Finance, Infrastructure, Local Government, Māori Development, and Regional Development.

¹³ RIF Ministers are the Ministers of/for Finance, Infrastructure, Māori Development, and Regional Development.

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7 **note** I will report back on any substantive findings from the RIF's formative evaluation which RIF Ministers believe should be considered by Cabinet, and there will be a report back to Cabinet on the findings of the RIF's impact evaluation;

8 **note** RIF Ministers will continue to monitor the RIF's progress and outcomes.

Authorised for lodgement

Hon Shane Jones

Minister for Regional Development

Appendix One – Regional Infrastructure Fund Monitoring and Evaluation Framework 2024 (*attached separately*)

Regional Infrastructure Fund
MONITORING AND EVALUATION FRAMEWORK
2024

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Executive summary

This framework outlines RIF outcomes and how they are measured

The Regional Infrastructure Fund (RIF) Monitoring and Evaluation Framework outlines the RIF's purpose, outcomes, outputs and inputs in a clear and simple intervention logic. The logic uses distinct outcomes that move from short (more specific) to longer (and broader) term outcomes. The outcomes and associated indicators are designed to be specific, measurable, achievable, relevant, and timely (i.e. SMART), and to conform to the Office of the Auditor General's guide to better performance reporting¹.

Measurement uses outcomes allocation, indicators, and evaluation

The RIF framework has incorporated RIF outcomes into the RIF application forms, so that applicants can indicate directly which outcomes they expect their projects to contribute to, how, and when. This is also assessed by Kānoa – RD in the project application evaluation stage. This data enables Kānoa – RD to estimate project outcomes, and to plot this out, estimating future benefits and monitoring estimated benefits as projects progress.

Indicators and associated measures of outcome performance have also been identified in the framework's outcomes tables. These range from immediate and direct measures using Kānoa administrative data (such as employment on RIF projects), to longer-term and broader measures from other data sources (such as Stats NZ's regional GDP, MSD's job seekers, and Treasury-Finity Consulting data on regional insurance affordability and availability).

Independent evaluation of RIF processes and impacts is also outlined in the framework. This evaluation comprises a formative evaluation of RIF processes starting procurement in the second half of the first year of the fund (2025) and an impact evaluation in year five (2029/30).

All RIF recipient reporting and Kānoa – RD RIF reporting is outlined

The framework is designed to be comprehensive and indicates and outlines all RIF recipient sources of data for informing the measurement of benefits and outcomes, including application, monthly reporting, quarterly reporting and project completion reports. It also indicates and outlines all the Kānoa – RD reports that Kānoa produces which include information on RIF performance, including outcomes dashboards. Note that RIF processes and reporting are, however, still subject to change as the fund progresses and improvements are made.

¹ [Office of the Auditor-General. \(2024\). A guide to our resources to support better performance reporting.](#)

Introduction

Purpose

The purpose of this Monitoring and Evaluation Framework is to guide Kānoa – Regional Development & Investment Unit (Kānoa – RD) in monitoring and evaluating the Regional Infrastructure Fund (RIF) to understand whether, where and when the benefits sought by the RIF are being achieved.

The framework will provide a clear line of sight from inputs to outputs to outcomes, and ensure data collection, analysis and reporting is timely, relevant and consistent. The aim of the framework is to support:

- a. systematic (timely and evidence-based) reporting
- b. transparency and accountability
- c. risk (and opportunities) management
- d. continuous improvement.

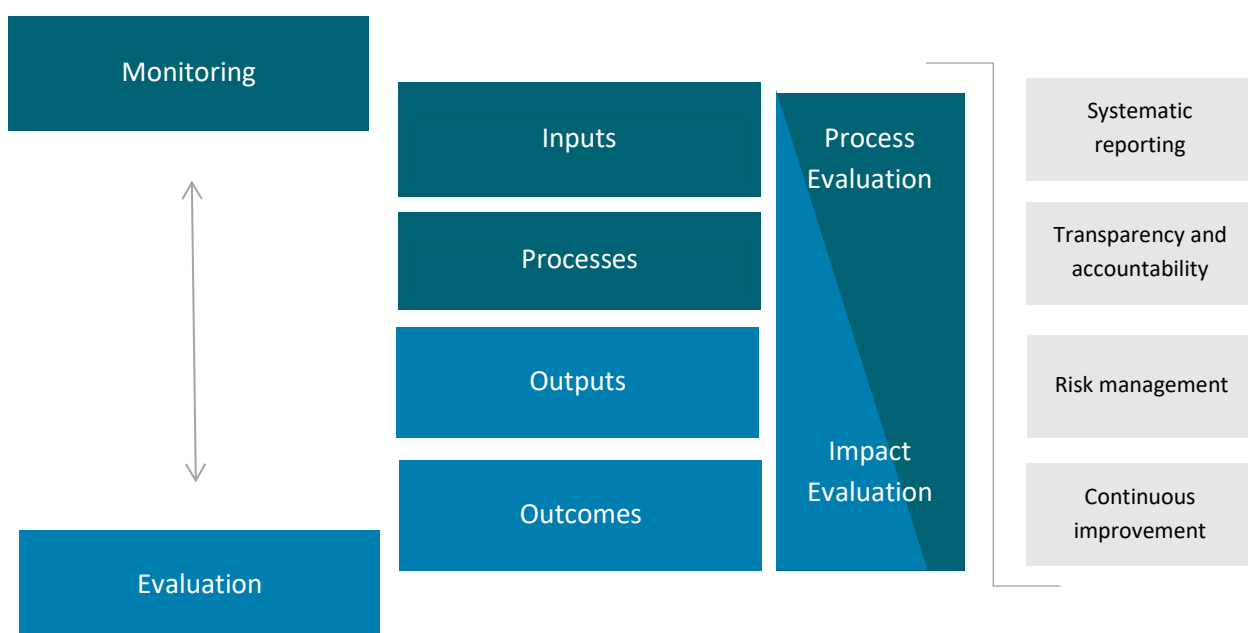
While monitoring and evaluation are complementary, they each have a different focus:

- a. Monitoring is systematic and ongoing and will focus on what is being done (inputs, implementation and outputs).
- b. Evaluation is a discreet piece of work that often focuses on the how (process) or difference being made (outcomes or impacts).

Process evaluation can help assess how well the process to apply the programme performs and make recommendations for how to improve. It is of most benefit if carried out early in a programme.

Impact evaluation is usually undertaken after a number of years, when some outcomes will have taken place. It can help determine whether interventions have contributed to outcomes, intended or unintended, and to what extent.

Figure 1 - Monitoring and evaluation conceptual framework



Background

The RIF is a \$1.2 billion fund launched on 1 July 2024 to invest in regional infrastructure that will improve New Zealand’s regional productivity and increase its resilience to shocks, such as those caused by climate change.

The RIF investment programme is open for applications for three years, from July 2024 to July 2027. Following that the RIF programme of investments will need to be administered for many years, as infrastructure can take years to build, and the form of funding, which is intended to be mainly loans and equity investments, entails a long timeframe during which capital is returned to the Crown.

It is intended that the RIF will invest in the building of new infrastructure and the development, upgrade and improvement of existing infrastructure through two main funding components or categories outlined in the table below. These categories are resilience infrastructure and enabling infrastructure. There is a third smaller unallocated amount for emerging priorities.

Table 1 - The Regional Infrastructure Fund categories

Delivery	Value	Purpose	Applications
1. Resilience infrastructure Delivered by Kānoa	Approximately \$720m (60% of total)	To increase the resilience of provincial regions to the impacts of climate change and other shocks, including flood prevention, drought resilience, and the security of essential services infrastructure.	Applications are invited from 1 July 2024
2. Enabling infrastructure Delivered by Kānoa	Approximately \$420m (35% of total)	To enable community and economic growth, such as through innovation parks, supply chain solutions, cultural institutions, and business assets producing outputs beneficial to other businesses.	Applications are invited from 1 July 2024
Unallocated	Up to \$60m (5% of total)	To invest in projects identified by Ministers in response to ‘emerging priorities’	
TOTAL	\$1.2 billion		

The outcomes framework

Moving to measurable outcomes

To measure outcomes the Regional Infrastructure Fund (RIF) needs an intervention logic that is simple, straightforward and logical. The outcomes given in that logic (and the indicators and measures aligned to it in the outcomes framework) should follow the SMART guide. This means they should be:

- Specific - plain English, single-meaning, understandable and discreet, which makes them meaningful and measurable.
- Measurable - also requires there is data available or that new data can be generated to make the necessary measurement.
- Achievable - the outcomes reflect what the RIF does and what it can reasonably be expected to achieve.
- Relevant - as a result of RIF investments and connected to the RIF's purpose.
- Timely - expected to occur within a clear timeline.

This SMART guide is also affirmed and added to by the Office of the Auditor-General guide to better performance reporting². The guide states, in a way similar to the SMART guide, that performance reporting needs to be:

- relevant
- reliable
- understandable
- timely
- comparable (meaning a measure should include some comparison to standards, forecast or target values, and previous years [so a baseline])
- verifiable.

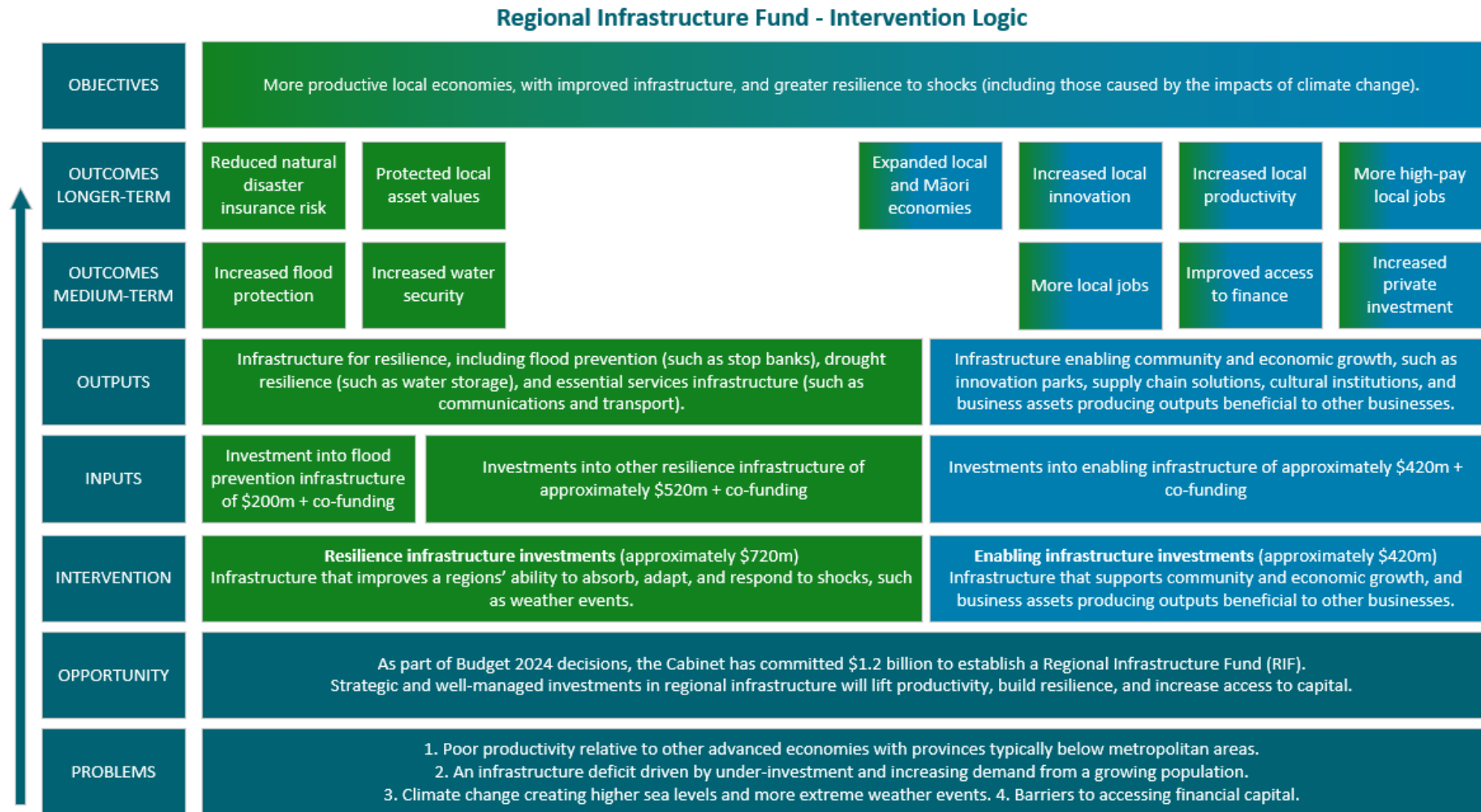
To align with this approach, the outcomes and indicators for the RIF agreed by Cabinet³ have been translated into outcomes with indicators that are specific and measurable⁴. The intervention logic below places these translated outcomes in the context of the overall RIF intervention.

² [Office of the Auditor-General. \(2024\). A guide to our resources to support better performance reporting.](#)

³ New Zealand Cabinet, (17 June 2024). Regional Infrastructure Fund: Detailed Settings and Drawdown from Tagged Contingencies. CAB-24-MIN-0214.

⁴ See Annex 4 for CAB outcomes alignment to outcomes framework.

Figure 2 - Regional Infrastructure Fund - intervention logic



Defining measurable short-to-medium and longer-term outcomes

The Regional Infrastructure Fund (RIF) has overall objectives or goals in the intervention logic of more productive local economies, with improved infrastructure, and greater resilience to shocks (including those caused by the impacts of climate change). These follow from:

1. The “single overarching purpose” of the Regional Development: Regional Infrastructure Fund MCA appropriation, which is, “to support regional economic growth through the RIF” (CAB-24-MIN-0214⁵).
2. The “intention statement” of “a lift in the productivity potential of the regions through the delivery of regional infrastructure initiatives” (CAB-24-MIN-0214).
3. The recognition that “New Zealand faces a significant infrastructure deficit, ... driven in part by challenges for regional organisations and investors in accessing capital” (CAB-24-MIN-0168.02⁶).
4. The initial focus of the RIF on “Māori economic development and flood resilience” (CAB-24-MIN-0214).
5. The “high-level and long-term aims for the RIF” to:
 - 5.1. “Lift productivity in regional economies by increasing the performance of businesses and catalysing the development of new or emerging industries; and/or
 - 5.2. Improve the ability for regional businesses and communities to absorb and recover from shocks and adapt to changing conditions.” (CAB-24-MIN-0214).

To achieve these goals, the RIF will invest in resilience infrastructure and infrastructure enabling community and economic growth. By doing this, it will impact change across several short-to-medium and medium-to-long-term outcome areas. Clearly articulating these outcomes helps shape how monitoring and evaluation is designed and implemented. In the figures below, the green colour-coded outcomes are expected more from the infrastructure for resilience category, while the blue colour-coded outcomes are expected more from the enabling infrastructure category. However, both categories can contribute across all outcomes.

Figure 3 - Regional Infrastructure Fund – short-to-medium-term outcomes 1-5 years

Short-to-medium-term outcomes 1-5 years				
Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5
Increased flood protection	Increased water security	More jobs for locals (especially unemployed)	Improved access to finance for local firms and Māori	Increased private investment in local economies

⁵ New Zealand Cabinet, (17 June 2024). Regional Infrastructure Fund: Detailed Settings and Drawdown from Tagged Contingencies. CAB-24-MIN-0214.

⁶ New Zealand Cabinet, (20 May 2024). Establishing the Regional Infrastructure Fund. CAB-24-MIN-0168.02

Figure 4 - Regional Infrastructure Fund – medium-to-long-term outcomes 5+ years

Medium-to-long-term outcomes 5+ years					
Outcome 6	Outcome 7	Outcome 8	Outcome 9	Outcome 10	Outcome 11
Reduced impacts of natural disaster	More vital assets and services protected	Strengthened local & Māori economies & communities	Increased local innovation	Increased local productivity	More highly-skilled local workers

These high-level short-to-medium and medium-to-longer-term outcomes are supported by research relating to regional resilience⁷ in New Zealand and overseas, and to economic fundamentals for growing productivity. They align with the objectives of the RIF and other plans and strategies including the objectives outlined in the Government’s coalition agreements and 100-point Economic Plan.

The grouping of outcomes into short-to-medium-term outcomes (1-5 years), and medium-to-long-term outcomes (5+ years), partly reflects the 1-3-year application and approval window of the fund. As projects will start in different years, outcomes will start in different years, and as infrastructure projects can take several years to complete, their post-completion outcomes will also start in different years. Due to this, the short-to-medium-term outcomes are grouped and expressed as a range. The longer-term outcomes, which arise out of the short-to-medium-term outcomes and come later, have a 5+ years range. This long-term range also reflects the long-term nature of many of the benefits from infrastructure due to its typically long life span.

The RIF Outcomes Framework tables below provide the indicators that will show progress against each of the fund outcomes. The detailed measures for these indicators are given in *Annex 2: Indicator measures and sources aligned to the outcomes framework*. This outcomes framework will play a pivotal role in guiding fund monitoring and reporting, and impact evaluation.

⁷ See Annex for references on topics related to resilience, including climate resilience, water security, and the costs of natural disaster.

Table 2 - Outcomes framework with indicators for short-to-medium-term outcomes 1-to-5 years

SHORT-TO-MEDIUM-TERM OUTCOMES 1-5 YEARS ⁸					
	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5
	Increased flood protection	Increased water security	More jobs for locals (especially job seekers)	Improved access to finance for local firms and Māori	Increased private investment in local economies
BENEFITS	<p>Benefit</p> <p>The area and assets protected from floods includes commercial and residential assets, and developed land. As well the direct, tangible costs to buildings and infrastructure prevented by flood protection, there are many indirect and intangible costs that are prevented, including clean-up and health effects.</p>	<p>Benefit</p> <p>Increased water security means more days that a region can sustain water supply for drinking and irrigation and other uses in the event of a drought or other event. Increases in natural or human-made water storage or the protection of water storage can contribute to this.</p>	<p>Benefit</p> <p>More jobs for locals (especially job seekers) expands opportunities for locals to stay in the region, and provides more opportunities for people coming to the region, so expanding the regional economy. Employing more people off Job Seeker Support grows employment, increases material wellbeing and reduces public expenditure on benefits.</p>	<p>Benefit</p> <p>Local firms and Māori businesses and organisations that are more able to access finance allows them to invest more in physical capital and innovation to develop and grow production.</p>	<p>Benefits</p> <p>Greater private investment in the regions by firms grows regional economies by generating additional economic activity through new capital, more employment and higher production. Private investment may crowd-in around or due to RIF investments in infrastructure that facilitates or enables private-sector activity.</p>
INDICATORS	<p>1.1 Built area value at risk of flooding.</p> <p>1.2 Production land value at risk of flooding.</p> <p>1.3 Undeveloped land value at risk of flooding.</p> <p>1.4 Value of contracted RIF projects that fit this outcome.</p> <p>1.5 Number of contracted RIF projects that fit this outcome.</p>	<p>2.1 Irrigated land area increases.</p> <p>2.2 Water storage increases.</p> <p>2.3 Value of contracted RIF projects that fit this outcome.</p> <p>2.4 Number of contracted RIF projects that fit this outcome.</p>	<p>3.1 Increase in filled jobs in regions RIF has invested in.</p> <p>3.2 Reduction in MSD Job Seeker numbers or proportions.</p> <p>3.3 Number of FTEs employed by the projects the RIF invests in.</p> <p>3.4 Regional multiplier estimates of FTEs sustained by RIF investments.</p> <p>3.5 Number of local persons employed on RIF funded projects.</p> <p>3.6 Number of persons employed off Job Seeker Support by RIF funding projects.</p> <p>3.7 Number of Māori employed by RIF funded projects.</p> <p>3.8 Value of contracted RIF projects that fit this outcome.</p> <p>3.9 Number of contracted RIF projects that fit this outcome.</p>	<p>4.1 Firms and Māori businesses and organisations invested in are more able to access additional finance from private providers.</p> <p>4.2 Value of co-funding for RIF funded projects.</p> <p>4.3 Value of contracted RIF projects that fit this outcome.</p> <p>4.4 Number of contracted RIF projects that fit this outcome.</p>	<p>5.1 More private investment in areas serviced by the infrastructure RIF creates.</p> <p>5.2 Value of contracted RIF projects that fit this outcome.</p> <p>5.3 Number of contracted RIF projects that fit this outcome.</p>

⁸ Any changes to the Outcome framework must be reflected in Annex 2: Indicator measures and sources aligned to the Outcomes framework

Table 3 - Outcomes framework with indicators for medium to long-term outcomes 5+ years

MEDIUM-TO-LONG-TERM OUTCOMES 5+ YEARS ⁹						
	Outcome 6	Outcome 7	Outcome 8	Outcome 9	Outcome 10	Outcome 11
	Reduced impacts of natural disasters	More vital assets and services protected	Strengthened local and Māori economies and communities	Increased local innovation	Increased local productivity	More highly-skilled local workers
BENEFITS	<p>Benefit</p> <p>Reducing the impacts of disasters or increasing resilience to disasters, allows regions to cope better when disasters occur. Investments may be (using PARA framework) in Protection from likely disasters (such as stopbanks), Accommodation to cope with a likely disaster (such as lifting buildings), Retreat away from likely disaster areas (moving infrastructure out of the area), and building in areas that Avoid disaster-prone areas.</p>	<p>Benefit</p> <p>More or more protected vital services - such as the supply of water, energy (electricity, gas, fuel), telecommunications, food, transport, medicine, emergency assistance (medical, fire, and police) and waste removal, and the assets used in providing them (public utilities, communications infrastructure, supermarkets, hospitals, ambulances, fire stations and vehicles, police stations and vehicles, civil defence buildings, and drains) – all benefit communities in times of crisis.</p>	<p>Benefit</p> <p>Stronger local and Māori economies and communities are supported by better infrastructure that provides greater resilience to the impacts of climate change and other shocks and enables further investment in the region.</p>	<p>Benefit</p> <p>More innovation by local businesses leads to greater productivity and higher incomes. This can be facilitated by infrastructure that encourages innovation (such as innovation hubs) and by infrastructure that crowds-in additional investment by firms that use the infrastructure. Food production is a key sector for provincial regions, and so a key sector for investment that grows innovation and resilience.</p>	<p>Benefit</p> <p>Higher productivity means more is produced with less labour, enabling higher incomes and higher profits. This benefit should result from firms investing in physical capital and innovating, and by firms using new infrastructure to do new things.</p>	<p>Benefit</p> <p>The RIF investments in infrastructure should lead to upskilling through on-the-job training and experience. Infrastructure which increasing firm innovation and thus productivity should lead to more skilled workers in higher paid jobs, benefitting the material wellbeing of employees in the regions invested in.</p>
INDICATORS	<p>6.1 In the event of an actual natural disaster the RIF infrastructure resilience investments perform as expected.</p> <p>6.2 Regional insurance premium increases slow or decrease after RIF infrastructure resilience projects complete construction.</p> <p>6.3 Insurance retreat in areas where the RIF invests in resilience infrastructure is slowed or reversed after these projects complete construction.</p> <p>6.4 Investment in enhancing resilient regional transport networks (land, sea or air).</p> <p>6.5 Value of contracted RIF projects that fit this outcome.</p> <p>6.6 Number of contracted RIF projects that fit this outcome.</p>	<p>7.1 Number (and value) of vital assets and services protected increases.</p> <p>7.2 Resilience of vital assets and services increases.</p> <p>7.3 Investments in digital security</p> <p>7.4 Investments in food security</p> <p>7.5 Investments in energy security</p> <p>7.6 Value of contracted RIF projects that fit this outcome.</p> <p>7.7 Number of contracted RIF projects that fit this outcome.</p>	<p>8.1 Regional economies grow for the regions invested in during and post the period of investment.</p> <p>8.2 The Māori economy grows during and post project completion.</p> <p>8.3 Growth in new and emerging industries (aquaculture, renewable energy, etc).</p> <p>8.4 Arts and recreation services sectors of regional economies grow in the regions invested in post completion of investments that fit this outcome.</p> <p>8.5 Construction sectors of regional economies grow in the regions invested in during the period of investment.</p> <p>8.6 More Māori employed in regions RIF invests in.</p> <p>8.7 Regional multipliers estimates of regional GDP created by RIF investments.</p> <p>8.8 Value of investment in cultural institutions, such as marae, museums, and performing arts centres.</p> <p>8.9 Value of investment in food production,</p> <p>8.10 Value of investment in whenua Māori land entities.</p> <p>8.11 Value of contracted RIF projects that fit this outcome.</p> <p>8.12 Number of contracted RIF projects that fit this outcome.</p>	<p>9.1 Increase in local innovation (new firms, products and production) that leverages or benefits from RIF funded local infrastructure.</p> <p>9.2 New or improved products or production methods from RIF investments that fit this outcome.</p> <p>9.3 RIF investments in more innovative food production.</p> <p>9.4 Value of contracted RIF projects that fit this outcome.</p> <p>9.5 Number of contracted RIF projects that fit this outcome.</p>	<p>10.1 Higher levels of GDP per employee (or per capita) in regions where the RIF has invested.</p> <p>10.2 Higher levels of Māori economy GDP per employee.</p> <p>10.3 Increase in small business average productivity in regions where the RIF has invested.</p> <p>10.4 Value of contracted RIF projects that fit this outcome.</p> <p>10.5 Number of contracted RIF projects that fit this outcome.</p>	<p>11.1 A greater proportion of employment in the regions invested in are in higher skilled jobs.</p> <p>11.2 Types of jobs created by RIF investments.</p> <p>11.3 Value of contracted RIF projects that fit this outcome.</p> <p>11.4 Number of contracted RIF projects that fit this outcome.</p>

⁹ Any changes to the Outcome framework must be reflected in Annex 2: Indicator measures and sources aligned to the Outcomes framework

Clear outcomes enables clear allocation and estimation of benefits

Defining clear and SMART RIF outcomes at an early stage in the implementation of the RIF has enabled Kānoa – RD to integrate these RIF outcomes into recipient project application forms and Kānoa – RD Investment project assessment-evaluation templates. The RIF application also asks recipients to list what the main benefits of their projects are without reference to RIF outcomes, and how their projects will achieve them. This enables a neutral, non-RIF specific assessment of what the main benefits of projects will be.

The inclusion of RIF outcomes in the application, and the provision by recipients of how their projects will contribute to these outcomes, enables Kānoa – RD to assess the fit of projects to RIF outcomes. As the application and assessment-evaluation template also ask when the benefits occur, the timing of benefits can also be estimated and mapped – see Figures 5 and 6.

With this information, Kānoa – RD can estimate the benefits to RIF outcomes and measure progress on these outcomes according to how projects progress. The weighting of projects to benefits is determined by their fit to the RIF outcomes (on a 3-point scale from no fit, to partial fit, to full fit) and the size (value) of the project. It is important to note that these assessments of benefits are modelled estimates. They make no determination to the relative worth of different outcomes and the 3-point scale is simple so that applicants and assessors can apply it. Despite this, its use allows Kānoa – RD to make a clear allocation of where (to what outcomes) project investments are expected to have benefit.

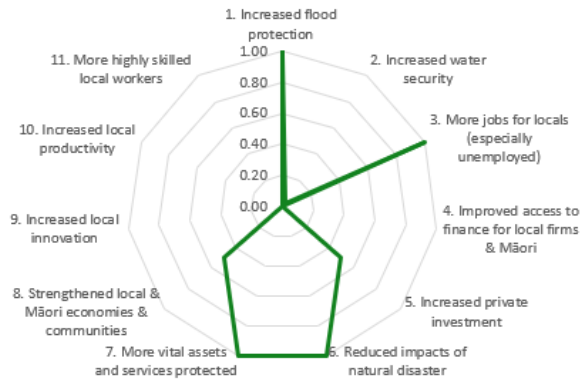
Figure 5 - Regional Infrastructure Fund outcomes dashboard – flood resilience¹⁰

This dashboard plots expected project benefits to RIF outcomes and when benefits will occur. The data is based on RIF applications, project application evaluations and business cases. The extent and timing of expected benefits can also be tracked according to the timing and levels of paid funding. The data displayed below is from 40 contracted flood resilience projects. Other types of projects will be more diverse in outcomes and duration of benefits.

RIF flood resilience projects benefits to RIF outcomes

Contracted flood resilience projects (40) benefits to RIF outcomes - average fit to outcomes

RIF Outcomes	Score
1. Increased flood protection	1.00
2. Increased water security	0.03
3. More jobs for locals (especially unemployed)	1.00
4. Improved access to finance for local firms & Māori	0.00
5. Increased private investment	0.50
6. Reduced impacts of natural disaster	1.00
7. More vital assets and services protected	1.00
8. Strengthened local & Māori economies & communities	0.50
9. Increased local innovation	0.00
10. Increased local productivity	0.00
11. More highly skilled local workers	0.00



Determined by average fit of projects to RIF outcomes.

Contracted flood resilience projects (40) benefits to RIF outcomes - summed fit over benefit duration time, diminishing for some outcomes due to continuing climate change.

RIF Outcomes	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
1. Increased flood protection	0.00	0.13	0.23	1.00	0.99	0.98	0.97	0.97	0.96	0.95	0.94	0.93	0.92
2. Increased water security	0.00	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
3. More jobs for locals (especially unemployed)	0.95	0.88	0.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4. Improved access to finance for local firms & Māori	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5. Increased private investment	0.00	0.06	0.11	0.50	0.50	0.49	0.49	0.48	0.48	0.47	0.47	0.47	0.46
6. Reduced impacts of natural disaster	0.00	0.13	0.23	1.00	0.99	0.98	0.97	0.97	0.96	0.95	0.94	0.93	0.92
7. More vital assets and services protected	0.00	0.13	0.23	1.00	0.99	0.98	0.97	0.97	0.96	0.95	0.94	0.93	0.92
8. Strengthened local & Māori economies & communities	0.48	0.50	0.50	0.50	0.50	0.49	0.49	0.48	0.48	0.47	0.47	0.47	0.46
9. Increased local innovation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
10. Increased local productivity	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
11. More highly skilled local workers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Determined by the sum of the fit of projects to RIF outcomes divided by the number of projects. Each project is given a score for its level of fit to each RIF outcome: 0.0 (no fit), 0.5 (partial fit), 1.0 (full fit).

¹⁰ Note this is a partial screenshot of the dashboard. The duration of outcome benefits extends out longer than can be fitted on the page.

Clear outcomes and indicators enable clear measures

As well as enabling the allocation of project investments to RIF outcomes, clear and SMART outcomes and indicators enable the identification of measures that, through their relevance to the RIF indicators and outcomes they support, show how much progress is being made.

The measures for the indicators of achievement against RIF outcomes are given in Annex 2: Tables of indicator measures and sources aligned to the outcomes framework.

The indicator measures in the Annex 2 tables are colour-coded into three categories according to the tightness of their relationship to the outcomes they support. The first category, outcome indicators supported by measures using RIF administrative data, have a direct relationship with the potential outcome, but are output-focussed. They indicate where the funds are allocated and, through information gained from fund recipients and Kānoa – RD investment assessment, what outcomes they target, how, and when. These measures will result in the outcomes, providing that the reasoning for how and when the investment meets the outcome is sound.

The second category is short-to-medium term indicators which are highly-related to RIF outcomes. These are not usually using RIF administrative data, but still have a strong relationship to the RIF project investments. The many possible measures for flood resilience are typical of these, as they can be specifically tied to a flood resilience project and are also highly relevant to the associated outcome (increased flood protection in this case).

The third category denotes medium-to-longer term indicator measures. These often use data that isn't specific to the funded investment, such as data from Stats NZ on regional GDP or total employment in the region. Outcomes in the medium-to-longer term tend, by their nature, to be broader than short-to-medium term outcomes. That means their connection and attribution to the investments are made more through the intervention logic. Changes in the broad outcomes can normally only be narrowly attributed to the RIF investment, as the investment usually only makes up a small part of what contributes to these overall outcomes. However, it is important to monitor and measure these outcome indicators, as they are the ultimate outcomes and objectives of the RIF.

The indicator measures and sources aligned to the outcomes framework are set out as tables for each outcome (in Annex 2). Each table has a column of indicators followed by the corresponding measure, data sources, baseline (typically the level or number at the year preceding the launch of the RIF), a target (typically increase over baseline), frequency (of source data update), and availability (is it actually available from the source). The target is typically simply increase over the baseline. This indicates the direction of desired change. A specific target figure isn't given. At this stage in the RIF, it is uncertain what achievable targets would be, as the nature of investments can vary widely in the enabling stream. The resilience stream may well be applicable to fixed and achievable targets once data is collected on the baselines for this stream's indicator measures.

Data collection and reporting overview

Kānoa – RD has established many data collection methods to ensure consistent, timely and accurate monitoring and reporting to its key stakeholders. This includes reporting done as part of contract milestone management, and lessons-learned reporting informing processes and continuous improvement activities. Surveys may be used as needed to determine changes to applicants' businesses as a result of the funding. However, most data requirements for outcomes reporting will

be met by standard reporting requirements, including regular recurring reporting from recipients and project completion reports. A large amount of baseline data will come from recipients' applications and Kānoa – RD project assessment-evaluation templates. These will allow Kānoa to understand which RIF outcomes investments are intended to contribute to.

Non-administrative data will also come from standard statistics available from Stats NZ and possibly from commercial agencies providing regional economic data. Other project or sector specific data may come from direct requests to data holders, such as local councils.

Data collection tools

Table 4 below shows what data collection tools Kānoa-RD is using to collect information on the progress and performance of the RIF. The table gives information on frequency, coverage and what questions the information collected will answer at a high level . The sequence of data collection tools in Table 4 starts with the initial application right through to ex-post project completion evaluations. An overview of each data collection tool then follows.

Table 4 - Data collection tools

Title	Responsibility TBC	Frequency	Coverage	Data type	Data collection format	Questions it should answer (not exhaustive)	Storage (format) – Pipedrive (CMS), Data Warehouse, Mako	Kānoa dashboards and reports
Application - section one	Completed by recipient	As they come in	Applicant information, project description, co-funding amount, location of project, sector involved, stages of project, eligibility information, and fund sources	Structured and unstructured.	Initially PDF. Then Business Connect online form.	How many uninvited expressions of interest via the Grow Regions website. Nature of these expressions of interest.	Mako (PDF). Selected fields in Pipedrive & Data Warehouse.	Dashboards and progress reports
Application – full	Completed by recipient	As they come in	As above plus, detailed project information and outcomes (including budget, consents, occupations, benefits, and benefits to RIF outcomes); commercial information; financial information; management analysis (including project delivery and workforce requirements); risks and mitigations information, and applicant and submission readiness.	Structured and unstructured. Some quantitative discrete categorical fields with ratings or binary completions. Commentary.	Initially PDF. Then Business Connect online form.	How many full applications, value of. Benefits of projects according to recipients and when they occur. Benefits to RIF outcomes according to recipients and when they occur. The occupations intended to be employed. Region, sector.	Mako (PDF). Selected fields in Pipedrive & Data Warehouse.	Dashboards and progress reports
Project application assessment / evaluation template	Completed by Kānoa Investment	As applications come in	Applicant information; project description and recommendations; strategic alignment; commercial analysis; financial analysis; management analysis; risk identification; fit to RIF Outcomes (appendix)	Structured and unstructured.	Word document.	How many full applications are recommended to be approved, how many not, why. How applicants meet the criteria. Project cost, co-funding, funding type, stream, region, sector.	Mako. Selected fields in Pipedrive & Data Warehouse.	Dashboards and progress reports
Papers to SLT / RED Ministers / Cabinet	Investment and Policy	As applications are assessed and submitted for approval	Projects submitted for approval and the assessment information included with the briefings.	Quantitative values Approval status	Word document.	Projects approved. Funding approved. Co-funding approved.	Mako. Selected status fields in Pipedrive & Data Warehouse.	Dashboards and progress reports
Contract	Investment – Legal - Finance	Once, at start of project	Funding amount contracted. Reporting requirements (open scope). Legal provisions.	Some quantitative. Mainly proscriptive text.	Word document.	Amount contracted. Project timeframe.	Mako. Selected status fields in Pipedrive & Data Warehouse.	Dashboards and progress reports
Recipient monthly report	Completed by recipient	Monthly	Project progress - %. New-existing employees. Hours worked. Risks. Status.	Quantitative. Categorical.	Business Connect or Survey Monkey	How far project has progressed %. Is the project on track (status).	Progress % Risk status. Risks	Dashboards and progress reports
Contract management	Investment - Regions	Monthly check in	Additional information to recipient monthly report, clarifying information.	Conversations.	Phone. Email. Meeting.	How far project has progressed %	Pipedrive status and commentary fields	Dashboards and progress reports
Recipient quarterly submission	Gathered by Investment-Regions	Quarterly	Recipient accounts. Evidence of agreed deliverables. Photos. Media. Procurement docs. Technical Reports. Relevant board reports.	Documents. Images.	Email. Word, PDF, Excel docs.	What does progress look like (photos).	Mako	Progress reports
Kānoa lessons learned	KBIT - TBC	Annual	Lessons learned by Kānoa staff	Categorical with some qualitative	Online survey - SurveyMonkey	How it is going. Any lessons we should learn.	Mako	Internal report
Formative evaluation	Independent evaluator	Once, in first year of RIF	RIF implementation. RIF processes.	Kānoa administrative data and documentation.	Various TBC	How well the RIF is being implemented and improvements to make	Mako	Formative evaluation report
Project completion reports	Recipient	As projects end construction	Variance between expected and actual costs. Benefits. Forecast benefits timeline. Total FTE over construction.	Summary descriptions. Discrete categorical data. Photos.	Business Connect online form. TBC	Did it achieve what it expected to achieve? Did it meet expected milestones? What was the variance?	Mako	Case studies / project profiles
Impact evaluation / EIA / CBA	Independent evaluator	Once, last year of fund (year 3)	RIF processes. RIF benefits-impacts so far. Future RIF benefits-impacts.	Kānoa administrative data and reports.	Various. TBC.	How well the RIF is working and what benefits-impacts have been realised and look likely to be realised. TBC	Mako	Impact evaluation report
Ex-post project completion evaluations	TBC	Approx. 5 years post construction	Should assess whether the expected benefits/impacts of the infrastructure have been realised.	Kānoa administrative data and reports. Survey.	TBC	Has the infrastructure had its expected benefits? What benefits has it had?	Dependent on when and who carries these out.	Ex post evaluation reports

Application - section one

What is this?

Where potential applicants submit an application directly through Kānoa – RD’s Grow Regions’ website, without first discussing their project with a Kānoa – RD representative, they are instructed to complete just section one of the application.

Section one of the application collects key information on the applicant and project, and asks the applicant to contact Kānoa to discuss their interest in funding. If deemed eligible through those discussions they are invited by Kānoa to make a full application.

What indicators will this support?

Potential applicants, who have not first discussed their project with Kānoa – RD, may go in directly via the Grow Regions website to make a section one application. Details that come in via section one do not become part of standard Kānoa – RD reporting until the project they are for is deemed eligible and the full application is made.

Details asked for in section one include:

- Applicant information
- Project description
- Co-funding amount
- Location of project
- Sector involved
- Stages of project
- Eligibility information
- Fund sources.

Application - full

What is this?

Potential RIF funding recipients are invited to complete a full application by Kānoa – RD if their projects are deemed eligible for funding.

It is upon the application, and conversations with the applicant, that Kānoa – RD will go on to complete an application assessment-evaluation of the projects.

Applications may be supported by many other document types which could support project assessment, including project plans, benefit-cost analysis, and economic impact assessment.

What indicators will this support?

This full application will gather extensive information on the project from the applicant. This will include applicants’ views on the benefits of their projects and how they will contribute to the intended outcomes of the RIF. A count of applications will be part of regular reporting.

The full application includes all of section one above and sections on:

- Detailed project information and outcomes, including budget, consents, occupations, benefits, and benefits to RIF outcomes
- Commercial information
- Financial information
- Management analysis, including project delivery and workforce requirements
- Risks and mitigations information
- Applicant and submission readiness.

Project application assessment-evaluation template

What is this?

Kānoa assesses applications on how they meet RIF eligibility and uses a framework based on the Treasury Better Business Cases (BBC) methodology. This methodology includes a:

- Strategic case – need for the project.
- *Economic case – value for money of the project [a separate economic case is not included, but impacts are discussed within the Strategic case]*
- Commercial case – project viability.
- Financial case – affordability of the project.
- Management case – ability to do the project.

A project benefits fit to RIF outcomes table is included in Appendix 3 of the evaluation template and is completed by the assessor when the assessment template is completed. This requires the assessor to determine if the benefits of the project fit the RIF outcomes on a Yes, No, or Partial scale, and when those outcomes are meant to occur.

What indicators will this support?

This project assessment-evaluation stage will be monitored and reported on in standard Kānoa reporting on the status of applications. The fit to RIF outcomes will allow the application and funding to outcomes to be visualised and monitored. Some data is entered into PipeDrive CRM¹¹ and some into the MBIE Data Warehouse¹² via entry into a spreadsheet.

Sections include:

- Application information
- Project description and recommendations
- Strategic alignment
- Commercial analysis
- Financial analysis
- Management analysis
- Risk identification
- Benefits to RIF Outcomes – Appendix 3.

¹¹ PipeDrive is the customer relationship management (CRM) system Kānoa – RD uses for the administration of funds.

¹² The MBIE Data Warehouse is MBIE's SQL-based central data repository.

Proposals and briefings to RDMG

What is this?

The RIF assessment documented in the evaluation template informs a proposal for the Regional Development Ministers Group (RDMG). Each project is accompanied by a proposal. In some proposals the projects may be grouped together, such as the Before the Deluge flood protection projects grouped by local councils.

The proposal is essentially an investment case based on the application assessment and the Treasury Better Business Cases methodology. They include a:

- Strategic case and impacts – need for the project.
- Commercial case – viability of the project.
- Financial case – affordability of the project.
- Management case – ability to do the project.

The project proposals are accompanied by a covering briefing to RDMG that discusses all of the proposals going up at the time, highlighting areas to note and making recommendations to Ministers.

What indicators will this support?

The proposals can contain detailed background information on projects, particularly where they have a history of previous funding, which could serve future evaluation of the specific projects. Projects passing through this stage enter into an approved (if approved) status.

Sections in the proposal include:

- Executive summary
- Recommended actions
- Strategic case and impacts
- Commercial case
- Financial case
- Management case
- Project risk.

The information is almost entirely qualitative and unstructured, and so unsuitable for indicators and fund-level analysis. However, it may support in-depth case study analysis at the project level.

There is some collection of impact/benefit information in the strategic case, but it is not structured, systematic, temporal or monetised.

Contracts - grant, loan, equity

What is this?

The Kānoa Investment team, with the assistance of Kānoa Regions, Finance and Legal, and the contract recipient, complete the contracts for projects using the Kānoa contract templates for the different fund types: grant, loan or equity.

Schedule Reporting is included in the contract which gives some guidance around the required reporting, including:

- Monthly reports
- Monthly check-ins
- Quarterly submissions
- Project completion reporting.

What indicators will this support?

In the main, this simply informs the new status of the project, i.e. that it becomes contracted. This will also include the date for the contract, the contracted funding amount, and details on the contract contact and contracted partner.

Data fields informed by the contract include:

- Contract status for project
- Contract dates
- Contracted funding and co-funding
- Contact details for contract
- Project description
- Project timeline.
- Reporting requirements.

Recipient monthly reports

What is this?

The monthly report is completed by recipients via a Business Connect online form. It assists in Kānoa contract management and provides employee count figures. It asks for the following:

Project delivery:

- Phase of project
- How complete project is
- Tracking against schedule
- Tracking against budget
- Kānoa funding spent
- Co-funding spent
- Estimated cost to complete
- Remaining contingency
- Project account balance
- Planned spend next 3 months
- Amount paid to contractors/suppliers
- Issues negatively impacting delivery.

Employment:

- New employees started this month
- Total employees in the period
- Total hours worked in the period
- Number of employed that are local
- Number who are Māori
- Number that were on Job Seeker Support.

What indicators will this support?

This report supports contract management by the Kānoa Investment Leads and so asks for information on project progress that will inform delivery indicators. It also provides for the tracking of employment numbers and hours worked.

Indicators informed by these figures include:

- Employee numbers
- Local employee numbers
- Māori employee numbers
- Employees that were on Job Seeker support
- FTEs (calculated from hours worked).

Contract management - monthly check-in

What is this?

As well as the recipient monthly report, Investment Leads schedule 1:1 on-site, phone or online meetings with the recipient at which they may, among other things:

- Review the monthly report
- Discuss risks
- Discuss details on advances or payments
- Discuss milestones, budgets, media and events.

What indicators will this support?

The Investment team collects and records information from recipients in the Pipedrive contract management system which supports monitoring and future evaluation.

Data fields informed by this check-in:

- Funding amount approved, contracted, paid
- Co-funding amount
- Costs
- Benefit realisation
- Risks.

Recipient quarterly submissions

What is this?

This is not a report but the delivery of materials by the recipient to the Kānoa Investments contract manager. These materials help ensure progress of the project is on track. Materials may include:

- Recipient accounts
- Evidence of agreed deliverables
- Photos
- Media
- Procurement docs
- Technical Reports
- Relevant board reports.

What indicators will this support?

These materials help verify progress on the monthly report and monthly check-ins.

Data fields informed by this submission:

- Financial figures
- Risks
- Progress.

Kānoa lessons learned

What is this?

One year on from the launch of the RIF, and then annually until the RIF closes for applications (so over three years), Kānoa will undertake an internal lessons learned survey to support continuous improvement and to ensure the RIF is fit for purpose. This will include consideration of how the RIF is being delivered.

Data will be collected via online survey to Kānoa-RD staff, which may be complemented by face-to-face engagement. It will be collated to produce a report to the Governance Group advising on results and recommending changes if necessary.

The first survey will be due in July 2026 (TBC), and a report is due to the Governance Group in September 2026 (TBC).

How will this process support the Fund?

This information will give an indication of how well linked the reporting process is to the desired outcomes and benefits, and how successful the assessment process has been in allocating funding to initiatives that contribute to the priorities of the fund.

Lessons learned may consider the following themes:

- RIF processes
- RIF outcomes and goals
- Policy settings
- Governance group
- Interactions between teams
- Any other relevant matters.

Formative evaluation

What is this?

Procurement of the formative evaluation will start in early 2025. It will assess Kānoa – RD processes for administering the RIF and how well they are working.

[See the Evaluation section of this report for more detailed information on the evaluations.]

What indicators will this support?

The formative evaluation will not inform on the performance of RIF outcomes directly, however, it may advise on the indicators the RIF has in place.

The formative evaluation may include information on:

- RIF processes and how well these are working
- RIF documentation templates
- RIF monitoring and communication of progress
- How well the RIF has been set up to succeed

Project completion reports

What is this?

The project completion reports are completed by the recipient once the project has been completed – generally once infrastructure has been completed. These have a standard form.

They ask recipients for:

- A summary of the purpose
- A background summary
- A project performance
- Completed benefits
- Future benefits
- Benefits to RIF outcomes
- Variations
- Photos.

What indicators will this support?

Project completion is a status indicator. The project completion reports enable a review and update of ‘actual’ (recipient-perceived) performance of the project once completed. They should also enable publication of a brief case study on each project to be published on Kānoa’s Grow Regions website. The expected future benefits outlined will also help enable ex-post project evaluations sometime in the future to see if those benefits were achieved.

These reports will inform:

- Case study reports for each project
- A benefits realisation timeline for each project
- What outcomes the project has had so far
- Variations from project initiation.

Impact evaluation

What is this?

The impact or outcomes evaluation is to take place in the fifth year of the RIF (2029/30) to evaluate how well the fund has operated and what impacts it is having or is likely to have.

This evaluation would likely use standard evaluation research methods, including a rubric (performance matrix) and qualitative information gathering and/or it could incorporate economic impact assessment or cost-benefit analysis (note that cost-benefit analysis is usually performed at the project level rather than the fund level, so if this were used it would be more likely to done on a selection of key projects).

What indicators will this support?

The impact evaluation will give an assessment of how well the fund is doing in terms of achieving its outcomes and overall impacts.

The impact evaluation topics may include:

- How well the fund is achieving its objectives, including outcomes and impacts.

[See the Evaluation section of this report for more detailed information on the evaluations.]

Ex-post project completion evaluations

What is this?

There is an internationally (and domestically) recognised lack of what are commonly known in the academic literature as ex-post evaluations or ex-post reviews of completed infrastructure projects.¹³

These reviews should take place some years after the completion of an infrastructure project, so that the benefits expected from the infrastructure have had time to take place. Usually a minimum of 5 years.

These reviews are typically of a single large project or a small selection of large projects rather than many projects. If standard criteria are used, as they should be, then they can be compared with international ex-post evaluation reviews for infrastructure done in other countries.

What indicators will this support?

The after-completion review supports evaluation of constructed infrastructure's benefits after they have had time to eventuate. It also assess the following criteria to see, after the passage of time, if the infrastructure can be said to have done what it was intended to do.

These reviews evaluate to criteria which may include the following:

- Efficiency (project performance)
- Effectiveness (goals obtained)
- Other impacts (additional outcomes)
- Relevance (need for project)
- Sustainability (benefits persist)
- Benefit-cost efficiency (accuracy of).

[See the Evaluation section of this report for more detailed information on the evaluations.]

¹³ Volden, H. & Welde, M., (2022). Public project success? Measuring the nuances of success through ex-post evaluation, *International Journal of Project Management* (40) 703-714

Kānoa – RD reporting

Table 5 below shows the reports Kānoa – RD produces with a brief note on what they each cover, their audience and frequency, and the data collection tools that inform them. An overview of each of the reports then follows.

Reports for the general public will be prominent on Kānoa – RD’s Grow Regions website so the public can see how the fund is performing and what has been invested in.

Through RIF reporting and information on the Grow Regions website, Kānoa – RD will communicate the intended results of the RIF as communicated in Budget documentation, the deliverables and planned timeline, amount allocated over the period (as it becomes known through monitoring), and indicators of performance and value for money in RIF dashboards, regular reporting, and evaluation reports. This information will be updated according to the type of reporting, as indicated in Table 5.

Table 5 – Kānoa – RD reports

Kānoa-MBIE reports				Data collection tools								
Title	Audience	Coverage	Frequency	Application Assessment Decision Contract	Recipient monthly reporting	Recipient quarterly submission	Project completion reports	Kānoa lessons-learned survey	Formative evaluation	Impact evaluation	External sources	Ex-post project completion evaluations
PipeDrive CRM system	Kānoa staff	The customer relationship management (CRM) system Kānoa – RD uses contains fields for contract management.	Continuous	✓	✓	✓	✓					
RIF overview dashboard (RD Minister’s Weekly Report)	Kānoa SLT, Minister, RDMG	RIF funding sought, approved, contracted and paid. Number of applications and stage in process. Value of funding sought and co-funding by region and by sector.	Weekly	✓	✓		✓					
Other monitoring dashboards	Kānoa staff and SLT	Numerous dashboards for monitoring and reporting on all funds or specific funds, including different interval periods and for different purposes: CRHL, risk, over \$1m projects, jobs, commentary, capacity management, maps, et al.	Various / ad hoc	✓	✓							
CRHL Quarterly Report	CRHL, Shareholding Ministers	Facts, figures and highlighted projects funded by loans and equity	Quarterly	✓	✓		✓					
Kānoa Quarterly Report	RDMG, public	Funding approved, contracted, paid by project, sector, RIF stream, and region	Quarterly	✓	✓		✓					
MBIE Quarterly Report	MBIE Ministers	Funding approved, contracted, paid by project, sector, RIF stream, and region	Quarterly	✓	✓		✓					
RIF outcomes dashboard	Kānoa SLT, RD Minister, RDMG	Indicators of RIF allocation by RIF outcomes. Other indicators and measures of RIF performance against outcomes.	Quarterly	✓	✓						✓	
Report to Treasury	Treasury	RIF forecast funding, deliverables and results.	Six-monthly	✓	✓							
MBIE Statement of Intent & Annual Report	MBIE Ministers, public	RIF performance measures. These are usually 2-4 process and outcome measures that can be updated on a six-monthly basis.	Six-monthly to Annual	✓	✓							
Appropriation measures	Ministers, public	2-3 RIF input/output/requirement measures.	Six-monthly to Annual	✓	✓							
CRHL Annual Report	CRHL, Shareholding Ministers, public	Facts, figures and highlighted projects funded by loans and equity	Annual	✓	✓		✓					
Kānoa lessons learned reports	Kānoa	Internal Kānoa staff feedback on lessons learned and recommendations for improvement	Annual					✓				
Formative evaluation report	Kānoa, RD Minister, RDMG	Independent evaluation of Kānoa RIF processes with recommendations.	Once in first year.						✓			
Case study reports	Public	Two-pagers, based on project completion reports, telling the story of each completed project – purpose, background, experience and benefits (past, present and future).	Continuous as projects complete				✓					
Impact evaluation report/s	Kānoa, RD Minister, RDMG, public	Independent evaluation of RIF impacts against outcomes. May include economic analysis of benefits.	Final year (year three).							✓	✓	
Ex-post completion evaluation reports	NZ Government, public	Assessment of what benefits completed infrastructure actually had over the medium-to-long-term.	5+ years post-completion								✓	✓

PipeDrive CMS

What is this?

PipeDrive is the contract management system (CMS) that Kānoa uses to manage its contracts from application through to completion.

Kānoa has been using PipeDrive since the formation of the Provincial Development Unit (the former title of Kānoa – Regional Development and Investment Unit) when the Provincial Growth Fund (PGF) was launched in 2018.

What will it include?

PipeDrive includes all the fields Kānoa needs to manage contracts from application through to completion. It is a vital source of administrative information on projects and their status.

Key data fields of interest in PipeDrive include:

- Project title
- Project description
- Organisation
- Funding amount
- Co-funding amount
- RIF stream (resilience or enabling or both)
- Sector & project type
- Region
- Project status
- Dates
- Contacts.

RIF overview dashboard

What is this?

This PowerBI dashboard provides a static (non-interactive) one page PDF of the amount of RIF funding that is sought, approved, contracted and paid. It also shows the number of applications and what stage they are at in the process. The value of funding sought and co-funding can be viewed by region and by sector.

A snapshot can be produced anytime, but generally they are done on a week-by-week basis for Kānoa SLT, the Weekly Report to the Regional Development Minister and updates to Regional Development Ministerial Group (RDMG).

What will it include?

The dashboards include the following fields. This may alter and evolve as the RIF progresses to reflect what is salient at the time.

Data fields include:

- Report date
- RIF funding remaining
- Funding sought
- Approved funding
- Contracted funding
- Paid funding
- Number of applications
- Funding sought and co-funding by region
- Funding sought and co-funding by sector.

Other monitoring dashboards

What is this?

Numerous PowerBI dashboards for Kānoa to monitor and report on all funds or specific funds, covering different interval periods and for different purposes, including:

- CRHL projects
- Risk
- Over \$1m projects
- Jobs
- Commentary
- Capacity management
- Maps.

What will it include?

These monitoring dashboards may be for internal Kānoa monitoring or for external reporting within other reports (such as the various quarterly reports).

Information in these dashboards may include:

- Funding and co-funding amounts by region, sector and fund
- Risk status of projects
- Weekly, monthly, quarterly, annual figures
- Project status by fund
- Fund specific dashboards.

CRHL Quarterly Report

What is this?

The Crown Regional Holdings Limited (CRHL) Quarterly Report prepared by Kānoa is for the CRHL Board to communicate with their shareholding Ministers on CRHL's performance.

Reports are released to Ministers no later than the end of the month following each quarter. They are confidential to the shareholding Ministers and officials. They are not made public.

The reports summarise CRHL's performance against plan, identify the cause of major variances, signal potential issues, and highlight major achievements during the quarter.

Information is provided on current quarter and year-to-date basis, with a comparison against budget for each. Comparison of the period against the previous year may also be included.

What will it include?

This quarterly report provides shareholding Minister's information on CRHL's performance for loans and equity holdings. These loans and equity holdings arise out of Kānoa-administered funds, including the RIF.

Information in these reports include:

- Performance against plan
- Major variances and causes
- Potential issues
- Major achievements
- Highlighted projects.

Kānoa Quarterly Report

What is this?

The Kānoa Quarterly Report shows the progress of government investments managed by Kānoa. It goes to the Regional Development Ministerial Group (RDMG) and is put online in MBIE's document library with a link from the Grow Regions website.

The report outlines funding levels paid against the projects under Kānoa's direct and indirect management. It covers investments made through funds that are fully allocated and those that are still open for allocation. These include the Provincial Growth Fund (PGF), the Regional Strategic Partnership Fund (RSPF), the North Island Weather Events Primary Producer Finance Scheme (NIWE PPFs) and the RIF.

What will it include?

The report provides information on total funding approved, contracted and paid so far, as well as the number of projects active and completed. It provides these figures overall, and by region and by sectors within regions. It may also provide key highlights on projects that have completed in the quarter, and gives a breakdown of loan and equity funds contracted by CRHL.

Information in these reports include:

- Approved funding figures
- Contracted funding
- Paid funding and co-funding
- Estimated output, GDP and FTE added
- Number of projects
- Figures by region and sector
- Regional dashboards
- Photos of completed projects
- Highlighted projects.

MBIE Quarterly Report

What is this?

The MBIE Quarterly Report includes a small section on Kānoa – RD funds, including impacts as applicable.

What will it include?

This report is focussed on the wider-MBIE portfolio but includes some summary information on Kānoa – RD funds.

Information will include:

- Summary RIF information.

RIF outcomes dashboard

What is this?

This dashboard will plot RIF approved, contracted and paid funding against RIF outcomes and when they will happen. It may estimate when future outcomes will occur according to the information provided by recipients and assessment by Kānoa – RD investment project evaluations, and plot outcomes as they are estimated to occur according to paid funding. Note these will only be estimates based on expected outcomes, fit between projects and outcomes, and funding allocated to these investments.

Aside from the benefits to RIF outcomes estimates, the indicators dashboard may also display the data on other RIF outcome indicator measures, some of which use RIF administrative data and some other data sources.

What will it include?

Estimates of future benefits to RIF outcomes and tracking of estimated benefits to RIF outcomes using RIF paid funding amounts. It will also include RIF outcomes indicators from RIF reporting and from other data sources.

The dashboard will display:

- Estimates of future benefits to RIF outcomes
- Tracking of estimated benefits to RIF outcomes as funding is paid
- Measures against RIF indicators and outcomes as they progress.

Report to Treasury

What is this?

Government departments with major spending decisions have been directed to report forecast funding, deliverables and results, and progress against these to the Treasury twice yearly (progress as at 31 December and 30 June).¹⁴

Reporting on the same will also be done to the responsible Minister in frequency agreed (but no less than twice yearly), and to the public in the MBIE Annual Report and website.

What will it include?

This reporting is directed to include:

- Forecast funding.
- Progress against deliverables and results.

¹⁴ Cabinet Economic Policy Committee – Minute of Decision. (23 October 2024). Monitoring and reporting on major spending, savings and revenue decisions. ECO-24-MIN-0231

MBIE Statement of Intent & Annual Report

What is this?

The MBIE Statement of Intent (Sol) and Annual Report includes 2-3 performance measures that are generally related to measures of input, output or requirements, but may also include an output measure as appropriate.

What will it include?

The Sol and Annual Report relate to all MBIE activities and include high level performance measures for them, generally 1-3 for each activity.

Data fields include:

- Small number of RIF implementation performance measures.

Appropriation measures

What is this?

The establishment of the Appropriation for the RIF was agreed to by Cabinet on 17 June 2024. It is entitled 'Regional Development: Regional Infrastructure Fund MCA' and is in Vote Business, Science and Innovation. Its purpose is to "support regional economic growth through the Regional Infrastructure Fund (RIF)". Its intention statement is "to achieve a lift in the productivity potential of the regions through the delivery of regional infrastructure initiatives". Appropriations are generally accompanied by 2-3 implementation performance measures, such as all funding reflects regional priorities or all required RIF criteria are met.

What will it include?

Statement of Appropriation values for RIF and 2-3 measures of performance for RIF implementation.

Includes:

- Appropriation expenditure amounts
- Limited performance measures usually related to implementation.

Kānoa lessons learned report

What is this?

Internal report or presentation of findings from annual survey of Kānoa – RD staff on RIF lessons learned.

What will it include?

The findings of Kānoa – RD staff on lessons learned including recommendations for improvement.

Include:

- Lessons learned from RIF implementation
- Recommendations for improvements.

Formative evaluation report

What is this?

This is the independent evaluator's report on Kānoa – RD processes for administering the RIF and how well they are working..

[See the Evaluation section of this report for more detailed information on the evaluations.]

What will it include?

See the Evaluation section of this report for more detailed with it may include. Note this will also be subject to the procurement process.

Information included:

- RIF processes and how well these are working
- RIF documentation templates
- RIF monitoring and communication of progress
- How well the RIF has been set up to succeed

Case study reports

What is this?

These are two-pagers, based on recipient-completed project completion reports, telling the story of each completed project – purpose, background, experience and benefits (past, present and future). They will be published prominently on Kānoa – RD's Grow Regions website so the public can see what the RIF has funded.

What will it include?

The case studies will include photo/s of the completed project and information on their purpose, background and process of completion. They will also provide information on their benefits.

Information includes:

- Photos of the project / infrastructure completed
- Background, purpose, project journey
- Benefits of the project
- Cost of project, job numbers, estimated GDP impact, etc as relevant.

Impact evaluation report/s

What is this?

These are the report/s that the impact evaluation/s will provide. There may be one impact evaluation report in the fifth year of the RIF (2029/30) or possibly more depending on the procurement process and the nature of the impact evaluation/s procured.

[See the Evaluation section of this report for more detailed information on the evaluations.]

What will it include?

It will include an assessment of the impact of the RIF. See the impact evaluation section of this monitoring and evaluation framework for more detail.

Topics include:

- Impacts and benefits of the RIF
- Value for money.

Ex-post completion evaluation reports

What is this?

These are reports produced from ex-post completion evaluation of individual projects completed.

[See the Evaluation section of this report for more detailed information on the evaluations.]

What will it include?

The reports may include assessment on the following criteria to see if, after the passage of time, the infrastructure can be said to have done what it was intended to do.

Criteria may include the following:

- Efficiency (project performance)
- Effectiveness (goals obtained)
- Other impacts (additional outcomes)
- Relevance (need for project)
- Sustainability (benefits persist)
- Benefit-cost efficiency (accuracy of).

Case studies

Project completion reports inform case studies

Every project funded through the RIF is required to complete a project completion report. These reports inform on what has happened, what difference it made, and what would have happened otherwise. They also give information on what the expected future benefits of the projects will be and specify what variation there was, if any, in the final deliverables from what was expected.

The completed project completion reports will inform cases studies for each project which are to go on Kānoa – RD's Grow Regions website. The completed reports can also help inform the impact evaluation, and the overall assessment of what the fund has achieved, what difference it made, and what would have happened otherwise. In addition, the case studies can help inform an ex-post evaluation of projects, determining if they did achieve the benefits expected after projects completed.

Evaluation

Approach – formative process evaluation and impact evaluations

Independent evaluations are proposed by Kānoa – RD due to the substantial size of the RIF and to ensure objective assessment on whether the RIF has performed well and achieved its outcomes.

A formative process evaluation, early in the implementation of the RIF programme (with procurement starting in the first year of the programme), is proposed to ensure that RIF processes are meeting the requirements for strategic and well-managed infrastructure investments. The lessons from this can be applied to improve fund delivery if needed.

An impact evaluation, in the fifth year of the RIF, is proposed to assess how well the RIF has performed to that point, and what early outcomes and impacts it has had and is likely to have. This impact evaluation may also incorporate economic impact assessment and/or cost-benefit analysis.

Kānoa – RD will work with MBIE Procurement to contract independent evaluators. Oversight will be provided by the Kānoa Senior Leadership Team (SLT). The evaluation approach will be finalised by the external supplier undertaking the evaluation, in discussion with Kānoa.

The detailed scope of the evaluation/s including final key evaluation questions and criteria will be determined at the planning stage of each evaluation in conjunction with key stakeholders.

Points to consider when choosing the evaluation approach

Final evaluation design will be determined by several factors, including:

- the complexity of the RIF
- the number of funded projects
- the scope of the evaluation, including who needs to be involved (staff, recipients, communities)
- reporting requirements
- resources and timing.

Procurement

As the estimated cost of the formative evaluation is approximately Confidential advice to G, and the cost of the impact evaluation/s is approximately \$Confidential advice to G, Government procurement rules require that the evaluation provider/s be selected via competitive tender from the All-of-Government professional services panel¹⁵. The procurement process will be administered by MBIE Procurement on behalf of Kānoa.

The evaluation will be advertised to independent evaluation providers on the All-of-Government consultancy services panel. The selection of a preferred provider will be administered by MBIE Procurement and the procurement recommendation made by an evaluation panel of Kānoa and MBIE staff with senior management signoff.

¹⁵ Cabinet has directed officials to set aside \$Confidential advice to G from the RIF's departmental operating expenditure to support the evaluation of the RIF programme (CAB-24-MIN-0214, paragraph 27).

Scope

The evaluation approach/es will be finalised by Kānoa and the external supplier/s undertaking the evaluation at the time of procurement and evaluation design. However, the following gives some guidelines as to what key evaluation questions are likely to be involved in the formative and impact evaluations.

Formative evaluation and key questions

The formative evaluation is due to occur first, with procurement starting in the first year of the RIF, to inform on the delivery and early-impacts. The key formative evaluation questions will be designed to answer how well the RIF is operating, what early outputs have been, and to indicate whether the RIF is on target to deliver the benefits, outcomes and objectives expected. The formative evaluation should also come up with recommendations as to how the RIF could be improved.

Some key questions for the formative evaluation to answer may include:

1. What has worked well and what not so well?

This may be assessed in reference to:

- a. The perspectives of Kānoa staff administering the RIF operationally.
- b. The perspectives of Kānoa RIF management and senior leadership.
- c. The perspectives of RIF applicants and recipients.

2. What challenges have arisen and how effectively have they been responded to?

This may be assessed in reference to:

- a. Challenges that have been overcome.
- b. Challenges that still need to be overcome, highlighting these.
- c. Challenges from the perspective of different stakeholders.
- d. Likely future challenges.

3. What early assumptions and expectations have proven true and what have not?

This may be assessed in reference to:

- a. Assumptions and expectations at the outset of the RIF.
- b. Evidence confirming assumptions and evidence contradicting assumptions.
- c. How the expected needs for the RIF have been confirmed, and to what extent.
- d. What expectations were contradicted, and what changes were made as a result.

4. What is liked and what is disliked about the RIF?

This may be assessed in reference to:

- a. Stakeholders' assessment of the RIF.
- b. What is liked about the RIF and why.
- c. What is disliked and why.
- d. Is it doing what is needed? If not, why not, and what would?

5. How effectively are staff working together to operationalise the RIF?

This may be assessed in reference to:

- a. Staff assessments of RIF operations and working together.

6. What early inputs, outputs and outcomes are occurring?

This may be assessed in reference to:

- a. Where RIF funding has gone so far.
- b. What has been produced so far.

- c. What outcomes have been produced so far.
- d. What outcomes are likely to occur.

7. What improvements could be made, what recommendations?

This may be assessed in reference to:

- a. The lessons from the other evaluation questions.
- b. The perspectives of stakeholders.
- c. The independent evaluator perspective.

Impact evaluation and key questions

The impact evaluation is due to occur in the fifth year of the RIF (2029/30). The impact or outcomes evaluation (we use impacts and outcomes interchangeably, and they can be negative or positive, intended or unintended) may use a standard evaluation approach involving evaluation questions, research, and synthesis of findings, applying a rubric of performance measures to determine how well the fund has performed on its intended outcomes (and what unintended outcomes, positive or negative, it has had). The investigation of impacts may also use economic impact assessment (usually involving input-output multipliers or a computable general equilibrium model) or cost-benefit analysis (CBA). However, the latter is usually performed at the project level rather than the fund level. A selection of RIF projects may be made if CBA is used.

Some key questions for the impact evaluation to answer may include:

1. What are the intended outputs, outcomes, objectives and goals of the RIF?

This may be assessed in reference to:

- a. Origins of the RIF.
- b. RIF problem identification and intervention/investment logics.
- c. RIF documentation including Cabinet papers, policy papers, position papers, administrative documents and plans.

2. How well have the outputs, outcomes, objectives and goals been achieved? What has happened?

This may be assessed in reference to:

- a. The perspectives of Kānoa staff and management.
- b. The perspectives of RIF applicants and recipients.
- c. RIF indicators and measures of performance against outcomes.
- d. RIF project completion reports and other documentation.
- e. Outcomes so far and expected outcomes.

3. What have been, and are likely to be, the outcomes of the RIF? What differences were made?

This may be assessed in reference to:

- a. All outcomes, intended and unintended, negative and positive.
- b. Outcomes so far and expected outcomes.
- c. RIF project completion reports and other documentation.

4. How cost effective has the RIF been in achieving its outcomes? Would it have happened otherwise?

This may be assessed in reference to:

- a. Value for money – have total benefits outweighed total costs.
- b. Was the RIF the best approach to the problems identified.

- c. To what extent were benefits additional and due to RIF funding or would have happened anyway without RIF funding.

Ex-post evaluation

Ex-post evaluations are recommended for a sample of RIF projects several years after they have completed. These project evaluations are best used with larger infrastructure projects (over \$50m), as these should have the largest impacts, have used the most government funding, and should have the most well-defined ex-ante measures of expected costs and benefits. The ex-post evaluations would ascertain if the expected benefits (and costs) have occurred. For the benefits to be noticeable and realised, ex-post evaluations normally occur 5-10 years after infrastructure has been completed.

One standardised model of ex-post evaluation that could be adopted, and is used internationally, enabling comparison with infrastructure projects from different regions overseas, is that developed by Volden & Welde (2022)¹⁶ and used on several Norwegian infrastructure projects. The six evaluation criteria for this are:

1. Efficiency

Project implementation and performance in terms of cost, time, and quality.

2. Effectiveness

Whether the agreed outcomes have been obtained and to what extent the project has contributed to the outcomes.

3. Other impacts

All outcomes beyond the agreed outcomes that can be attributed as the result of the project, positive and negative, short-term and long-term, for different stakeholders.

4. Relevance

A project is relevant if there is a need for what the project delivers. It is assessed in relation to national political priorities, but also stakeholders' preferences.


5. Sustainability

A project is sustainable if its benefits are likely to persist throughout its lifetime. The total impacts (financial, environmental, and social) ought to be acceptable in the long run.

6. Benefit-cost efficiency

As measured by cost-benefit analysis.

Confidential advice to Government



¹⁶ [Volden, H. & Welde, M., \(2022\). Public project success? Measuring the nuances of success through ex-post evaluation, International Journal of Project Management \(40\) 703-714](#)

Governance

Governance for the RIF evaluation (formed from Kānoa senior management) will oversee and approve the formative and impact evaluations, led by the RIF evaluation project lead. Governance will consider the evaluation scopes and decide on the appropriate course of action, including approving the recommended evaluation providers.

The table below outlines the parties responsible for specific elements of the evaluation process.

Table 6 - Evaluation responsibilities

Party	Responsibilities
Project lead – RIF evaluation	<ul style="list-style-type: none"> • Prepare the monitoring and evaluation framework • Work with Procurement to secure an external evaluation provider • Prepare evaluation procurement documents • Form a procurement panel to assess prospective providers • Inform governance of evaluation developments • Contract the external evaluation providers • Provide necessary support to the evaluators, such as documents, data, contact details, meetings, etc • Ensure the evaluation reports satisfy contract conditions and answers the agreed evaluation questions
Governance – RIF evaluation	<p>Consider and approve, where appropriate:</p> <ul style="list-style-type: none"> • Proposed evaluation approach and monitoring frameworks • Proposed evaluation procurement plans • Proposed evaluation providers • Progress reporting & scope/timeline changes • Draft evaluation report • Publication of the final evaluation report • External communications about the evaluation
Procurement	<p>Administer the following:</p> <ul style="list-style-type: none"> • Advertise the opportunity to external evaluation providers • Communicate with prospective providers • Selection process for preferred provider
MBIE Insights	<ul style="list-style-type: none"> • Support business units planning, implementing, and interpreting evaluations • Provide in-house peer review where appropriate
Independent evaluator	<ul style="list-style-type: none"> • Attend an inception meeting to confirm scope and delivery arrangements • Conduct an independent evaluation • Prepare & submit required reports (progress reports, draft evaluation report, final evaluation report) • Present findings to the Evaluation Governance Group

Costs

The total allowed cost for all RIF evaluation is \$^{Confidential advice to}17 with estimated costs of approximately \$^{Confidential advice to} for the formative evaluation and \$^{Confidential advice to} for the impact evaluation/s. However, the procurement process will specify a range, and final costs will be dependent on the outcome of that process.

Timelines

The tables below summarise key milestones and indicative dates for the formative and impact evaluations. However, dates will be subject to revision through the procurement and contracting process, and subject to change as required.

Table 7 – Formative evaluation milestones¹⁸

Milestone		Date
1.	Evaluator procurement process	8-10 weeks
2.	Evaluator contracting	2-3 weeks
3.	Evaluation inception meeting	+1 week
4.	Draft evaluation plan	+3 weeks
5.	Evaluation plan review	+2 weeks
6.	Final evaluation plan	+1 week
7.	Research and information gathering	+4 weeks
8.	Synthesis and analysis	+4 weeks
9.	Report writing	+4 weeks
10.	Draft report	+1 week
11.	Review of draft report	+2 weeks
12.	Final report	+1 week

Following completion of the formative evaluation, there will be an assessment of the evaluation recommendations by Kānoa, and implementation.

¹⁷ Cabinet has directed officials to set aside ^{Confidential advice to} from the RIF's departmental operating expenditure to support the evaluation of the RIF programme (CAB-24-MIN-0214, paragraph 27).

¹⁸ Note that timeframes may cross over financial years.

Table 8 – Impact evaluation milestones¹⁹

Milestone		Date
1.	Evaluator procurement process	8-10 weeks
2.	Evaluator contracting	2-3 weeks
3.	Evaluation inception meeting	+1 week
4.	Draft evaluation plan	+3 weeks
5.	Evaluation plan review	+1 week
6.	Final evaluation plan	+1 week
7.	Research and information gathering	6 weeks
8.	Synthesis and analysis	6 weeks
9.	Report writing	6 weeks
10.	Draft report	+1 week
11.	Review of draft report	+3 weeks
12.	Final report	+2 weeks

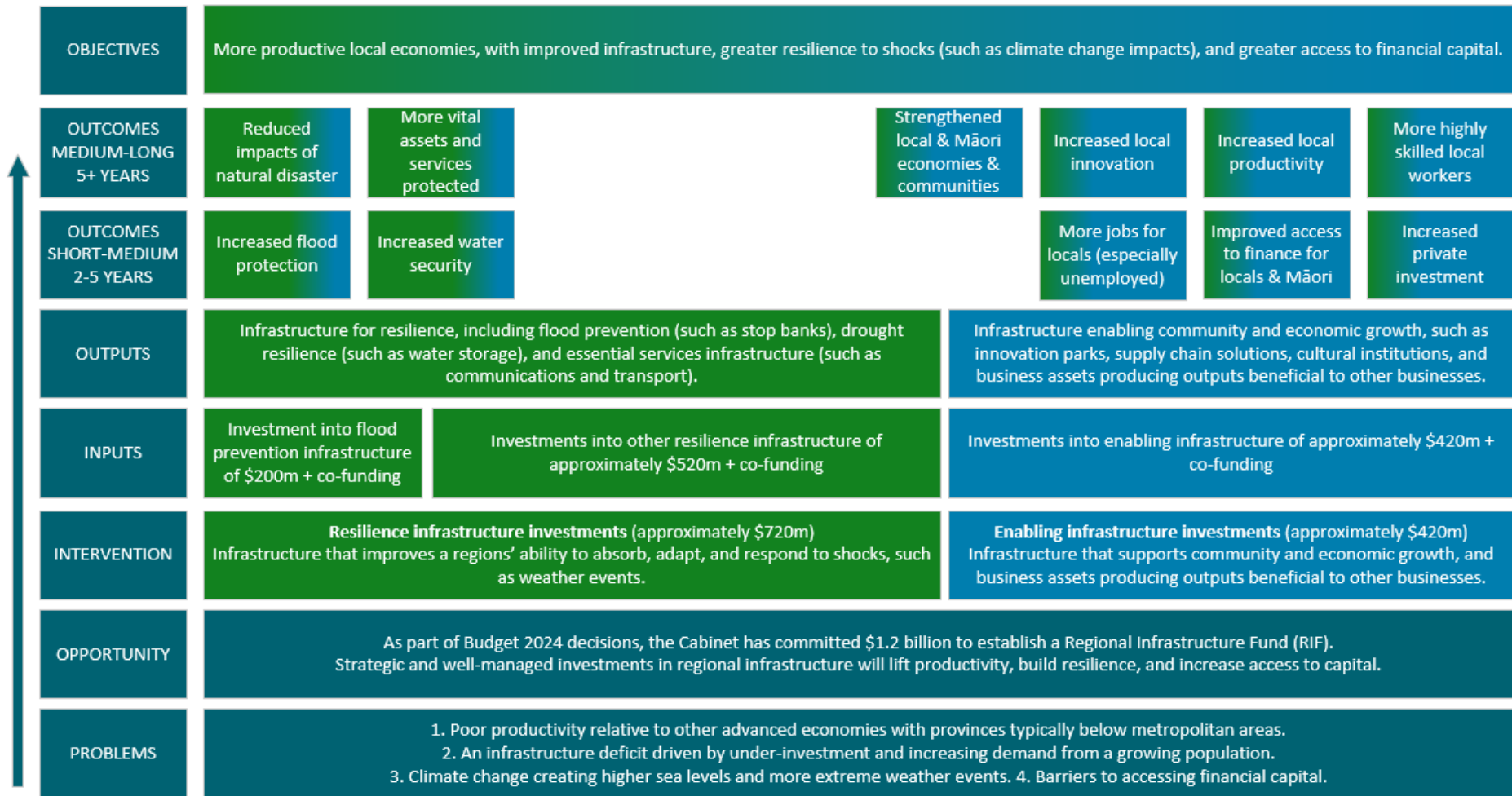
Following completion of the impact evaluation Kānoa will communicate the findings to the Regional Development Minister and the findings will be released as agreed at that time.

¹⁹ Note that timeframes may cross over financial years.

Annexes

Annex 1: Intervention logic

Regional Infrastructure Fund - Intervention Logic



Annex 2: Tables of indicator measures and sources aligned to the outcomes framework²⁰

Outcome 1: Increased flood protection		Measure	Data source	Baseline	Target	Frequency	Availability
INDICATORS	1.1 Built area value at risk of flooding	Built area value at risk of fluvial flooding	NZIER Report to GWRC May 2024 - Economics of flood risk mitigation	Built area value at risk of fluvial flooding 2019	Decrease under baseline	TBC	Yes - baseline
	1.2 Production land value at risk of flooding	Production land value at risk of fluvial flooding	NZIER Report to GWRC May 2024 - Economics of flood risk mitigation	Production land value at risk of fluvial flooding 2019	Decrease under baseline	TBC	Yes - baseline
	1.3 Undeveloped land value at risk of flooding	Undeveloped land value at risk of fluvial flooding	NZIER Report to GWRC May 2024 - Economics of flood risk mitigation	Undeveloped land value at risk of fluvial flooding 2019	Decrease under baseline	TBC	Yes - baseline
	1.4 Value of contracted RIF investments that fit this outcome.	Value of total RIF investments (funding and co-funding) that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	1.5 Number of RIF investments that fit this outcome.	Number of total RIF investments that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	0 number as at 1 July 2024	Increase over baseline	Monthly	Yes

Outcome 2: Increased water security		Measure	Data source	Baseline	Target	Frequency	Availability
INDICATORS ²¹	1.1 Irrigated land area increases	Area irrigated (hectares)	Local councils (TBC) Stats NZ & MoE., 2021, New Zealand's environmental reporting series: Our land 2021.	Irrigated land area regionally in 2019 (preferably 2023/24) or what RIF adds, e.g. 0 to start.	Increase over baseline	Infrequent (TBC)	TBC
	1.2 Water storage increases	Built water storage facility (litres)	Local councils (TBC) – this data may be difficult to source, and infrequent.	Overall regionally as at 2023/24 or what RIF adds, e.g. 0 to start.	Increase over baseline	Infrequent (TBC)	TBC
	1.3 Value of contracted RIF projects that fit this outcome.	Value of total RIF investments (funding and co-funding) that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	1.4 Number of RIF projects that fit this outcome.	Number of total RIF investments that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	0 number as at 1 July 2024	Increase over baseline	Monthly	Yes

²⁰ Colour code: Input-allocation indicator directly related investment and outcome | Short-to-medium term indicator highly-related to investment and outcome | Medium-to-longer term indicator broadly logic-related to investment and outcome

²¹ Colour code: Input-allocation indicator directly related investment and outcome | Short-to-medium term indicator highly-related to investment and outcome | Medium-to-longer term indicator broadly logic-related to investment and outcome

Outcome 3: More jobs for locals (especially job seekers)		Measure	Data source	Baseline	Target	Frequency	Availability
INDICATORS	3.1 Increase in filled jobs in regions RIF has invested in.	Employment in filled jobs by region	Stats NZ Employment indicators or Infometrics Regional Economic Profile – Employment growth.	Filled jobs by region as at June 2024	Increase over baseline	Quarterly	Yes
	3.2 Reduction in MSD Job Seeker numbers or proportions.	Number or proportion of MSD Working Age Population (18-64) receiving Job Seeker Support	MSD Quarterly Reporting – Benefit Fact Sheets – regional breakdowns	Proportion of MSD Working Age Population (18-64) receiving Job Seeker Support by region as at June 2024.	Decrease under baseline	Quarterly	Yes
	3.3 Number of FTEs employed by RIF funded projects.	FTEs are calculated from hours worked each month collected via Monthly Recipient Reporting.	Kānoa RIF Monthly Recipient Reporting	0 FTEs as at June 2024	Increase over baseline	Monthly	Yes
	3.4 Regional multipliers estimates of FTEs sustained by RIF investments.	FTEs from regional multipliers include direct, indirect, and induced FTEs.	Kānoa economic impact estimates using regional multipliers.	0 FTEs as at June 2024	Increase over baseline	Monthly	Yes
	3.5 Number of local persons employed on RIF funded projects.	Number of project employees local to the region.	Kānoa RIF Monthly Recipient Reporting	0 local persons as at June 2024	Increase over baseline	Monthly	Yes
	3.6 Number of persons employed from off Job Seeker Support by RIF funded projects.	Number of project employees previously on Job Seeker Support.	Kānoa RIF Monthly Recipient Reporting	0 persons employed off Job Seeker Support as at June 2024	Increase over baseline	Monthly	Yes
	3.7 Number of Māori employed by RIF funded projects.	Number of Māori project employees.	Kānoa RIF Monthly Recipient Reporting	0 Māori employed as at June 2024	Increase over baseline	Monthly	Yes
	3.8 Value of contracted RIF projects that fit this outcome.	Value of total RIF investments (funding and co-funding) that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	\$0 value as at June 2024	Increase over baseline	Monthly	Yes
	3.9 Number of contracted RIF projects that fit this outcome.	Number of total RIF investments that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	0 number as at June 2024	Increase over baseline	Monthly	Yes

Outcome 4: Improved access to finance for locals & Māori		Measure	Data source	Baseline	Target	Frequency	Availability
INDICATORS ²²	4.1 Firms and Māori businesses and organisations invested in are more able to access additional financial from private providers.	Firms and Māori businesses and organisations invested in <i>indicate</i> they are more able to access additional finance from private providers.	Kānoa administrative data - project completion reports	Ability to access private finance before RIF funding.	More able to access private finance following RIF funding.	At project completion.	Yes, cumulative as projects complete
	4.2 Value of co-funding for RIF funded projects.	Value of co-funding (NZ\$). Ratio of co-funding to RIF investments.	Kānoa administrative data - application, assessment, and reporting	\$0 local govt co-funding as at 1 July 2024	Ratio of co-funding to RIF investments of at least 30%	Monthly	Yes
	4.3 Value of contracted RIF projects that fit this outcome.	Value of total RIF investments (funding and co-funding) that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	4.4 Number of contracted RIF projects that fit this outcome.	Number of total RIF investments that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	0 number as at 1 July 2024	Increase over baseline	Monthly	Yes

²² Colour code: Input-allocation indicator directly related investment and outcome | Short-to-medium term indicator highly-related to investment and outcome | Medium-to-longer term indicator broadly logic-related to investment and outcome

Outcome 5: Increased private investment in local economies

	Measure	Data source	Baseline	Target	Frequency	Availability	
INDICATORS	5.1 More private investment in areas serviced by the infrastructure RIF creates.	Geographic units (businesses) by region (district) and enterprise employee count size group	Stats NZ Aotearoa Data Explorer – Geographic units by region and industry	Number at pre-RIF investment (Feb 2024).	Increase over baseline	Annual	Yes, 8 month delay
	5.2 Value of contracted RIF projects that fit this outcome.	Value of total RIF investments (funding and co-funding) that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	5.3 Number of contracted RIF projects that fit this outcome	Number of total RIF investments that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	0 number as at 1 July 2024	Increase over baseline	Monthly	Yes

Outcome 6: Reduced impacts of natural disaster

	Measure	Data source	Baseline	Target	Frequency	Availability	
INDICATORS ²³	6.1 In the event of an actual natural disaster the RIF infrastructure resilience investments perform as expected.	RIF infrastructure resilience investments perform as expected during an actual natural disaster (including reducing what otherwise would have been spent on disaster recovery).	Multiple sources	Estimated performance	Performance as expected	Irregular	Yes
	6.2 Regional insurance premium increases slow or decrease after RIF infrastructure resilience projects complete construction.	Insurance affordability by region	Treasury-Finity insurance price monitoring data	Cheapest premium (averaged across properties in each region) In 2023/2024 (pre RIF)	No rises each quarter	Quarterly	Yes
	6.3 Insurance retreat in areas where the RIF invests in resilience infrastructure is slowed or reversed after these projects complete construction.	Availability of insurance by region	Treasury-Finity insurance price monitoring data	Percentage of properties in Finity dataset where insurance can be bought online from multiple underwriters (3+) by region in 2023/2024 (pre RIF)	No decline each quarter	Quarterly	Yes
	6.4 Investments in enhancing resilient regional transport networks (land, sea or air).	Value of total investment (funding and co-funding) in resilient regional transport networks (land, sea or air).	Kānoa administrative data – reporting by resilience infrastructure allocation: rail or road or airports sectors.	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	6.5 Value of contracted RIF projects that fit this outcome.	Value of total RIF investments (funding and co-funding) that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	6.6 Number of contracted RIF projects that fit this outcome.	Number of total RIF investments that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	0 number as at 1 July 2024	Increase over baseline	Monthly	Yes

²³ Colour code: Input-allocation indicator directly related investment and outcome | Short-to-medium term indicator highly-related to investment and outcome | Medium-to-longer term indicator broadly logic-related to investment and outcome

Outcome 7: More vital assets and services protected

	Measure	Data source	Baseline	Target	Frequency	Availability	
INDICATORS ²⁴	7.1 Number (and value) of vital assets and services protected increases.	Count (and valuation) of vital assets and services by region TBC	Local councils TBC NZIER research for flood protection projects	Number (and valuation) of vital assets and services protected before RIF investments.	Increase over baseline	Annual TBC	TBC
	7.2 Resilience of vital assets and services increases.	Vital assets and services are more resilient according to RIF project completion reports.	Kānoa administrative data – project completion reports	Resilience of vital assets before RIF projects complete.	Increase over baseline	As projects complete	Yes
	7.3 Investments in digital connectivity.	Value of RIF investments in digital connectivity.	Kānoa administrative data – reporting by resilience infrastructure allocation: ICT & digital connectivity sector.	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	7.4 Investments in food security.	Value of RIF investments in food security.	Kānoa administrative data – reporting by resilience infrastructure allocation: agriculture/horticulture sector.	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	7.5 Investments in energy security.	Value of RIF investments in energy security.	Kānoa administrative data – reporting by resilience infrastructure allocation: energy sector.	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	7.6 Value of contracted RIF projects that fit this outcome.	Value of total RIF investments (funding and co-funding) that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	7.7 Number of contracted RIF projects that fit this outcome.	Number of total RIF investments that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	0 number as at 1 July 2024	Increase over baseline	Monthly	Yes

²⁴ Colour code: Input-allocation indicator directly related investment and outcome | Short-to-medium term indicator highly-related to investment and outcome | Medium-to-longer term indicator broadly logic-related to investment and outcome

Outcome 8: Strengthened local & Māori economies & communities

		Measure	Data source	Baseline	Target	Frequency	Availability	
INDICATORS ²⁵	8.1	Regional economies grow for the regions invested in during and post the period of investment.	Change in GDP of regions invested in.	Stats NZ Regional GDP series (nominal) or Infometrics Regional GDP series (real).	Regional GDP at year ending March 2024.	Increase over baseline	Annual	Yes, but 12 month delay.
	8.2	The Māori economy grows during and post project completion.	Change in Māori economy GDP nationally.	MBIE & BERL Te Ōhanga Māori - The Māori Economy Reports 2010, 2013, 2018, 2023 (release Dec 2024), 2028(?)	Māori economy GDP at year ending March 2023.	Increase over baseline	Five yearly	Maybe, but infrequent and long delay.
	8.3	Growth in new and emerging industries (aquaculture, renewable energy, etc).	Change in new and emerging industry GDP in regions invested in.	<i>As per below</i>	Regional GDP of relevant regions' new and emerging industries at year ending March 2024.	Increase over baseline	Annual	Yes, but 24 month delay for industry breakdown.
	8.4	Arts and recreation services sectors of regional economies grow in the regions invested in post completion of investments that fit this outcome.	Change in arts and recreation services industry GDP in regions invested in.	Stats NZ Regional GDP series (nominal) by industry or Infometrics Regional GDP series (real) by industry (preferred). Kānoa administrative data – application, assessment, and project completion reports on project benefits to RIF outcomes.	Regional GDP of relevant regions' construction industries at year ending March 2024 (pre-completion of RIF investments in arts and recreation services).	Increase over baseline	Annual	Yes, but 24 month delay for industry breakdown.
	8.5	Construction industry of regional economies grow in the regions invested in during the period of investment.	Change in construction industry GDP in regions invested in.	Stats NZ Regional GDP series (nominal) by industry or Infometrics Regional GDP series (real) by industry.	Regional GDP of relevant regions' construction industries at year ending March 2024.	Increase over baseline	Annual	Yes, but 24 month delay for industry breakdown.
	8.6	More Māori employed in regions RIF invests in.	Māori employment in filled jobs	Infometrics' Regional Economic Profiles – Māori employment growth	Māori employment by region in year end March 2024	Increase over baseline	Annual	Yes, but 17+ month delay
	8.7	Regional multipliers estimates of regional GDP created by RIF investments	GDP from regional multipliers include direct, indirect, and induced GDP impacts of RIF investment outputs.	Kānoa economic impact estimates using regional multipliers.	0 GDP as at July 2024	Increase over baseline	Monthly	Yes
	8.8	Value of investment in cultural institutions, such as marae, museums, and performing arts centres.	Value of total investment in the arts and recreation sector.	Kānoa administrative data – reporting by enabling infrastructure allocation: arts and recreation sector.	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	8.9	Value of investment in food production.	Value of total investment in the agriculture / horticulture, aquaculture and fishing sectors.	Kānoa administrative data – reporting by enabling infrastructure allocation: agriculture / horticulture, aquaculture and fishing sectors.	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	8.10	Value of investment in whenua Māori land entities.	Value of total investment in whenua Māori land entities.	Kānoa administrative data – reporting by enabling infrastructure allocation: agriculture / horticulture, aquaculture and fishing sectors; and Māori entity.	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	8.11	Value of contracted RIF projects that fit this outcome.	Value of total RIF investments (funding and co-funding) that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	8.12	Number of contracted RIF projects that fit this outcome.	Number of total RIF investments that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	0 number as at 1 July 2024	Increase over baseline	Monthly	Yes

Outcome 9: Increased local innovation

	Measure	Data source	Baseline	Target	Frequency	Availability
INDICATORS	9.1 Increase in local innovation (new firms, products and production) that leverages or benefits from RIF funded local infrastructure.	Number of businesses (geographic units) by region.	Stats NZ – Aotearoa Data Explorer - Business Demography Statistics or Infometrics Regional Economic Profile – Growth of business units.	Number of businesses (geographic units) by region as at February 2024.	Increase over baseline	Annual Yes, 8 month delay
	9.2 Increase in firms with new or improved products or production methods from RIF investments that fit this outcome.	Number of firms that introduce new products or new production methods from RIF investments that fit this outcome.	Kānoa administrative data – application, assessment, and project completion reports on project benefits to RIF outcomes.	0 number as at 1 July 2024	Increase over baseline	As projects complete Yes, once relevant projects start completing
	9.3 RIF investments in more innovative food production.	Number of RIF investments in more innovative food production.	Kānoa administrative data – application, assessment, and reporting	0 number as at 1 July 2024	Increase over baseline	Monthly Yes
	9.4 Value of contracted RIF projects that fit this outcome.	Value of total RIF investments (funding and co-funding) that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	\$0 value as at 1 July 2024	Increase over baseline	Monthly Yes
	9.5 Number of contracted RIF projects that fit this outcome.	Number of total RIF investments that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	0 number as at 1 July 2024	Increase over baseline	Monthly Yes

Outcome 10: Increased local productivity

	Measure	Data source	Baseline	Target	Frequency	Availability
INDICATORS²⁶	10.1 Higher levels of GDP per employee (or per capita) in regions where the RIF has invested.	Change in GDP per employee (or per capita) in regions invested in.	Stats NZ Regional GDP series (nominal) or Infometrics Regional GDP series (real) / Productivity growth series (preferred). Sub-national population estimates (SNZ). Business Demography Statistics (SNZ BDS).	GDP per employee (or per capita) prior to RIF investments.	Increase over baseline.	Annual Yes, but 12 month delay.
	10.2 Higher levels of Māori economy GDP per employee.	Change in Māori economy GDP per employee.	MBIE & BERL Te Ōhanga Māori - The Māori Economy Reports 2010, 2013, 2018, 2023 (release Dec 2024), 2028(?)	Māori economy GDP at year ending March 2023.	Increase over baseline	Five yearly Maybe, but infrequent and long delay.
	10.3 Increase in small business average productivity in regions where the RIF has invested.	Change in small business average productivity - business sales per hour worked - in regions where the RIF has invested	Xero small business productivity by region	Average productivity change pre RIF investments 2022-2024	Higher average productivity change post RIF investments 2026-2028	TBC Yes
	10.4 Value of contracted RIF projects that fit this outcome.	Value of total RIF investments (funding and co-funding) that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	\$0 value as at 1 July 2024	Increase over baseline	Monthly Yes
	10.5 Number of contracted RIF projects that fit this outcome.	Number of total RIF investments that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	0 number as at 1 July 2024	Increase over baseline	Monthly Yes

²⁵ Colour code: Input-allocation indicator directly related investment and outcome | Short-to-medium term indicator highly-related to investment and outcome | Medium-to-longer term indicator broadly logic-related to investment and outcome

²⁶ Colour code: Input-allocation indicator directly related investment and outcome | Short-to-medium term indicator highly-related to investment and outcome | Medium-to-longer term indicator broadly logic-related to investment and outcome

Outcome 11: More highly-skilled local workers

	Measure	Data source	Baseline	Target	Frequency	Availability	
INDICATORS ²⁷	11.1 A greater proportion of employment in the regions invested in are in higher skilled jobs.	Employment (filled jobs) by broad skill level	Infometrics' Regional Economic Profile – Broad skill level.	Highly-skilled share of total filled jobs in year end March 2024.	Increase over baseline	Annual	Yes
	11.2 Types of jobs created by RIF investments.	Occupation breakdown of RIF jobs directly created.	Kānoa application asks applicants to estimate the FTEs their project will create by occupation type (broad skill level). These can be applied to Monthly Reports of FTEs.	na	More skilled than low-skilled jobs created.	As applications come in and investments are made.	Yes
	11.3 Value of contracted RIF projects that fit this outcome.	Value of total RIF investments (funding and co-funding) that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	\$0 value as at 1 July 2024	Increase over baseline	Monthly	Yes
	11.4 Number of contracted RIF projects that fit this outcome.	Number of total RIF investments that fits this outcome.	Kānoa administrative data – application, assessment, and reporting	0 number as at 1 July 2024	Increase over baseline	Monthly	Yes

²⁷ Colour code: Input-allocation indicator directly related investment and outcome | Short-to-medium term indicator highly-related to investment and outcome | Medium-to-longer term indicator broadly logic-related to investment and outcome

Annex 3: Position papers

Kānoa's position papers for the RIF highlight particular areas for potential investment as a guide to staff and applicants for the RIF as to what is likely to be invested in and what is not. The two-four page papers give objectives for each investment area, as well as investment principles (often highly related to the objectives), usually some investment priorities (with more specific sub-areas for investment), and some points on where it will not invest in this area. The following gives the points for each of these papers. They effectively develop on the objectives of the RIF, as well as offering additional detail, so are important to monitoring and evaluation.

Cultural institutions of regional significance

Objective 1: Develop cultural institutions that enhance regional economic and community resilience.

Objective 2: Encourage regional connectedness and growth through enhancements of cultural institutions of regional significance.

Objective 3: Improve the sustainability of cultural institutions of regional significance.

Investment principle 1: The project is aimed at meeting genuine funding shortfalls for capital construction projects that are construction-ready.

Investment principle 2: The project is designed to increase protection to the institution from weather events and natural hazards.

Will not invest in 1: The RIF will not support investment in projects already predominantly funded through other central government programmes.

Energy Security

Objective 1: improve regional energy resilience, security and reliability.

Objective 2: Catalyse regional economic activity by investing in instances where a lack of energy infrastructure would otherwise restrict businesses to develop or grow.

Objective 3: Better prepare communities and regions for climate change risks and impacts.

Investment principle 1: Contributes to greater energy resilience, security and reliability in the regions.

Investment principle 2: Catalyses economic activity by promoting energy availability for business development.

Investment principle 3: Better prepare communities and regions for climate change risks.

Investment principle 4: Align with the RIF's objective to enhance Māori economic development.

Investment principle 5: Would develop an asset where a commercial solution is not possible but Crown investment would ensure viability.

Investment priority 1: Small-scale renewable distributed generation (including solar PV and battery systems), micro-grid projects, community/neighbourhood batteries, and Māori-led energy solutions.

Investment priority 2: Energy storage capability/capacity to be accessed during emergencies.

Investment priority 3: Grid connection to consumers and industries.

Investment priority 4: Transmission and distribution networks' assets (where they support affordability outcomes).

Investment priority 5: Development of emerging or novel energy resources and supply chains with significant potential to transform energy security and regional industry (e.g., supercritical geothermal resources or biomass supply chains).

Investment priority 6: Infrastructure and enabling assets that develop emerging energy technologies.

Will not invest in 1: Funding solely to build new transmission and distribution network infrastructure.

Will not invest in 2: Large-scale, commercial generation (e.g., gas turbines, hydro, solar and wind farms).

Will not invest in 3: Research and development activities for energy. However, projects focusing on applying and developing pilots based on recent research will be considered.

Will not invest in 4: Education campaigns about energy use.

Fixed Assets for Individual Businesses

To be confirmed.

Food Production

Objective 1: Support the resilience of food production sectors to economic shocks, climate change impacts and to meet market and customer needs.

Objective 2: Enhance productivity and enable more value-add opportunities in the food production sector.

Investment principle 1: Supports the resilience of the food production sector to anticipated risks by increasing diversity of produce, transitioning to more sustainable production methods or increasing resilience of food production to the impact of weather events.

Investment principle 2: Enhances productivity of the sector by transitioning to higher value land/water uses, or value-added food production.

Investment principle 3: Supporting innovation to add value, scale, and attract investment to New Zealand's food production sector.

Investment principle 4: The food production sector is market-led, and as such we expect that much of the RIF's investment in food production infrastructure assets will be based around loans, equity, or other capital instruments. Some grant funding may be available to accelerate community-centric projects in very limited cases.

Investment priority 1: Land and ocean-based aquaculture infrastructure, e.g. recirculatory aquaculture systems, tanks, floating farms.

Investment priority 2: On-farm infrastructure to support transition or development towards high-value or more sustainable and efficient food production systems, including on whenua Māori land blocks.

Investment priority 3: Food production, packing or processing infrastructure which enables value-added regional food production.

Investment priority 4: Water storage and irrigation projects, including on or supplying to whenua Māori land blocks.

Will not Invest in 1: On-farm or other private business infrastructure which provides little or no spillover benefits for the community or region will not be eligible for RIF investment.

Will not Invest in 2: The RIF will not prioritise investment in infrastructure to enable or expand land use for low-value food production.

Māori Economic Development

Objective 1: Unlock productive uses of whenua Māori.

Objective 2: Improve access to and participation in markets for Māori businesses and communities.

Objective 3: Enhance the productivity of Māori businesses in ways that catalyse wider socioeconomic or other benefits for regions.

Investment principle 1: Enables more productive uses of whenua Māori through provision of on-land infrastructure, or supporting infrastructure in the surrounding area.

Investment principle 2: Enables more productive use of Māori-held fisheries quotas or water space.

Investment principle 3: Improves physical or digital access to markets for Māori businesses and communities.

Investment principle 4: Enhances the productivity of Māori businesses with private infrastructure that enables spillover benefits for others (without crowding out private capital).

Investment principle 5: Provides social and/or economic benefits in the wider communities in which they are based.

Investment principle 6: Strengthening relationships between Māori collectives/businesses and private capital providers.

Investment priority 1: Māori economic development can overlap with a range of sectors which are priorities for investment through the RIF, such as energy, food production and transport. Specific Māori economic development priorities include:

Investment priority 2: Infrastructure to enhance the productivity of whenua Māori such as covered growing areas, aquaculture, water storage, renewable and resilient energy solutions.

Investment priority 3: Ports and ICT connectivity infrastructure where these benefit Māori communities and enterprises in particular.

Investment priority 4: Productivity-enhancing infrastructure, such as manufacturing facilities, for Māori businesses, where infrastructure investment produces spillover benefits for the wider community, e.g., redirecting a substantial portion of profits to social enterprises, significant value shared along a supply chain with other businesses.

Will not invest in 1: The RIF will not invest in skills and training, business support or other non-infrastructure projects.

Will not invest in 2: The RIF will not crowd out investment where it is available from private commercial or other investors.

Resilience Infrastructure for Extreme Weather Events and Climate Change Impacts

Objective 1: Develop infrastructure to provide resilience and protection to communities from extreme weather events and other impacts of climate change.

Objective 2: Improve the resilience of infrastructure and essential services available to regions in the immediate aftermath of extreme weather events.

Objective 3: Enhance the long-term adaptive capacity of regions to weather events and climate change impacts.

Investment principle 1: Increases resilience of regional communities to the impacts of climate change.

Investment principle 2: Enables the construction or upgrade of protection infrastructure assets that wouldn't otherwise occur, where these are considered the best adaptation approach.

Investment principle 3: Generates co-investment from councils, community organisations and other entities into resilience infrastructure.

Investment principle 4: Provides backup availability of infrastructure that is key to a region's recovery from extreme weather events.

Investment priority 1: Associated water management assets that are critically enabling for weather event protection assets - for example storm water assets (e.g. pumps) are often vital to ensuring the success of a floodbank project.

Investment priority 2: Water storage for drought resilience purposes, including built infrastructure and managed aquifers.

Investment priority 3: Seawalls for coastal areas impacted by rising sea levels, where mitigation is feasible and part of a long-term adaptation plan.

Investment priority 4: Transport infrastructure that provides resilience following climate or extreme weather events.

Investment priority 5: Backup power supply/telecommunications connectivity infrastructure following extreme weather events.

Will not invest in 1: Resilience infrastructure for privately owned assets that can be funded privately or that provide no clear spillover benefits for the surrounding community or region.

Will not invest in 2: Resilience infrastructure which can be fully funded by councils or another central government funding source in a reasonable timeframe, and doesn't require RIF investment.

Shared Services

To be confirmed.

Transport and Supply Chains

Objective 1: Develop transport infrastructure that enhances regional economic and community resilience.

Objective 2: Enable connectedness and growth through enhancements to regional transport networks.

Objective 3: Improve the sustainability of the regional transport network.

Investment principle 1: Develop transport infrastructure that enhances resilience by increasing protection from weather events and natural hazards or adding alternative routes.

Investment principle 2: Enable connectedness and economic growth through enhancements to regional transport networks which increase access in key economic areas or increase efficient movement of people and goods.

Investment principle 3: Reduce transport emissions and improve the sustainability of the regional transport network by supporting more low-carbon journeys and vehicle usage.

Investment priority 1: Regional roads (where unable to access other central or local government funding) to enhance productivity or provide routes that are more resilient to weather events and natural hazards.

Investment priority 2: Ports, wharves and barges which provide additional or more efficient transport routes for people or goods in regional areas.

Investment priority 3: Regional airports for regional routes, where these are financially sustainable.

Investment priority 4: Ports and transport hubs that enable more efficient regional freight movement.

Will not invest in 1: Road projects that are able to access other local or central government funding.

Will not invest in 2: General maintenance works for existing roads.

Will not invest in 3: The RIF will not prioritise investment in large-scale regional rail projects unless evidence demonstrates the long-term economic benefits will significantly outweigh project costs.

Will not invest in 4: Transport projects that do not develop infrastructure assets, e.g., projects focussed on ongoing transport service provision.

Annex 4: CAB outcomes alignment to outcomes framework

To achieve measurable (SMART) outcomes and a concise intervention logic, the CAB outcomes and measures have been aligned with a concise set of RIF monitoring and evaluation framework objectives, outcomes, and indicators that are simple and meaningful to communicate, monitor, and measure.

...

CAB papers' purpose, intention, recognition, initial focus, and aims of RIF

1. "support regional economic growth through the RIF" : "single overarching purpose" of Appropriation [CAB-24-MIN-0214-P2]
2. "a lift in the productivity potential of the regions through the delivery of regional infrastructure initiatives : "Intention statement" of Appropriation [CAB-24-MIN-0214-P3]
3. "New Zealand faces a significant infrastructure deficit, ...driven in part by challenges for regional organisations and investors in accessing capital" : statement for RIF [CAB-24-MIN-0168.02-P2]
4. "Māori economic development and flood resilience" : "initial focus" of RIF [CAB-24-MIN-0168.02-P13]
5. "Lift productivity in regional economies by increasing the performance of businesses and catalysing the development of new or emerging industries and/or" : first of the "high-level and long-term aims for the RIF" [CAB-24-MIN-0214-P28.1]
6. "Improve the ability for regional businesses and communities to absorb and recover from shocks and adapt to changing conditions." : second of the "high-level and long-term aims for the RIF" [CAB-24-MIN-0214-P28.2]

Objectives from RIF intervention logic

1. More productive local economies
2. Improved infrastructure
3. Greater resilience to shocks (such as climate change impacts)
4. Greater access to financial capital

CAB outcomes and measures [CAB-24-MIN-0214]

Period	"The RIF will:	Alignment to framework
S 1	1. invest in regional critical needs and opportunities	1 2
S 2	2. identify and respond to potential risks and impacts on regional communities	1 2 6 7
S 3	3. create more value from existing Crown investments and assets	10
S 4	4. create employment opportunities in developing infrastructure assets	3
S 5	5. improve access to finance for investors, notably for Māori.	4 5
M 6	7. minimise fiscal impacts of adverse events for communities and authorities	1 2 6 7
M 7	9. better prepare regions for climate change risks and impacts	1 2 6 7
M 8	8. Increased value of tax dollars invested and returns for Government and taxpayers	*evaluation - vfm
M 9	10. create sustainable employment and an upskilled workforce	3 11
M 10	11. improve outcomes for Māori through improved economic participation, crowding in of private finance (e.g. increasing capability of financial institutions to work with iwi and invest in whenua Māori).	4 5 8
L 11	12. improve outcomes for regional New Zealand through addressing of critical infrastructure deficits."	ALL

S - short-term 0-3 years
M - medium-term 3-10 years
L - long-term 10+ years

RIF monitoring and evaluation framework

Period	Measurable outcomes for monitoring	Alignment to CAB outcomes
SM 1	1. Increased flood protection	1 2 6 7
SM 2	2. Increased water security	1 2 6 7
SM 3	3. More jobs for locals (especially unemployed)	4 9
SM 4	4. Improved access to finance for local firms & Māori	5 10
SM 5	5. Increased private investment	5 10
ML 6	6. Reduced impacts of natural disaster	1 2 6 7
ML 7	7. More vital assets and services protected	1 2 6 7
ML 8	8. Strengthened local & Māori economies & communities	10
ML 9	9. Increased local innovation	*CAB indicator
ML 10	10. Increased local productivity	3
ML 11	11. More highly-skilled local workers	9

SM - short-to-medium term 1-5 years
ML - medium-to-long term 5+ years

CAB outcomes and measures [CAB-24-MIN-0214]		Alignment to CAB outcome	RIF monitoring and evaluation framework Concordance to framework - measurable outcomes	Alignment to framework - indicators
Period	Indicators of progress include:			
S	measure of increased private capital investment in regions through co-funded RIF projects	1	5 5. Increased private investment	5.1
S	RIF funding allocated and majority of contracting completed by Kānoa – RD	1	RIF input/activity measure by all outcomes and at total fund level	All outcomes / PAM
S	RIF investment are directly relevant to regional priorities	1	RIF requirement criteria by all projects	Perf. Activity Measure
S	measured value of investment into resource security and resilience infrastructure	1	1 1. Increased flood protection	1.9 2.3 6.5 7.6
S	number of people employed on initial projects	4	3 3. More jobs for locals (especially unemployed)	3.2
S	value of investments in whenua Māori entities that are able to access funding that were previously unable to do so.	5	4 4. Improved access to finance for local firms & Māori	8.10
M	construction underway/completed on all infrastructure projects	6	RIF output performance measure by all projects and at fund level	Perf. Activity Measure
M	measured value of commercial and/or residential assets protected from investment into resilience structure e.g. floodbanks, drainage	7	1 1. Increased flood protection	1.2 1.3 1.4 1.5 1.6
M	increased innovation spending by entities and businesses invested in	6	9 9. Increased local innovation	9.2
M	enhanced utilisation and returns for Māori from their assets, increased whenua Māori productivity, including a shift to higher values (instead of high-volume) production	11	8 8. Strengthened local & Māori economies & communities	10.2
M	greater proportion of employment in higher wage ranges after investment.	9	11 11. More highly-skilled local workers	11.1 11.2
L	increased regional economic output post completion of construction	11 1	10 10. Increased local productivity	8.1
L	greater economic activity (such as faster growing GDP, revenue, improved labour productivity) in the sectors and/or focus areas in which the RIF has invested	11 1	8 8. Strengthened local & Māori economies & communities	8.2 8.3 8.4 8.5
L	growth in supply chain connections for regions, both national and international, including increase in products and services exported out of regions where there have been investments	11 1 2	8 8. Strengthened local & Māori economies & communities	
L	growth of new and emerging industries (e.g. aquaculture, renewable energy) in regions where there have been investments	11 1	8 8. Strengthened local & Māori economies & communities	8.3
L	growth in the Māori economy post-completion	11 12	8 8. Strengthened local & Māori economies & communities	8.2
L	reduced public spending on adverse events (e.g. severe weather events) in regions invested in."	6 12	6 6. Reduced impacts of natural disaster	6.1

Annex 5: Evaluation guidelines

The following matrix for evaluation requirements is borrowed from the Ministry of Primary Industries' (MPI's) programme evaluation guidelines for a range of interventions depending on their cost and profile (i.e. implementation risk, political profile, MPI reputational risk and level of public interest). The RIF easily fits into the high profile, high cost sector, meaning an independent evaluation of between \$^{Confidential advice to} k. Given the RIF is open for 3 years, an impact evaluation that looks at the delivery of the RIF and the early impacts is recommended.

Programme Profile	
Confidential advice to Government	
Programme Cost	

* 'Profile' includes consideration of: implementation risk, political profile, MPI reputational risk & level of public interest

Annex 6: References

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Annex 7: Application form (recipient)

Available separately

Annex 8: Project assessment-evaluation template (Kānoa)

Available separately

Annex 9: Monthly report (recipient)

Available separately

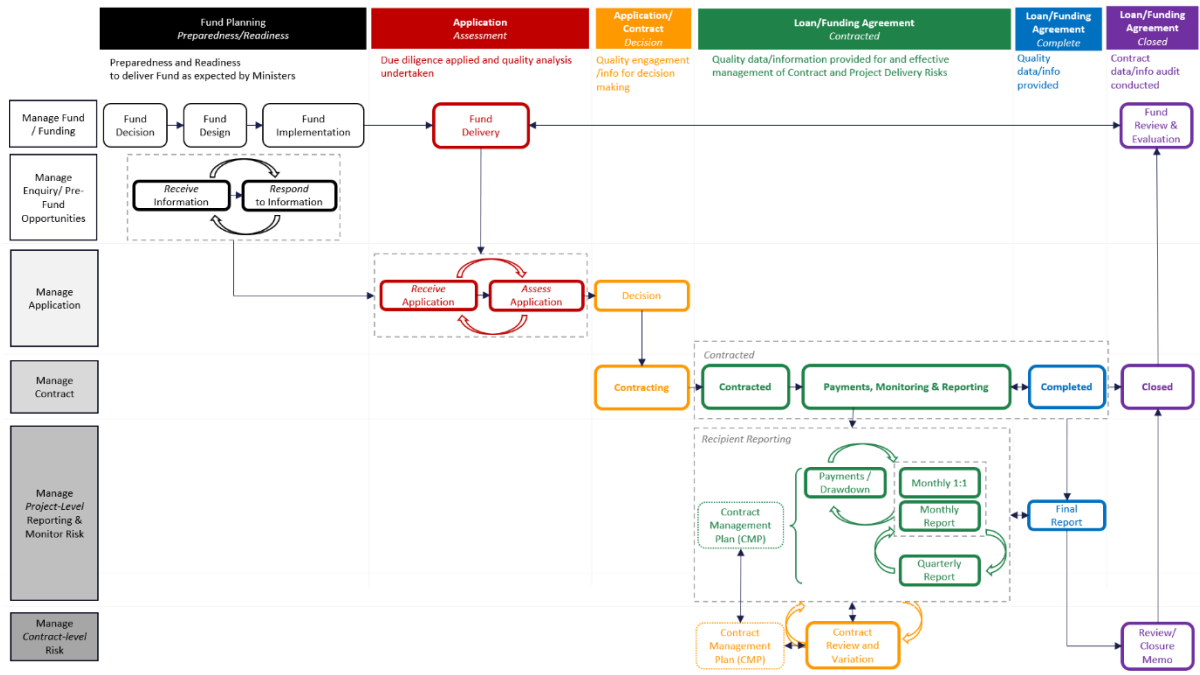
Annex 10: Quarterly submission (recipient)

Available separately

Annex 11: Project completion report (recipient)

Available separately

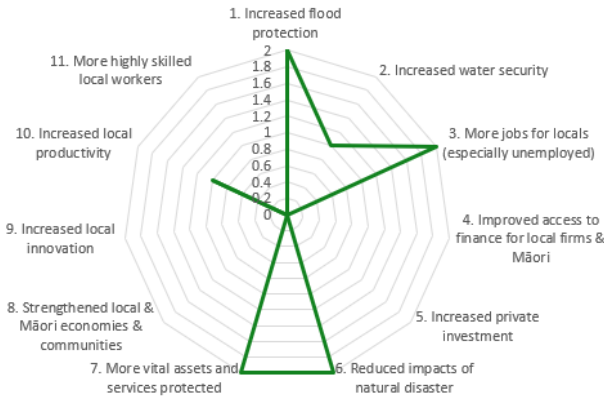
Annex 12: Process maps



Annex 14: Kānoa RIF outcomes dashboards

RIF outcomes - project benefits to RIF outcomes dashboard

Estimated outcomes progress to 2024/2025



Simplified timeline of estimated contribution to outcomes by year (could be many decimal points or maybe \$)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043
1. Increased flood protection	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2. Increased water security	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3. More jobs for locals (especially unemployed)	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4. Improved access to finance for local firms & Māori	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5. Increased private investment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6. Reduced impacts of natural disaster	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7. More vital assets and services protected	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8. Strengthened local & Māori economies & communities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9. Increased local innovation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10. Increased local productivity	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11. More highly skilled local workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Provisional - This is calculated from the applying the total numbers of employees by the application-FTEs-by-occupation-type ratios. This is very estimatey, not sure I'll use as a timeline.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043
Managers (including project managers)	20	60																		
Professionals (including accountants, engineers, architects, etc)	35	105																		
Technicians and trades workers	45	135																		
Machinery operators and drivers	20	60																		
Labourers	30	90																		
Retail, clerical and administrative workers	0	0																		

RIF outcomes – outcome indicator dashboard

Outcome 3

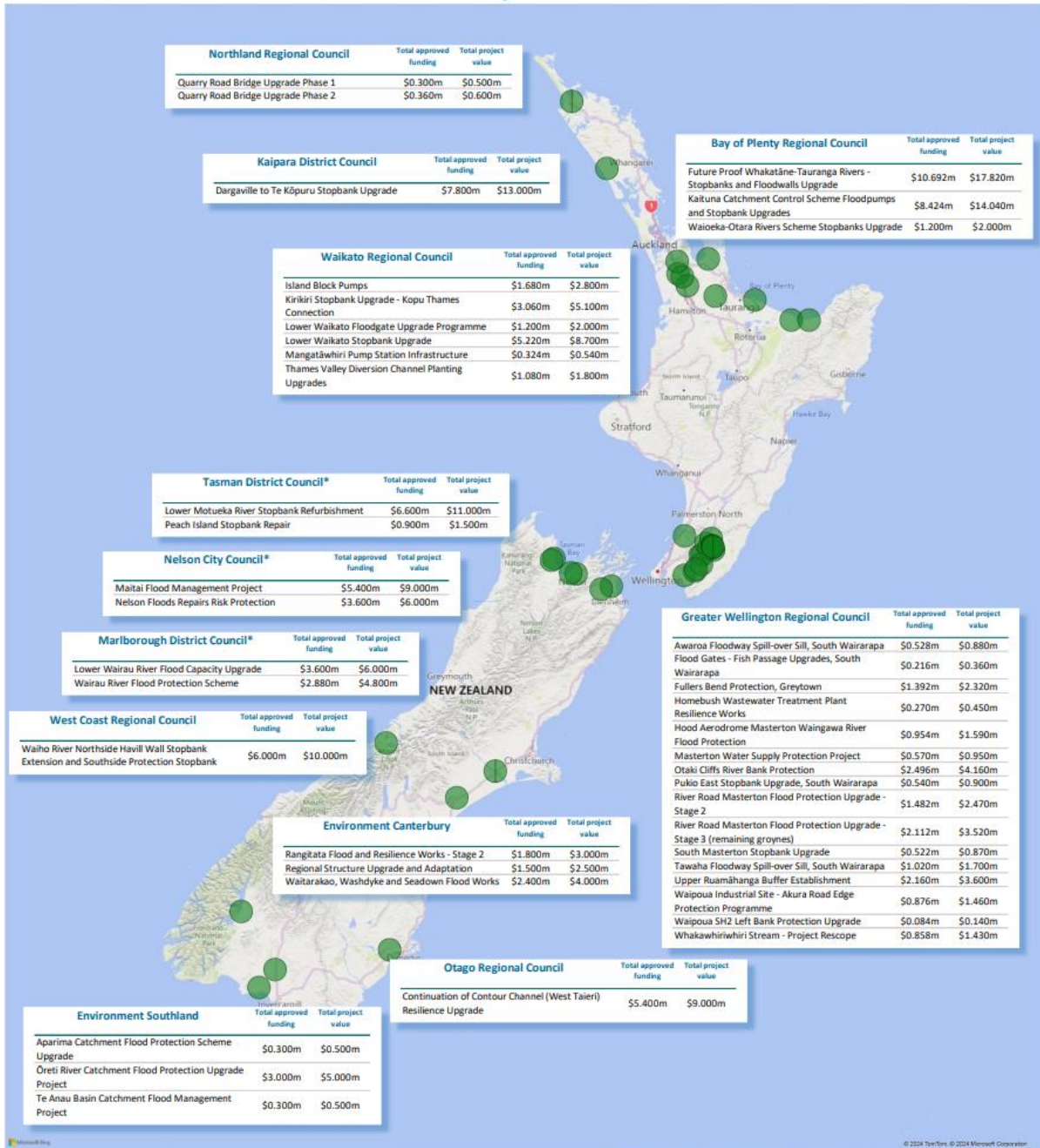
More jobs for locals (especially job seekers)

Indicator	Baseline value	Latest value	Change	Units	Indicator description	Target
3.1 Increase in filled jobs in regions RIF has invested in.	2.38M July 2024	2.42M July 2025	40.00K ↑	n people	Employment in filled jobs by region	Increase over baseline
3.2 Reduction in MSD Job Seeker numbers or proportions.	196.43K July 2024	198.12K July 2025	1.69K ↑	n people	Number or proportion of MSD Working Age Population (18-64) receiving Job Seeker Support	Decrease under baseline
3.3 Number of FTEs employed by RIF funded projects.	0.00 July 2024	750.00 July 2025	750.00 ↑	FTEs	FTEs are calculated from hours worked each month collected via Monthly Recipient Reporting.	Increase over baseline
3.4 Regional multipliers estimates of FTEs sustained by RIF investments.	0.00 July 2024	1.23K July 2025	1.23K ↑	FTEs	FTEs from regional multipliers include direct, indirect, and induced FTEs.	Increase over baseline
3.5 Number of local persons employed on RIF funded projects.	0.00 July 2024	525.00 July 2025	525.00 ↑	n people	Number of project employees local to the region.	Increase over baseline

Annex 15: RIF initial 42 flood resilience projects map



Regional Infrastructure Fund: Co-investment for 42 flood resilience projects August 2024



* Tasman District Council, Nelson City Council and Marlborough District Council are unitary authorities

