

Ministry of Foreign Affairs and Trade

MANATŪ AORERE

**Manaaki**

***“Uplifting mana, through listening, supporting and empowering”***

**Application form**

ROUND SEVEN - FEBRUARY 2025

Contents

This document complements the Manaaki Guidelines,including Annexures 1 and 2. Please ensure that you have thoroughly reviewed the Manaaki Guidelines before proceeding with the application.

Annex 3 Due Diligence Self-Assessment 2

Annex 4 Manaaki Concept Note Template 13

Annex 5 Concept Note Assessment Framework 20

Annex 6 Declaration 29

Annex 3 Due Diligence Self-Assessment

**NZ-NGO Due Diligence Self-Assessment Form**

**Are you a new Manaaki applicant?**

If you have not previously applied to the Manaaki Fund, please use this form to ensure you can meet the requirements outlined in the Manaaki Fund guidelines under Annex 2: Due Diligence Assessment, prior to deciding whether to create a concept and apply to Manaaki.  If you meet the requirements, **please note that you are not required to submit the mandatory due diligence evidence information and documents with this application**. The Due Diligence process is only initiated if your concept is approved.

If you do not meet the requirements, please do not submit an application.

**Are you an existing or previous Manaaki partner?**

NGO applicants that have previously applied to the Manaaki Fund and have completed the full Manaaki due diligence (in the last five years) do not need to repeat due diligence. However, these applicants must complete Annex 6 Due Diligence Declaration. If there has been any substantive change, this must be declared and discussed with MFAT.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Domain** | **Standard** | **Mandatory evidence** | **Y/N** | **Comments (50 words max.)** |
| 1 | NGO is a legally established not for profit with a head office or primary place of business in New Zealand | Registration number  |  |  |
| 2 | NGO has adequate structures and systems for governance, management and accountability to stakeholders  | Governing Instrument (Constitution or Trust Deed) |  |  |
| List of governing members summarising experience, qualifications |  |
| List of key management personnel summarising experience, qualifications |  |
| Conflict of Interest (COI) Policy (or equivalent[[1]](#footnote-2)) which outlines: how COIs are identified; how often they are updated and what procedures are to be followed when a COI is identified |  |
| Copy of current COI register |  |
| 3 | Relationship with New Zealand constituency | Annual Report or equivalent[[2]](#footnote-3) (or link to website) which describes engagement with the New Zealand public[[3]](#footnote-4) and demonstrates donor acknowledgement |  |  |
| Statement of willingness to communicate MFAT support  |  |
| Two examples of relationship with New Zealand constituency i.e. social media, membership, supporter newsletters |  |
| **Finance and Management** |
| 4 | NGO has appropriate financial systems and controls | Financial Policies and/or procedures manual provides details on how the NGO actions receipting grants, partner funds transfer, acquittals, cash management, monthly reconciliation process, budget management, payment controls, separation of roles, foreign exchange/interest rate gains, internal audits/controls |  |  |
| Financial Delegation policy |  |
| Name of accounting system and a chart of accounts (list of General Ledger accounts) |  |
| Signed copy of audit/reviewed[[4]](#footnote-5) Financial Statements and copy of audit/reviewer’s management letter[[5]](#footnote-6) (3 years). |  |
| 5 | NGO is in a sound Financial Position | Audited/reviewed Financial Statements (3 years) – *assessor will use those provided in Standard 4* |  |  |
| Statement of fundraisingover past three years. (The NGO must have the capacity to raise funds from the New Zealand public[[6]](#footnote-7))  |  |
| Reserves Policy  |  |
| Any Bank covenants |  |
| 6 | NGO has systems to prevent funding terrorism | Counter-Terrorism Policy and procedures which contain at a minimum, but not limited to:1. references to the Anti-Money Laundering and Countering Financing of Terrorism Act 2009, and Terrorism Suppression Act 2002
2. requires reviews of all organisations and individuals regularly against global lists of ‘terrorist organisations’
3. the prevention procedures in place in the staff recruitment process
4. details the steps on how any issues identified are reported to management
5. a ‘counter-terrorism’ clause is written into all partner agreements
6. direct partners or potential partners checked against the NZ terrorism watch lists annually
7. identifies where these checks are stored
 |  |  |
| Evidence of terrorism screening check[[7]](#footnote-8) of downstream implementing partners/subcontractors if the terrorism risk is rated minor or above. |  |
| 7 | NGO has systems in place to prevent, manage and report fraud, bribery, and corruption | Fraud Control Policy/and procedures which contain at a minimum, but not limited to: 1. an explicit definition of actions that are deemed to be fraudulent/corruption
2. allocation of responsibilities for the overall management of fraud
3. a statement that all appropriate measures to deter fraud will be taken
4. the formal procedures which employees should follow if fraud is suspected
5. notification that all instances of suspected fraud will be investigated and reported to the appropriate authorities
6. the steps to be taken in the event fraud is discovered and who is responsible for taking these actions
7. confidential safe reporting internally and externally
 |  |  |
| An explanation and recent evidence of how the NGO promotes awareness of a) fraud risk and b) how staff can report fraud? |  |
| 8 | NGO has effective project management systems  | Documented guidelines and/or procedures for project management which cover design, appraisal, progress and risk reporting and monitoring, evaluation, research and learning (MERL) |  |  |
| Two pieces of evidence to demonstrate two different project management phases  |  |
| An explanation of how the organisation tracks various projects (i.e., through a project management system, excel or another IT application), and evidence of this. |  |
| 9 | NGO can demonstrate a track record of effectively managing international development funds | Table of international funds/ or projects implemented in the past three years including activity purpose, location, duration and funding amount. |  |  |
| Any other evidence (evaluations/ referee reports/other donor performance reports etc.) |  |
| 10 | NGO can demonstrate an organisational commitment to good practice development  | Confirmation of CID membership, or, if not a member, a Statement or Policy which demonstrates that the organisation understands that good development practice does not involve supporting activities such as welfare, partisan politics, and evangelism / proselytism  |  |  |
| Gender Policy[[8]](#footnote-9) (or equivalent) outlining the NGO’s commitment to gender/ gender equality. This should include organisational commitment (e.g gender balance on governance and recruitment processes) and development practice (development strategy) and how gender is considered throughout the project cycle.Policy on Inclusive Development/Disability Inclusion[[9]](#footnote-10) (or equivalent) outlining the NGO’s commitment to inclusive development/meeting the needs of people with disabilities and how this is considered throughout the project cycle.  |  |
| **Safeguarding** |
| 11 | NGO can demonstrate the application of effective Health and Safety systems | Health and Safety Policy/Manual that has been reviewed in the last 12 months which includes:* how the NGO ensures the physical, mental, and emotional well-being of workers and prevents work-related injuries and diseases including systems for monitoring competency and task related training [[10]](#footnote-11)
* how the NGO will consult, coordinate and cooperate with other partners where they share overlapping duties
* how external feedback, concerns or complaints will be handled
* how/when H&S training is undertaken
* ensuring workers have the opportunity to engage in H&S matters
* how incidents and hazards are reported (including serious incidents). (NB copies of templates to be included)
* signature from CEO/management representative to demonstrate commitment from leadership
 |  |  |
| Example of a H&S Plan for anticipated or previous activity (which demonstrates how policies and systems are reflected in a specific plan including training of staff/contractors for H&S/travel safety)  |  |
| Example of a risk register or any other document that outlines how risks are identified, assessed and managed through appropriate control measures |  |
| One example to demonstrate H&S is monitored and improvements made i.e. copy of a health and safety inspection/audit report, review, safety/in-house meeting minutes, reporting dashboard |  |
| Statement declaring whether NGO has/has not received any notices, fines, prosecutions or enforceable undertakings by a regulator with regards to local and/or international H&S matters. If it has, provide details of what occurred, the outcome, lessons learnt, and any changes made as a result. |  |
| 12 | NGO has adequate systems and processes for managing organisational risk | Risk Management Policy and procedures, or equivalent[[11]](#footnote-12) that demonstrates how organisational and project risks are identified, assessed/rated, monitored, reported, reviewed (and how often), treated, and if necessary escalated |  |  |
| A copy of the current organisational risk register, and (if not included in the organisational risk register) one example of a project risk register  |  |
| Insurance policies i.e. travel, business continuity, public liability  |  |
| 13 | NGO has effective mechanisms for complaints and whistle-blowing | Whistle-blower/Complaints Policies and procedures – internal and external\*\*\* including for fraud, child protection, health and safety and PSEAH (\*\*\* link on the website) |  |  |
| 14 | NGO has adequate systems for the prevention, detection, and response to sexual exploitation, abuse, and harassment (PSEAH) and Child Protection | PSEAH and Child Protection policy, guidance and/or equivalent[[12]](#footnote-13) that covers prevention, awareness, reporting and responding including as a minimum:* staff and supplier code of conduct
* reference checking and recruitment screening.
* employment contracts contain provisions to manage an employee who is under investigation and dismiss if the complaint is upheld.
* staff and supplier education on the policy, prevention, risk factors and responding to harm (NB: Education work can be outsourced to suitably qualified in-country partner/s)
* clear and accessible systems and processes are in place for reporting (see standard 13) and investigation of; code of conduct infringements and policy non-compliance, including sanctions for breaches.
* ensuring risks are identified and actively managed in risk assessments
 |  |  |
| Two examples of the practical application of the policy or equivalent such as awareness raising activities, reporting forms, training material. |  |
| 15 | NGO has systems for child safeguarding and protection of children when the activity involves ‘working with children’[[13]](#footnote-14)*Note: This is an additional standard for NGOs defined as ‘working with children’ as per above* | Child Protection Policy (or equivalent[[14]](#footnote-15)) that is fit-for purpose based on the child safeguarding risk (identified in Standard 12) and includes[[15]](#footnote-16):* child participants know how to report concerns and/or harm.
* evidence of child safe recruitment e.g. staff integrity checks (and/or criminal record checks), child protection specific questions at interview where relevant (see[[16]](#footnote-17))
* guidance on child participation[[17]](#footnote-18) (including consent, safe recruitment of facilitators, supervision and physical safety).
* guidance on taking images and using them such as for fundraising which ensures safeguarding, consent and privacy of children is applied for all project communication
 |  |  |
| Two examples of the practical application of the policy or equivalent. |  |
| 16 | Genuine NZNGO partnership/ relationship with local CSO[[18]](#footnote-19) legitimately representing local constituents | Signed Partnership MOU or Joint Statement from NGO and CSO, or (draft) Project Agreement |  |  |
| A signed letter of support from the NZ NGO’s in-country partner that confirms the partner legitimately represents the needs/demands of a local constituency and outlines the length/depth of the relationship with the NZNGO. |  |
| 17 | NGO routinely undertakes satisfactory due diligence[[19]](#footnote-20) / organisational capacity assessment of partners and has systems/processes to provide strengthening | Signed Partnership MOU or Joint Statement from NGO and CSO or (draft) Project Agreement which includes expectations/requirements for: results and financial reporting; financial controls (i.e. to enable auditing, prevent fraud); counter-terrorism; budget planning and variance management; Child Protection and PSEAH[[20]](#footnote-21) (see standards 14/15); Health and Safety; unspent funding at end of stage or project; termination; good practice development; due diligence of any downstream partners/outsourcing |  |  |
| A policy (or equivalent[[21]](#footnote-22)) covering the organisation’s approach to performing and checking due diligence of partners/downstream partners including a copy of a due diligence assessment template checklist (even if this template is from a third party) |  |
| A policy (or equivalent[[22]](#footnote-23)) covering the NGO’s approach to assessing, strengthening and monitoring capacity of in-country partners/downstream partners including how it responds to strengthening needs identified during due diligence and how changes required are monitored |  |
| A recent (within the last 12 months) example of a capacity assessment or a partner capacity strengthening plan and records of training/mentoring responding to the assessed gap. |  |

**If your organisation has completed Manaaki due diligence in the previous five years, please complete this due diligence declaration:**

**APPLICANT NAME:**

*Please tick the relevant box to confirm and declare that:*

* Our organisation has not experienced any substantive changes that may impact the previous Manaaki due diligence assessment including having had no changes to the governing board and key members of the management team since the due diligence assessment.
* Our organisation has experienced changes as per above since our due diligence assessment.

Please outline what these are in the space below (or on a separate page if needed) to enable assessors to determine if parts of the due diligence require reassessment.

|  |  |  |  |
| --- | --- | --- | --- |
| Name of authorised signatory:  |  | Signature: |  |
| Position: |  | Date: |  |
| Organisation: |  |

This declaration must be signed by a person with the legal authority to commit your organisation to a transaction.

Annex 4 Manaaki Concept Note Template

|  |
| --- |
| **Activity Details** |
| **Activity name** |  |
| **Name of NZNGO**  |  |
| **Name of in-country civil society organisation(s)/local partner(s)** |  |
| **Country** |  | **Region/sub-region** |  |
| **Duration** *(Implementation timeframes must be two to three years)* |
| **Proposed start date[[23]](#footnote-24)** (month, year) |  | **Proposed end date** (month, year) |  |
| **High Level Statement/Activity Goal**   | What will this activity achieve/what does your vision of success (future state) look like? (250 characters maximum) |
| **Priorities** |
| **Which New Zealand International Development Cooperation (IDC) Programme priority/priorities does this Activity address?** |  |
| **Funding** |
| **MFAT funding requested**(NZD, excluding GST) |  |
| **NGO co-investment** (cash contribution, NZD, excluding GST) |  | **In-kind contribution** (if any, value in NZD, excluding GST) |  |
| **Total Activity budget**(NZD, excluding GST) |  |

1. **Relevance and Effectiveness**

***Strategic Investment: long-term results and impact expected (weighting 25%)***

This section should succinctly explain what this Activity will deliver and achieve including demonstrating an evidence-based approach/analysis (i.e. this should go beyond providing evidence from your past experience to referencing links to international best practice). (3 A4 pages maximum)

* 1. **The Development Context**
* Describe how the local context (including social, political, environment, and economic factors) impact and influence the development problem.
	1. **The Development Problem**
* Provide a description of the development problem (as opposed to the solution/s) that this Activity is focused on addressing.
* What is the problem?
* Why does this problem matter?
* Historical and present cause(s) that contributed to the problem(s)
* Why should we act now and not later? What would happen if we did nothing?
* Refer to any research or evidence about this problem.
* Based on the current information available, consider the impact of the problem(s) on people, environment, societies, at risk groups
* Confirm how (and from whom) the idea for this activity was identified.
	1. **Strategies and Approaches**
* Describe strategies and approaches to address the development problem identified in 1.2.
* Outline the options considered by the applicant to respond to the problem (optioneering)[[24]](#footnote-25).
	1. **Outcomes and Outputs**
* Provide a logic diagram showing how anticipated activities are expected to contribute to the achievement of outputs and outcomes. You may wish to supplement the diagram with a brief narrative explaining your theory of change.[[25]](#footnote-26) Guidance on outputs/outcomes and results/logical frameworks is available [here](https://www.mfat.govt.nz/assets/Aid-Prog-docs/Partnerships/Manaaki/Activity-MERL-Framework-Guidance.docx).
	1. **Alignment to Priorities**
* Provide a brief narrative highlighting alignment (and/or complementarity) of the proposed activity and its relevance to:
	+ New Zealand IDC Programme and the International Cooperation for Effective Sustainable Development (ICESD) priorities.
	+ National development priorities/plans.
	+ Sustainable Development Goals; and
	+ MFAT regional Four-Year Plans and thematic priorities.
	1. **Inclusive Development Approach**
* Discuss the processes to ensure the activity will reach vulnerable and/or marginalised people and groups[[26]](#footnote-27). (If the local partner is a non-CSO, demonstrate how this partner will reach vulnerable and/or marginalised people and groups)
* What will this Activity aim to do to address the barriers, their root causes and advance the human rights of all individuals, regardless of gender, disability status, or social identity?
	1. **Additionality and Sustainability**
* For subsequent phases of existing activities, explain how the new Activity builds on the lessons learned and provide additionality.
* Indicate strategies for ensuring sustainability of outcomes after the Activity ends.
1. **Local Engagement**

***Benefits planned with the local community (weighting 25%)***

This section should succinctly confirm a genuine relationship between the local direct beneficiaries, the local CSO/partner and the NZ-NGO. (2.5 A4 pages maximum)

* 1. **Relationship between NZ-NGO and Local Partner**
* Describe the nature and length of the relationship between the local CSO/partner and the NZNGO.
* If applicable, provide detail on previous collaboration(s), including the impact and outcomes achieved.
	1. **NZ-NGO and Local Partner’s Experience and Capabilities**
* Expand on how the NZ-NGO and the local partner are leveraging their strengths and capabilities, including their collective experience in the relevant sectoral or technical area of development.
* Elaborate on the value-add the NZ-NGO brings to the partner organisation.
* Discuss the local partner’s capacity, and any previous investment in capacity strengthening (i.e., mutual capacity strengthening and/or partner strengthening).
* Clearly outline any plans to implement capacity or capability building initiatives to strengthen the local partner.
	1. **Activity Beneficiaries**
* Confirm the likely number of direct and indirect beneficiaries who will be impacted by the activity.
* Provide an initial estimate of beneficiaries disaggregated by:
	+ Gender (Male/Female/Gender Diverse/Unspecified),
	+ Location (Rural/Urban, in line with the definition of the country of implementation),
	+ Disability status ([Washington Group Short Set](https://www.washingtongroup-disability.com/resources/translations-of-wg-question-sets/)[[27]](#footnote-28)) is an efficient approach to collecting disability identification data on adults), and
	+ Age (with clear age margins as prescribed by the NGO).

**2.4 Relationship between Local Partner and Direct Beneficiaries**

* Confirm the local CSO’s/partner’s relationship with the direct beneficiaries. *Where the local partner is not a CSO, NZ-NGOs are encouraged to consider broadening partnerships to CSOs and/or incorporating community-based interventions.*
	1. **Key Stakeholder Mapping**
* List the NGOs, CSOs, government ministries, service providers, local network/community structures, required for the successful implementation of the activity (including from MFAT). Include information on how the applicant will engage with these stakeholders.
* Highlight any enablers or barriers to successful implementation.
	1. **Strengthening Local Civil Society**
* Describe how this activity will strengthen and empower local civil society, enhance its ability to amplify community voices, and improve responsiveness to local needs and demands over the long term.
1. **Financial Investment**

***Financial efficiencies and cost-benefit analyses (weighting 25%)***

This section should succinctly confirm the full investment will deliver expected long-term results efficiently and provide value for money to the New Zealand IDC programme. (2 A4 pages maximum)

* 1. **High-Level Activity Budget**
* Provide a high-level activity budget using the template below (Table 1).
* Outline how requested funds and implementation costs were calculated, including a demonstration of cost consciousness.
* Show evidence of consideration of inflation, foreign exchange fluctuation, and supply chain pressures.
* Outline the funding sources using the template below (Table 2).

Table 1. High-Level Activity Budget

|  |  |  |
| --- | --- | --- |
|  | **Estimated Total Cost (NZD)** | **Percentage of Total Budget** |
| **Output:** [enter text here] |  |  |
| **Output:** [enter text here] |  |  |
| **Output:** [enter text here] |  |  |
| **Output:** [enter text here] |  |  |
| **Common Output Costs:** |  |  |
| **MERL Costs** |  |  |
| **Management Costs (New Zealand)** |  |  |
| **Management Costs (In-Country)** |  |  |
| **Total C**  |  | 100% |

Table 2. Funding Sources

|  |  |
| --- | --- |
| **Funding Source** | **Contribution (NZD, excluding GST)** |
| MFAT funding requested | $ |
| NZ-NGO co-investment total (\*)  | $ |
| NZ-NGO co-investment cash contribution | $ |
| NZ-NGO co-investment in-kind contribution (if any, value in NZD) (\*\*) | $ |
| **Total** (GST exclusive) **l**  | **$** |

(\*) At least sixty per cent of NZ-NGOs total co-investment must come from New Zealand sources.

(\*\*) Up to 30 per cent of NZ-NGOs total co-investment contributions may be in-kind, on discussion and agreement with MFAT.

* 1. **NGO Co-Investment**
* Confirm that your NGO co-investment meets the criteria in the Manaaki Fund Guidelines (section 1.3, pages 4-5).
* Provide information on how the NGO co-investment will be sourced by the NZNGO (and local partner where relevant), and the amounts.
* Include your expected timeframes for NGO co-investment payments.
* If local partners are making funding and/or in-kind contributions, please demonstrate the rationale, value add of this and confirm that local CSO/partners have not been pressured to provide co-investment.

**3.3 Relationship between NZ-NGO and the New Zealand Public**

* Describe the nature and scope of relationship between the NZ-NGO and the New Zealand public.
* Explain how the NZ-NGO will engage with its New Zealand constituency during the activity, for example to create awareness and promote this activity and harness New Zealand support (financial or non-financial).
1. **Management Feasibility**

***Governance and delivery of activities and outputs (weighting 25%)***

This section should succinctly confirm the feasibility of delivering the intended activities and outputs within the timeframe and resources. (2.5 A4 pages maximum)

**4.1 Roles and Responsibilities**

* Present the expected roles and responsibilities of the NZ-NGO and the local CSO partner(s). Include how these have been decided and will be managed.
* Confirm who will be responsible for the following aspects of the Activity:
	+ Implementation
	+ Monitoring to ensure the quality of activities, outputs, and outcomes.
	+ Assessing, evaluating, and reporting progress towards and or achievement of outputs and outcomes.
	+ Financial management and reporting – including description of existing capability and previous track record.
	+ Health and safety, safeguarding, and risk management.

**4.2 Risks**

* List the key risks that have been identified for the proposed activity (including political, implementation, capacity, commercial, safeguarding, health and safety). Include any treatment or mitigation strategies envisaged to manage these risks.

**4.3 Activity Design Overview**

* Describe the process for completing a full design phase proposal. Please include a high-level workplan (with timeframes), high-level budget, and design phase specific risks.

Annex 5 Concept Note Assessment Framework

|  |
| --- |
| 1. **Relevance & Effectiveness*Strategic investment: long-term results and impact expected (weighting 25%)***
 |
| **Concept Note Assessment Question** | **Concept Note Assessment guiding questions to make an informed and objective assessment. Compelling positive answers will increase the rating.**  | **Assessment rating(select one)** |
| 1.1 Development Context Describe how the local context, including social, political, environment, and economic factors, impact and influence the development problem. | Is there adequate evidence of contextual analysis?  | *0 = Does not meet requirements1 = Inadequate 2 = Sufficient3 = Good4 = Very strong* |
| 1.2 Development Problem Provide a description of the development problem (as opposed to the solution/s) that this Activity is focused on addressing.Confirm how (and from whom) the idea for this activity was identified, and why it is important to resolve this problem now. | Is the problem clearly articulated and understandable?Is it clear how this problem was identified? Have gender (and social inclusion) dimensions been analysed and included in the problem analysis? Is the rationale for engagement adequately articulated?  | *0 = Does not meet requirements1 = Inadequate 2 = Sufficient3 = Good4 = Very strong* |
| * 1. Strategies and Approaches

Describe strategies and approaches to address the development problem identified in 1.2, including international best practice. Outline the options considered by the applicant to respond to the problem (optioneering). | Is the strategy and approach to address the problem clearly articulated, understandable and evidence-based?Are there sufficient strategies to ensure inclusion and equity of benefits to women and other marginalized and/or vulnerable populations?Does the intended approach appear appropriate and feasible based on knowledge of the context and the issue being addressed? | *0 = Does not meet requirements1 = Inadequate 2 = Sufficient3 = Good4 = Very strong* |
| * 1. Outcomes and Outputs

Provide a narrative and diagram explaining the intervention’s Theory of Change. | Is there a demonstrated capacity to distinguish between outputs and outcomes?Are end of project outcomes clearly presented indicating the intended change?Is there evidence of gender and social inclusion outcomes?Does it seem probable that supported activities will convert to the outcomes i.e. is the suggested program logic reasonable?Is the narrative clear and compelling? | *0 = Does not meet requirements1 = Inadequate 2 = Sufficient3 = Good4 = Very strong* |
| * 1. Alignment to Priorities

Provide a brief narrative highlighting alignment (and/or complementarity) of the proposed activity and its relevance to: * New Zealand IDC Programme and the International Cooperation for Effective Sustainable Development (ICESD) priorities;
* National development priorities/plans;
* Sustainable Development Goals; and
* MFAT regional Four-Year Plans and thematic priorities.
 | Is it clear how this activity aligns with (or is complementary to) New Zealand IDC Programme and International Cooperation for Effective Sustainable Development (ICESD) priorities?Is it clear how this activity aligns to national (in-country) development priorities/plans?Is there an awareness of the country level SDGs and how this activity might contribute to their achievement? Does the Concept Note reference or align with MFAT regional Four-Year Plans and any other regional/sectoral or other policy/guideline or otherwise? | *0 = Does not meet requirements1 = Inadequate 2 = Sufficient3 = Good4 = Very strong* |
| * 1. Inclusive Development Approach

Discuss the processes to ensure the activity will reach vulnerable and/or marginalised people and groups. If the local partner is a non-CSO, demonstrate how this partner will reach vulnerable and/or marginalised people and groups. | Are vulnerable and/or marginalised people and groups identified as beneficiaries and is there a strategy for reaching them?Have women, youth, people with disabilities and other disadvantaged people and groups been considered and will they participate in the planning and design process? | *0 = Does not meet requirements1 = Inadequate 2 = Sufficient3 = Good4 = Very strong* |
| * 1. Additionality and Sustainability

List other initiatives currently addressing your desired development outcomes, and expand on how your proposed Activity will deliver additional results beyond what is already being achieved.Indicate strategies for ensuring sustainability of outcomes after the Activity ends. For subsequent phases of existing activities, explain how the new activity builds on the lessons learned and provide additionality. | Is the concept of sustainability adequately understood and considered?Are strategies for sustainability clearly articulated?For extensions to existing projects, is it explained how the new project builds on previous activities and addresses issues of sustainability?Has the NZNGO confirmed additionality, for example:* The activity is in addition to existing initiatives and work programmes of the applicant organisation or partners.
* The activity is beyond ‘business as usual’ reasonably expected to be undertaken by the applicant organisation or partners.
* Funding for the activity is not available, nor being received, from other sources.
* Manaaki funding will make a critical difference.
 | *0 = Does not meet requirements1 = Inadequate 2 = Sufficient3 = Good4 = Very strong* |
|  | **Overall Rating** | *0 = Does not meet requirements1 = Inadequate 2 = Sufficient3 = Good4 = Very strong* |
| 1. **Local Engagement**

***Benefits planned with the local community (weighting 25%)*** |
| 2.1 Relationship between NZ-NGO and Local PartnerDescribe the nature and length of the relationship between the local CSO/partner and the NZ-NGO.  If applicable, provide detail on previous collaboration(s), including the impact and outcomes achieved.  | Is it clearly presented how long the NZNGO has been in a relationship with the local CSO/partner, and what the nature/evolution of that relationship has been?To what extent is there evidence of a demonstrated and effective working relationship between the NZNGO and local CSO/partner? | *0 = Does not meet requirements**1 = Inadequate* *2 = Sufficient**3 = Good**4 = Very strong* |
| 2.2 NZ-NGO and Local Partner’s Experience and CapabilitiesExpand on how the NZ-NGO and the local partner are leveraging their strengths and capabilities, including their collective experience in the relevant sectoral or technical area of development.Elaborate on the value-add the NZ-NGO brings to the partner organisation. Discuss the local partner’s capacity, and any previous investment in capacity strengthening (i.e., mutual capacity strengthening and/or partner strengthening). Clearly outline any plans to implement capacity or capability building initiatives to strengthen the local partner.  | Is the collective experience of the respective parties to undertake this activity adequately substantiated?Is there evidence that the NZNGO and the local partner are working to their strengths and that the NZNGO is bringing value add to the partner organisation?Is there evidence of articulation of local priorities?Is there evidence of capacity assessment by either the local partner (self-assessment) and/or the NZNGO having undertaken capacity assessment of the in-country partner(s) to identify strengths and weaknesses in the partner/partnership?Is there evidence of investment in local capacity/capability building and or organisational strengthening?Is there evidence of expertise and building capacity to support gender and social inclusion throughout the programme cycle? | *0 = Does not meet requirements**1 = Inadequate* *2 = Sufficient**3 = Good**4 = Very strong* |
| 2.3 Activity Beneficiaries Confirm the likely number of direct and indirect beneficiaries who will be impacted by the activity. Provide an initial estimate of beneficiaries disaggregated by:* Gender (Male/Female/Gender Diverse/Unspecified),
* Location (Rural/Urban, in line with the definition of the country of implementation),
* Disability status (Washington Group Short Set) is an efficient approach to collecting disability identification data on adults), and
* Age (with clear age margins as prescribed by the NGO).
 | Is the location/population that will be reached vulnerable and/or marginalised?Have the people, groups and/or communities (units) who will benefit from this project been clearly presented?Have the people, groups and/or communities been identified as direct (primary) beneficiaries or indirect (secondary) beneficiaries?From the concept, do we understand enough about how vulnerable and/or marginalised people and groups have been identified? | *0 = Does not meet requirements**1 = Inadequate* *2 = Sufficient**3 = Good**4 = Very strong* |
| 2.4 Relationship between Local Partner and Direct Beneficiaries Confirm the local CSO’s/partner’s relationship with the direct beneficiaries. Where the local partner is not a CSO, NZ-NGOs are encouraged to consider broadening partnerships to CSOs and/or incorporating community-based interventions.  | Has the nature and length of the relationship between the local CSO/partner and the beneficiaries been clearly presented?Based on what is presented, do you think it reasonable to assume that the local CSO/partner is able to be a legitimate representative of the local community – will this will be tested further at the proposal development stage? Where the local partner is not a CSO, NZNGOs are encouraged to to consider broadening partnerships to CSOs and/or incorporating community based interventions.To what extent does the proposed concept reflect local priorities, needs and capacities? | *0 = Does not meet requirements**1 = Inadequate* *2 = Sufficient**3 = Good**4 = Very strong* |
| 2.5 Key Stakeholder MappingIdentify the individuals, groups, or organisations that have significant interest in, influence over, or are affected by the proposed activity. Include information on primary, secondary, and influential stakeholders.  List the NGOs, CSOs, government ministries, service providers, local network/community structures, required for the successful implementation of the activity (including from MFAT). Include information on how the applicant will engage with these stakeholders.  Highlight any enablers or barriers to successful implementation. | Is there evidence of consideration of other agents involved in the sector/their role?Is a clear and informed understanding of the local community and its structures demonstrated?Have local stakeholder networks been identified/analysis undertaken – or indicated as necessary in the next stage?Has it been presented how stakeholder/networks might support/enable and or present obstacles to the implementation of the project/achievement of outcomes?Has any additional support other than submitting partners been identified?Is it clear how the need for support will be identified and engaged? | *0 = Does not meet requirements**1 = Inadequate* *2 = Sufficient**3 = Good**4 = Very strong* |
| 2.6 Strengthening Local Civil SocietyDescribe how this activity will strengthen and empower local civil society, enhance its ability to amplify community voices, and improve responsiveness to local needs and demands over the long term. | Is it clear how this activity will contribute to a strengthened local civil society?Is it described how the NZNGO will support the local CSO/partner to have increased skills in order to amplify their voice and better represent local needs in the longer term?Is there an explicit advocacy approach to achieve increased voice/better responsiveness to local needs and demands in the longer term? Is it presented how the local people, groups and/or communities presented will be able to strengthen their advocacy and demands or improve local conditions or services in the longer term?Are there safeguarding measures in place to protect women, youth, children, SOGIESC and other marginalized people from negative (and possibly violent) backlash, in response to their increased voice? | *0 = Does not meet requirements**1 = Inadequate* *2 = Sufficient**3 = Good**4 = Very strong* |
|  | **Overall Rating** | *0 = Does not meet requirements1 = Inadequate 2 = Sufficient3 = Good4 = Very strong* |
| 1. **Financial Investment**

***Financial efficiencies and cost-benefit analyses (weighting 25%)*** |
| * 1. High-level Budget

Provide a high-level activity budget using the template below (Table 1).Outline how requested funds and implementation costs were calculated, including a demonstration of cost consciousness. Show evidence of consideration of inflation, foreign exchange fluctuation, and supply chain pressures. Outline the funding sources using the template below (Table 2). | Has a complete budget amount been presented?Has a process for estimating costs been presented/justified?Have all objectives including gender and social inclusion outcomes been adequately resourced and funded?Have all partners been involved in budget decision-making (i.e. full transparency)?Are there any concerns or apparent gaps in the costing?Are there considerations of cost consciousness/value for money (VFM)? | *0 = Does not meet requirements**1 = Inadequate* *2 = Sufficient**3 = Good**4 = Very strong* |
| * 1. NGO Co-investment

Confirm that your NGO co-investment meets the criteria in the Manaaki Fund Guidelines (section 1.3, pages 4-5). Provide information on how the NGO co-investment will be sourced by the NZNGO (and local partner where relevant), and the amounts. Include your expected timeframes for NGO co-investment payments. If local partners are making funding and/or in-kind contributions, please demonstrate the rationale, value add of this and confirm that local CSO/partners have not been pressured to provide co-investment. | Have all co-funding contributions from the NZNGO and local CSO been presented?Has the NZNGO confirmed how and when the co-funding will be provided?Has any contribution in kind component been presented (including monetary value)?If local partners are making funding and/or in-kind contributions; has the rationale, value-add, and assurances that local CSO/partners have not been pressured to provide co-investment been clearly demonstrated. | *0 = Does not meet requirements**1 = Inadequate* *2 = Sufficient**3 = Good**4 = Very strong* |
| * 1. Relationship between NZ-NGO and the New Zealand Public

Describe the nature and scope of relationship between the NZ-NGO and the New Zealand public. Explain how the NZ-NGO will engage with its New Zealand constituency during the activity, for example to create awareness and promote this activity and harness New Zealand support (financial or non-financial). | Does the NZNGO have a clearly identified NZ constituency?Has the NZNGO clearly described its relationship and contact with the New Zealand public?Has the NZNGO clearly described how it will engage with the New Zealand public during implementation? | *0 = Does not meet requirements**1 = Inadequate* *2 = Sufficient**3 = Good**4 = Very strong* |
|  | **Overall Rating** | *0 = Does not meet requirements1 = Inadequate 2 = Sufficient3 = Good4 = Very strong* |
| 1. **Management Feasibility**

***Governance and delivery of activities and outputs (weighting 25%)*** |
| * 1. Roles and Responsibilities

Present the expected roles and responsibilities of the NZ-NGO and the local CSO partner(s). Include how these have been decided and will be managed.Confirm who will be responsible for the following aspects of the Activity:* Implementation
* Monitoring to ensure the quality of activities, outputs, and outcomes.
* Assessing, evaluating, and reporting progress towards and or achievement of outputs and outcomes.
* Financial management and reporting – including description of existing capability and previous track record.
* Health and safety, safeguarding, and risk management.
 | Are the roles and responsibilities of the direct beneficiaries, the local CSO/partner and the NZ-NGO clearly presented?Is it clear which entity will be responsible for activity implementation and monitoring the progress and quality of delivery?Based on what is presented, do you think it reasonable to assume that this entity can perform the implementation and monitoring tasks required?Is it clear which entity will be responsible for evaluating and reporting against the delivery of outcomes?Based on what is presented, do you think it reasonable to assume that this entity can perform evaluation and reporting tasks required?Is the anticipated flow of funds clearly described? Where partners are in receipt of funds, is there track record of managing and acquitting funds to a similar amount proposed in this concept? What is the largest value project or programme previously managed by the intended partner organisation? | *0 = Does not meet requirements**1 = Inadequate* *2 = Sufficient**3 = Good**4 = Very strong* |
| * 1. Risks

List the key risks that have been identified for the proposed activity. Include any treatment or mitigation strategies envisaged to manage these risks. | Does the Concept Note demonstrate an understanding of risk identification/analysis/ mitigation?Have key risks been identified and potential strategies proposed to mitigate them (and or a process to ensure this is undertaken at the design stage)? | *0 = Does not meet requirements**1 = Inadequate* *2 = Sufficient**3 = Good**4 = Very strong* |
| * 1. Activity Design Overview

Describe the process for completing a full design phase proposal. Please include a high-level workplan (with timeframes), high-level budget, and design phase specific risks. | Has it been clearly presented how the full proposal will be developed?Is the process/timeframe described feasible and reasonable to develop a design?Has it been confirmed that the proposal will be developed within the proposed three month timeframe? | *0 = Does not meet requirements**1 = Inadequate* *2 = Sufficient**3 = Good**4 = Very strong* |
|  | **Overall Rating** | *0 = Does not meet requirements1 = Inadequate 2 = Sufficient3 = Good4 = Very strong* |

Annex 6 Declaration

**APPLICANT: NEW ZEALAND NON-GOVERNMENT ORGANISATION**

*I confirm and declare that:*

* I have read the Manaaki Guidelines that outline the procedures, terms, conditions and criteria and I understand and agree to these;
* None of the organisations that are part of the application are in receivership, or liquidation;
* The application is not being made by an undischarged bankrupt or someone prohibited from managing a business;
* Should MFAT agree that this concept proceed to design, this organisation commits to being responsible for the provision of the required co-investment funding over the life of the activity;
* I acknowledge that MFAT may promote any successes that result from this application (while respecting commercial confidentiality);
* I consent to MFAT undertaking due diligence on this application and the organisations associated with it;
* I confirm that the eligibility criteria for this application has been met
* The information contained in the attached application is true and correct and there have been no misleading statements, omission of any relevant facts nor any misrepresentation made;
* At the date of this Declaration, I am not aware of anything that may prevent my organisation from completing the Activity. I have notified MFAT of any information that may affect MFAT’s decision to fund the Activity;

I am authorised to make this application on behalf of the parties identified above.

|  |  |  |  |
| --- | --- | --- | --- |
| Name of authorised signatory:  |  | Signature: |  |
| Position: |  | Date: |  |
| Organisation: |  |

This declaration must be signed by a person with the legal authority to commit your organisation to a transaction.

**IN-COUNTRY PARTNER/LOCAL CIVIL SOCIETY ORGANISATION**

I am authorised to make this application on behalf of the parties identified above.

|  |  |  |  |
| --- | --- | --- | --- |
| Name of authorised signatory:  |  | Signature: |  |
| Position: |  | Date: |  |
| Organisation: |  |

1. i.e., manual, documented procedures or guidelines [↑](#footnote-ref-2)
2. Public publication or accountability reporting [↑](#footnote-ref-3)
3. This can include the public in New Zealand, New Zealand citizens based offshore and New Zealand based private sector. [↑](#footnote-ref-4)
4. Financial statements must be audited by a qualified auditor if the total operating expenditure for the previous two years was over $1m. Between $1m-$500k financial statements must be either audited or reviewed by a qualified auditor. Less than $500k financial statements are not required by law to have an audit or review unless required by the NGO’s rules (e.g. trust deed, constitution, or charter) or as a condition of receiving a grant. [↑](#footnote-ref-5)
5. The letter or report provided by your auditor to management and governance at the end of the audit which sets out the key areas of focus during the audit, recommendations for improvements, any audit adjustments, and required communications. [↑](#footnote-ref-6)
6. This can include funds raised from the public in New Zealand, New Zealand citizens based offshore, New Zealand based philanthropic organisations, income from New Zealand based services and NZ based private sector. [↑](#footnote-ref-7)
7. Can be a checklist outlining date and result of check. [↑](#footnote-ref-8)
8. Can be policy, manual, documented procedures, or guidelines in development/recently redrafted but must show sufficient commitment/understanding to give MFAT confidence its practical application can be demonstrated during Manaaki design. [↑](#footnote-ref-9)
9. As per previous footnote [↑](#footnote-ref-10)
10. MFAT will assess individual safety plans once activity areas are agreed. [↑](#footnote-ref-11)
11. i.e., manual, documented procedures or guidelines [↑](#footnote-ref-12)
12. These matters do not need to all be covered in the same policies or procedures (i.e. could be spread across various policies including code of conduct, HR policies) however must be adequately covered and recognition is needed that the obligation to protect beneficiaries extends beyond illegal activity e.g. harassment-free and safe workplace cultures are needed to ensure organisations can protect beneficiaries. [↑](#footnote-ref-13)
13. Any paid or unpaid work that involves regular or overnight contact with children, or at least once a week, or at least 4 days per month. Contact includes physical, oral (in person or by phone) or by any electronic medium (writing or visual).   *(New Zealand’s Children’s Act 2014)* [↑](#footnote-ref-14)
14. i.e., manual, documented procedures or guidelines [↑](#footnote-ref-15)
15. In the absence of an organisational policy, when Implementing Partners are small or informal, the following steps should be incorporated into the Activity design as project steps. [↑](#footnote-ref-16)
16. [https://www.orangatamariki.govt.nz/assets/Uploads/Working-with-children/Childrens-act-requirements/Safer-Organisations-safer-children.pdf](https://urldefense.com/v3/__https%3A/www.orangatamariki.govt.nz/assets/Uploads/Working-with-children/Childrens-act-requirements/Safer-Organisations-safer-children.pdf__;!!DSXNDE5CDw!KoSENZrg-ln75nTn6vOCwCJZ52ZDv0x43J_qCgMG42cba-fYTcjunLyNHkIrq0H5mg$) [↑](#footnote-ref-17)
17. Relevant guidelines are here: https://resourcecentre.savethechildren.net/library/practice-standards-childrens-participation-user-friendly-summary [↑](#footnote-ref-18)
18. MFAT will consider funding a NZNGO working with an in-country partner other than a civil society organisation (such as local or national government) where it aligns with the principles and intent of the fund and includes strong development outcomes. If you would like to apply for funding to work with a non-CSO partner, please get in touch to discuss this prior to submitting an application by emailingPartneringForImpact@mfat.govt.nz [↑](#footnote-ref-19)
19. In rare circumstances where MFAT has agreed that the in-country partner can be a government department/agency and this is the sole in-country partner, due diligence requirements will be determined via consultation with the appropriate MFAT bilateral/Post teams on a case-by-case basis. [↑](#footnote-ref-20)
20. If small implementing partners do not have child protection and/or PSEAH policies, they could a) agree as part of the MOU/joint statement/project agreement to a code of conduct for child protection and PSEAH and to follow reporting and response procedures b) sign up to the main in-country partner’s Child Protection and PSEAH policies. Activity specific risks, mitigations and processes and procedures will be required in Manaaki activity design. [↑](#footnote-ref-21)
21. Can be policy, manual, documented procedures, or guidelines in development/recently redrafted but must show sufficient commitment/understanding to give MFAT confidence its practical application can be demonstrated during Manaaki design appraisal. In-country partner due diligence can involve accessing fit-for-purpose due diligence performed by appropriate third parties (if agreed with MFAT). [↑](#footnote-ref-22)
22. Can be policy, manual, documented procedures, or guidelines in development/recently redrafted but must show sufficient commitment/understanding to give MFAT confidence its practical application can be demonstrated during Manaaki design appraisal. Can involve accessing fit-for-purpose capability/capacity assessments performed by appropriate third parties (if agreed with MFAT) and/or outsourcing training to relevant expertise in-country. [↑](#footnote-ref-23)
23. We suggest that the proposed start date is at least 12 months from the Fund closing date. [↑](#footnote-ref-24)
24. The optioneering process must compare alternative approaches to solving the overall development problem, rather than assessing individual components or elements within the proposed Activity. Include a rationale for the selected option. [↑](#footnote-ref-25)
25. An explanation of how and why a particular intervention or program is expected to achieve its intended outcomes. It provides a roadmap linking activities, outputs, and outcomes to the overarching goal, while articulating the assumptions and conditions necessary for success. [↑](#footnote-ref-26)
26. People and groups experiencing, or at risk of, discrimination and exclusion by historic, existing and/or emerging economic, social, geographic, and political inequalities, and humanitarian situations of crisis, conflict, and fragility, which render them disadvantaged and at risk of being left behind by the usual development processes and benefits. [↑](#footnote-ref-27)
27. Please note that the WGSS can only be used on adults, to gather data on the disability status of children, between the ages of 2 and 17, use the Washington Group/UNICEF [Module on Child Functioning](https://data.unicef.org/resources/module-child-functioning/). [↑](#footnote-ref-28)