

Ministry of Foreign Affairs and Trade

MANATŪ AORERE

**Manaaki**

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

**Activity Design**

ROUND SIX – Updated July 2024

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# Manaaki Activity Design Document

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Activity name |  | | | | | | | |
| Name of NZNGO |  | | | | | | | |
| Name of in-country partners |  | | | | | | | |
| Country |  | | | | | **Districts/provinces** |  | |
| Duration (Implementation timeframes must be two to three years) | | | | | | | | |
| Expected start date  (month, year) |  | | | | | **Expected end date**  (month, year) |  | |
| Direct beneficiaries (expected number) |  | | | | | **Indirect beneficiaries** (expected number) | |  |
| New Zealand International Development Cooperation Programme priority/priorities | | | |  | | | | |
| Funding | | | | | | | | |
| MFAT co-investment requested (NZD, excluding GST) | | | | |  | | | |
| Co-investment from NZNGO (cash contribution, NZD, excluding GST) | | |  | | | In-kind contribution  (if any, value in NZD, excluding GST) |  | |
| Total Activity budget (NZD, excluding GST) |  | | | | | | | |
| High Level Statement/Activity Goal | What will this Activity achieve/what does your vision of success (future state) look like? (250 characters maximum) | | | | | | | |
| Activity summary  (max. 100 words) | |  | | | | | | |
| Contact Person | | | | | | | | |
| Name |  | | | | | Position |  | |
| Email Address |  | | | | | Phone Number |  | |
| Address |  | | | | | | | |
| CEO/Contract Signatory Contact Details | | | | | | | | |
| Name |  | | | | | Position |  | |
| Email Address |  | | | | | Phone Number |  | |
| Official use only: Activity ID |  | | | | | | | |

# Explanatory Note

This Manaaki Activity Design template is for use by New Zealand non-government organisations (NZNGOs) invited by MFAT to submit a design following approval of a Manaaki Concept Note and successful completion of the Manaaki Due Diligence assessment.

The front section of the design is expected to be up to 20 pages only (2-page summary and up to 18 pages for sections 1-4) plus appendices (8-12 pages).

Please discuss your Activity Design with your MFAT Design Lead before starting to complete this template.

Please accurately and succinctly answer all questions. Indicative page limits have been provided.

# Strategic Case (5 pages maximum)

Provide an analysis of the context in which the Activity will take place. It should provide sufficient information for someone not familiar with the context and the local development needs to be able to understand the issues. Ensure evidence is provided and referenced. This section should include an account of past experience as well as links to international best practise where possible.

## Development problem and opportunity

* Explain the problem (not the solution/s), including the underlying causes (the drivers), how well the problem is understood, and who is impacted.
* Describe how this problem was identified, and by whom.
* Explain why it is important to address this problem now. Describe the location/communities to be involved.
* Describe how vulnerable and/or marginalised people and groups[[1]](#footnote-1), those that will benefit from the proposed Activity, were identified.

## Development Context - social, economic and political

* Describe the economic, infrastructure, environmental, political and social conditions in your proposed area of work. These factors should be considered at both a local and national level.

## Relevance to International Development Cooperation Programme objectives and developing partner country plans.

* Describe how the Activity complements the plans and objectives of the partner communities and country (or countries) in which this Activity will be implemented. This should include considerations of how the Activity:
* Supports New Zealand IDC Programme priorities and show clear alignment to International Cooperation for Effective Sustainable Development (ICESD) priorities;
* Aligns with the geographical and sector focus of Manaaki;
* Aligns with the principles of the Manaaki Fund;
* Aligns with other activities/donors; and:
* Aligns with relevant MFAT regional Four-Year Plans and thematic priorities where possible.

## Related Activities

* Summarise past collaborations between your organisation and the local civil society organization or in-country partner on these or similar issues. If this activity follows a previous stage, detail lessons learned and their integration into this design. Justify the need for this subsequent phase and clarify its additional contributions compared to prior work.
* Outline how this Activity will complement existing, previous or planned activities in the same location or sector and describe how it avoids duplication of other activities.
* Describe any interest from other organisations or agencies for potential collaboration in the Activity.
* If the NZNGO is implementing any other MFAT funded development activities, provide a brief summary of the location and focus/objectives of each. Where possible, please provide a map showing the location of these other projects in relation to this proposed activity. This will help to clarify any overlap across programmes.

# Scope - Activity design & description (5 pages maximum excluding appendix)

This section should explain the options considered, the intended Activity, changes the Activity is expected to bring, the time frame and the resources required. A detailed implementation workplan should be provided in Appendix A in a format based on your systems and processes. Evidence should be provided beyond past experience i.e., links to international best practice should be included where possible/relevant.

## Options/optioneering

* Describe the options considered to address the development problem, how they were assessed, who was involved, and who was consulted. Include a brief outline of the long list of options considered and discarded, as well as more fully incorporating the short list and assessment (via a table). This should include a “do-nothing” option in order to evaluate the anticipated impact of the Activity.
* Describe the level of consensus in relation to reaching agreement on the scope.
* Describe how the recommended option and its scope were reviewed, either internally or externally and by whom.

**What is optioneering?** - Comprehensively comparing alternative intervention possibilities to address the issue/problem using assessment criteria agreed by stakeholders. Start with a long list of options including all initial ideas about possible solutions - both conventional and innovative suggestions. Assess the list against the strategic case/future state and assessment criteria.

## Activities (tasks), outputs and outcomes

* Activities and Inputs:
* Describe the activities (tasks) and inputs being invested in to achieve the outputs.
* Outputs:
* What products/goods/services will be delivered?
* Outcomes:
* Identify who or what is expected to change, the type of change expected and when that change is expected to occur as a result of this project. Outcomes should demonstrate a logical and clear progression from short-term to medium-term to long-term changes (i.e., each step is a progression not a repetition of a previously articulated outcome).

## Effectiveness and assumptions

* Effectiveness:
* How do the activities (tasks), inputs and outputs relate to outcomes and why do you believe these activities will transfer into the required outcomes?
* How did you determine the timing of activities (tasks) and inputs and why do you believe they can be delivered on time?
* Assumptions, Interdependencies and Constraints:
* Clearly outline the assumptions (social, political, operational etc…) you have made as well as the known interdependencies and likely constraints.

## Participation

* Provide expected direct and indirect beneficiary numbers, and break-down 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/)[[2]](#footnote-2)[1] is an efficient approach to collecting disability identification data on adults), and
  + Age (with clear age margins as prescribed by the NGO).
* Describe the local community and its structures/networks. How might these support/enable or present obstacles to the Activity?
* Explain how the in-country partner ensured that local community members/groups (i.e., Activity beneficiaries), including the vulnerable and/or marginalised, were consulted in the design process. Describe how this will strengthen the ability of these groups to continue their engagement with the Activity during implementation.
* How are local communities going to be involved through different stages of the Activity including in ways that will enhance localisation i.e. increased voice, capacity, capability, power and influence and in providing feedback?

## Inclusive Development, Climate Change and Environment

* Identify the needs and engagement of women and men, girls and boys, and the gender diverse. Describe gender roles and barriers.
* Explain how the Activity delivery will support gender equality.
* Explain how this Activity will engage/benefit/reach people living with disability.
* How is feedback/participation from all gender and vulnerable and/or marginalised people and groups going to be intentionally supported?
* How will disaggregated data be collected?
* Discuss the potential impacts of climate change on this Activity and identify ways this impact will be avoided or mitigated.
* If relevant, identify ways the proposed Activity will promote environmental integrity and sustainability, support adaptation to climate change, promote emissions reductions and/or improve resilience to natural disasters.

## Do No Harm

* What will be done to ensure that the Activity will do no harm to the local population?
* How will you ensure that the Activity will do no harm to the environment?
* What are the mechanisms for ensuring open and honest dialogue between NZ and local CSO/partner around delivery, effectiveness and localisation (also ensuring safeguarding/PSEAH concerns can be raised)?
* Describe the robustness of the relationship between NZ and the local CSO/partner.

## Implementation workplan (Appendix A)

* Provide a clear, logical and feasible implementation workplan with high level milestones which;
* Allows time for reflections on lessons learnt;
* Aligns with the proposed outputs and scope; and
* Correlates with the budget and resources proposed.

# Financial management and value for money

# (4 pages maximum including summary budget page but excluding appendix)

A detailed Activity budget should be provided in Appendix B in a format based on the NGO applicant’s systems and processes. This budget should be in NZD.

## Efficiency and value for money

* Explain the costs required to achieve the intended inputs, outputs and outcomes. Confirm the costs are sufficient to provide all the inputs of sufficient quality required for the delivery of planned activities (tasks) and outputs and explain how this was tested and confirmed.
* Explain how you ensured that the budget is value for money, avoids waste, unnecessary inputs, or duplication both within the Activity and relative to other interventions. Why do you believe this is the most cost-effective way to deliver the activities involved?
* Explain whether the costs are market-based, discounted in any way or how they have been otherwise assessed to be fair and reasonable.
* Explain any pricing assumptions you have adopted.
* Declare and explain any costs that may be considered sensitive expenditure (please see Manaaki Financial guidelines for more detail)

## Explanation of Financial Management

* Explain how the budget will enhance localisation and how local partners were involved in budget decision making – including providing transparency of the whole budget including NZ based costs.
* Explain how you determined the total budget cost, including MFAT co-investment, NZNGO co-investment and NZNGO in-kind contributions (if any). Outline any changes to the information provided during concept including in regard to local partner contributions.
* Explain how the budget will achieve results and be monitored against Activity goals.
* Explain your procurement processes and sourcing arrangements.
* Demonstrate that foreign exchange and inflation rates have been determined as a result of an assessment of these over the last three years and have been accounted for in the budget.
* Present any risks and risk treatments in regard to the budget including how you will manage any cost over-runs and procurement issues i.e., foreign exchange rate fluctuations, inflation and supply chain difficulties. These risks should also be listed in Appendix E.
* Confirm that the budget meets all MFAT budget requirements (i.e., in regards to allowable management costs, sensitive expenditure, asset purchases as per Annex 1 and co-investment criteria/requirements outlined in the Manaaki Guidelines for Applicants pages 3-5).

## High-level Activity Budget Table Explanation (in NZD, excluding GST)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | | **Year 3** | **Total** |
| **Output:** [Enter text here] |  |  | |  |  |
| **Output:** |  |  | |  |  |
| **Output:** |  |  | |  |  |
| **Output:** |  |  | |  |  |
| **Common output costs:** |  |  | |  |  |
| **MERL costs:** |  |  | |  |  |
| **Management costs (New Zealand)** |  |  | |  |  |
| **Management costs (In-country)** |  |  | |  |  |
| **Total** |  |  | |  |  |
| **Funding Sources – list below** | | | **Contribution (NZD excluding GST)** | | | |
| MFAT co-investment requested | | |  | | | |
| NZNGO co-investment total\* | | | $ | | | |
| *NZNGO co-investment cash contribution* | | | $ | | | |
| *NZNGO co-investment in-kind contribution (if any, value in NZD)\*\** | | | $ | | | |
| **Total** (GST exclusive) | | | $ | | | |

\*At least sixty per cent of NZNGOs total co-investment must come from New Zealand sources.

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

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# Management Case (4 pages maximum excluding appendices)

Set out the main issues and factors affecting how the proposed Activity will be delivered on the ground. A Monitoring, Evaluation, Research and Learning (MERL) framework should be provided as Appendix C, an Organisational Chart showing management arrangements should be provided as Appendix D; a risk matrix as Appendix E; and a site-specific Health and Safety plan as Appendix F.

## Management roles and responsibilities

* Explain the organisational chart (Appendix D) and management arrangements including the over-arching roles and responsibilities of all New Zealand and local partners, including those who will support delivery.
* Confirm the implementation team, key roles and responsibilities.
* Outline the specific roles, responsibilities, and accountabilities of the NZNGO, and value they will add throughout the Activity’s lifecycle e.g., specific expertise, support or resources that will be contributed.
* Comment on the local civil society partner/in-country partner’s organisational capabilities to carry out the implementation roles and explain how these capabilities were assessed.
* Confirm that due diligence has been undertaken for partners (as per MFAT’s due diligence standard 17).
* Confirm that a capacity building/strengthening plan is in place that explains how local capacity/capability building and/or organisational strengthening will occur and how it will be monitored and resourced.
* Explain how you will engage MFAT and other parties to provide support and enhance collaboration when you are implementing this project.

## Governance arrangements

* Explain the governance arrangements, frequency of meetings and how decisions will be made.

## Monitoring, evaluation, research and learning (MERL)

Explain how the MERL framework, which is essential for Activity management, will guide the collection and use of meaningful and timely information to:

1. Assess how well the Activity is performing;
2. Provide evidence and learnings for planning and decision-making; and:
3. Assess key contextual factors that impact on Activity implementation and management.

A detailed MERL Framework must be provided in Appendix C (in a format based on the NGO applicant’s systems and processes). This should include:

* An activity logic diagram with:
  + A Theory of Change (ToC) that visually depicts the short, medium, and long-term outcomes the Activity is seeking to achieve. This diagram is also a key communications tool for engaging with stakeholders. (Ensure this diagram is consistent with the outputs and outcomes outlined in section 2.2)
  + A narrative of key assumptions and risks underpinning the logic.
* A MERL Table that shows:
  + Key results indicators, baseline and targets for tracking progress of outputs and outcomes in the logic diagram.
  + Other evidence (including research and evaluation) needed/planned to address knowledge gaps, critical assumptions, etc.
* A MERL Work Plan detailing:
  + Schedule of key monitoring, evaluation and research tasks and responsibilities to collect data.
  + How evidence will be used to support Activity management and learning.

## Risk management and safety planning

A detailed implementation Risk Management and Health and Safety Plan must be provided in Appendix E in a format based on the NGO applicant’s systems and processes. Public health risks such as pandemics should be included. This section should involve careful analysis of the risks involved, the likelihood of the risk occurring, the consequences and the mitigations that are in place/planned.

In addition, 4.4 should:

* Explain how you assessed Activity, health and safety, safeguarding (PSEAH) and reputational risks.
* Explain how the risk analysis assessed the risk for child protection and has appropriate mitigations (i.e., relative to the extent of project engagement with children). This includes confirming implementing partners’ level of awareness of child protection risks; steps to be taken to prevent incidences; and activity-specific and accessible referral protocols for reporting concerns.
* Explain how the risk analysis assessed the risk for priority populations at risk of marginalisation.
* Include the initial risk assessment level based on no planning/mitigations and the subsequent risk assessment as a result of the mitigations being put in place. The matrix used to determine risk levels should be included as a part of Appendix E.
* Explain the process to review and update risks in a timely manner to inform on-going implementation monitoring, decision-making and communication of risks.

## Communications and stakeholder planning

* Identify key stakeholders you will communicate with during Activity implementation, and how they will be engaged.
* Present any public diplomacy opportunities you have identified in New Zealand or the targeted country that could be developed with MFAT e.g., press and media coverage, ‘announceables’, social media, events, communications and branding opportunities.

## Sustainability, ownership and handover management planning

* Describe how the Activity outputs and outcomes will be sustainable (maintained beyond the life of the Activity).
* Comment on the ability of the local CSO and/or partner to ensure sustainability of the outcomes beyond the Activity and how local capacity/capability building and/or organisational strengthening will enhance this.
* Define the strategy for management and future ownership of the Activity and any assets acquired.
* Describe the hand-over of responsibilities to officially confirm the end of MFAT funding, and any formal ceremony.

# Appendices

Please present Appendices in a format consistent with your NGO’s standard operating systems and processes.

The following Appendices are required at a minimum:

* Appendix A: Detailed implementation workplan
* Appendix B: Detailed Activity budget
* Appendix C: MERL Framework
* Appendix D: Organisational Chart showing management arrangements.
* Appendix E: Risk Register and Risk Matrix
* Appendix F: Site specific Health and Safety plan.

# Annex 1: Financial Guidance[[3]](#footnote-3)

1. **Overheads and Allowable Budget Percentages**

Components of MFAT’s ***Accepted Budget Expenditure Policy*** document in relation to Partnering for Impact and Humanitarian budgets were updated in October 2020 to better align the guidelines for management/overhead costs and budget requirements with the wider aid programme (i.e., removing the former requirement to delineate up to 30% direct output support costs). A special provision that provides for overhead costs for in-country partners was retained for NGOs to recognise these costs on local partners and to support localisation; the growth of resilient and effective local NGOs and effective partnerships; and engagement between NZ and in-country NGOs to address management issues.

1. **New Zealand based management overhead costs (range from 3-10% of the total Activity)**

These are costs that are overhead for the wider entity that are not directly attributed to the Activity such as the costs for corporate functions that enable the operation of the entity overall (e.g. share of the time of the Chief Executive, Chief Financial Officer, Human Resources Manager) and a share of the entity’s costs which enable operation of the entity (e.g. rental of the head office, electricity etc). These overhead costs should be reasonable i.e. they represent an increase in management costs incurred to deliver this Activity and/or how much time the entity overall spends on this Activity compared to other services it delivers (e.g. whether this is an appropriate share of fixed and variable operational costs the organisation will incur, referring to the size of this Activity relative to their entity’s operations and funding).

1. **In-country management overhead costs (range from 3-10% of the Activity)**

This may be if the NZ NGO has an in-country office (usually in the capital), and/or partner organisation office/s, from where activities are co-ordinated and supported. This should include the overhead costs of all in-country partners in-line with the description of corporate and other operational functions listed in point a) above. These may not necessarily be at the site where the Activity takes place.

1. **Other costs**

These are costs associated with managing the Activity including the staff delivering the Activity (e.g., project manager). Generally, this additional time and therefore cost should be specifically identified as part of the Activity outputs. Where possible, these costs should be allocated to outputs. For those costs to deliver the Activity that cannot be allocated, the budget/costed workplan should specify what those costs relate to (e.g., by staff position) and the part of the workplan, TOR or specifications being delivered to ensure there is no duplication with other output costs.

*Manaaki guidance note: Costs that cannot be allocated to one or two specific output/s could be grouped together and specifically identified under ‘common output costs’.*

1. **Miscellaneous Expenses**

**MFAT Policy**

The term ‘miscellaneous’ on its own will not be accepted as a budget item, it must always show in the details column what items are being charged under a miscellaneous heading.

1. **Sensitive Expenditure**

Entertainment expenses and Koha are considered sensitive expenditure and should be identified and explained in the budget. MFAT staff should refer to relevant Ministry policy including on sensitive expenditure and Koha in appraising entertainment expenses and/or Koha.

**MFAT Policy**

* MFAT does not pay for alcoholic drinks.
* MFAT does not pay for social functions. It will cover workshop refreshments or meals when they are an integral part of the Activity.

1. **Equipment, Assets and Vehicles**

**MFAT Policy**

When purchasing equipment for an Activity, budgets must detail who will own it, who is responsible for the equipment once purchased, and what will happen to the equipment at the end of the Activity. This includes equipment such as computers, software, cameras etc., which must be itemised along with what it is being purchased for.

Equipment is normally retained by or given to the partner government or non-commercial organisation (in-country) running the Activity. Assets not required should be sold through an open process and the funds be returned through the Activity[[4]](#footnote-4). The recipient is responsible for maintaining an asset register (and asset transfer process, where applicable) of all equipment purchased for an Activity.

It is not standard practice for MFAT to purchase vehicles. For this to be considered, it must be necessary for the successful completion of an Activity and meet an assessment of reasonableness and cost effectiveness based on the facts and circumstances of the contract. Consideration should be given to the availability of local transport and the local security situation.

In grants to partner governments and non-commercial organisations, any vehicles purchased are owned by the government or organisation.

1. **MERL financing**

MERL is an integral part of Manaaki and as such partners must ensure sufficient funds are set aside for this. MERL costs should be provided as a separate costing in the budget.

1. **Foreign Exchange Fluctuations and Inflation**

When submitting a budget/costed workplan, partners should always factor in inflation and currency fluctuations having assessed these over at least the last three years. Foreign exchange gains and losses will be expected to be managed within the Activity by scope changes.

1. 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-1)
2. [1] 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-2)
3. The document includes references to relevant MFAT policies as well as guidelines being piloted as part of the Manaaki process. Sections which are policy are identified as ‘MFAT policy’. This Guidance may be updated periodically to reflect new or amended MFAT policy and/or to amend guidance based on lessons learned in implementing the Partnering for Impact initiative. [↑](#footnote-ref-3)
4. The Policy guideline notes that this is unless the contract stipulates the asset goes to the community. [↑](#footnote-ref-4)