



Māori Digital Technology Development Fund.

Operational Framework

Developed by the Expert Advisory Group
September 2016



Māori Digital Technology Development Fund.

The Māori Digital Technology Development Fund is a contestable fund established to support initiatives that will create high value jobs and opportunities for Māori in digital technologies.

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Introduction

Purpose of the Operational Framework

This Operational Framework describes the key settings and processes for how the Māori Digital Technologies Development Fund ('the Fund') will function. Specifically, it describes:

- the background to the Fund
- key principles for how the Fund will operate
- the long-term objective of the Fund
- the initial priorities and outcomes that the Fund will target
- how the funding process will work, including:
 - the process for application and decision making.
 - organisations eligible to receive funding
 - the activities for which funding can be used

Background to the Māori Digital Technology Development Fund

In 2014, the Government allocated \$30 million for a Māori ICT Development Fund (to be branded as The Māori Digital Technology Development Fund). Cabinet agreed that the Fund could be used to support a wide range of objectives, including:

- Māori economic development by stimulating Māori participation across the ICT sector.
- enhanced use of ICT as an input into Māori economic development through enabling better use of existing ICT, and research and development
- access to Māori language and culture through ICT
- digital literacy initiatives
- developing delivery mechanisms for Māori language content and supporting content production.

Key principles

To deliver a significant and enduring positive impact, the Māori Digital Technology Development Fund will:

- focus on making a greater difference in a few critical areas rather than focusing on a broader set of objectives;
- encourage collaboration between government, iwi, business, communities and any other group which hold values aligned with those of the Fund;
- leverage partnership opportunities with other government and non-government organisations to maximise the impact of the Fund provided the Fund does not duplicate the purpose of existing funding programmes; and
- encourage opportunities to enhance the Māori language and culture through digital technologies.





Objective of the Fund

Cabinet created the Māori Digital Technology Development Fund with a very broad purpose statement which would allow it to support a wide range of initiatives. However, for a Fund of this size to have a tangible impact, it cannot set out to target every area included in this purpose. The Fund will therefore focus where it will be able to deliver the most significant and enduring positive impact for Māori.

The long-term objective of the Māori Digital Technology Development Fund will be to:

Create high value jobs and opportunities that advance Māori in digital technologies

Funding priorities

To achieve its long-term objective, the Fund will support initiatives within three funding priority areas:

- **Funding priority 1 - Improving digital skills and pathways for Māori into digital technologies**
This priority will grow the number of Māori in high-value jobs by improving and promoting pathways for Māori to enter the digital technologies sector, and by supporting the development of skills necessary to participate in sectors deploying digital technologies.
- **Funding priority 2 - Growing digital technologies businesses**
This priority will grow the number of high-value jobs by supporting the development of Māori in digital technology businesses.
- **Funding priority 3 - Enhancing new Māori language and culture initiatives through digital technologies**
This priority will support the development of new Māori language and culture initiatives through digital technologies, and in doing so, contribute to the development of skills necessary to participate in sectors deploying digital technologies and grow the number of Māori in high-value jobs.

The funding priorities link to a number of key outcome areas which provide more detail and guidance to applicants about the types of initiatives that could be supported.

All proposals will be assessed based on a range of factors, but primarily on their ability to *create high value jobs and opportunities that advance Māori in digital technologies*.

Funding Plan

Every two years (three times over the planned cycle of the Fund), the Funding Plan for The Māori Digital Technology Development Fund will be publicly released. The first would be released in early 2016 following agreement to the Operational Framework.

The Funding Plan will set out the priorities and outcomes that the Fund will target for a two year period.

Why – A two-year Funding Plan offers an opportunity to respond to early indications of what is effective about a particular approach and refine or change direction. This is particularly important in the early stages of the Fund.



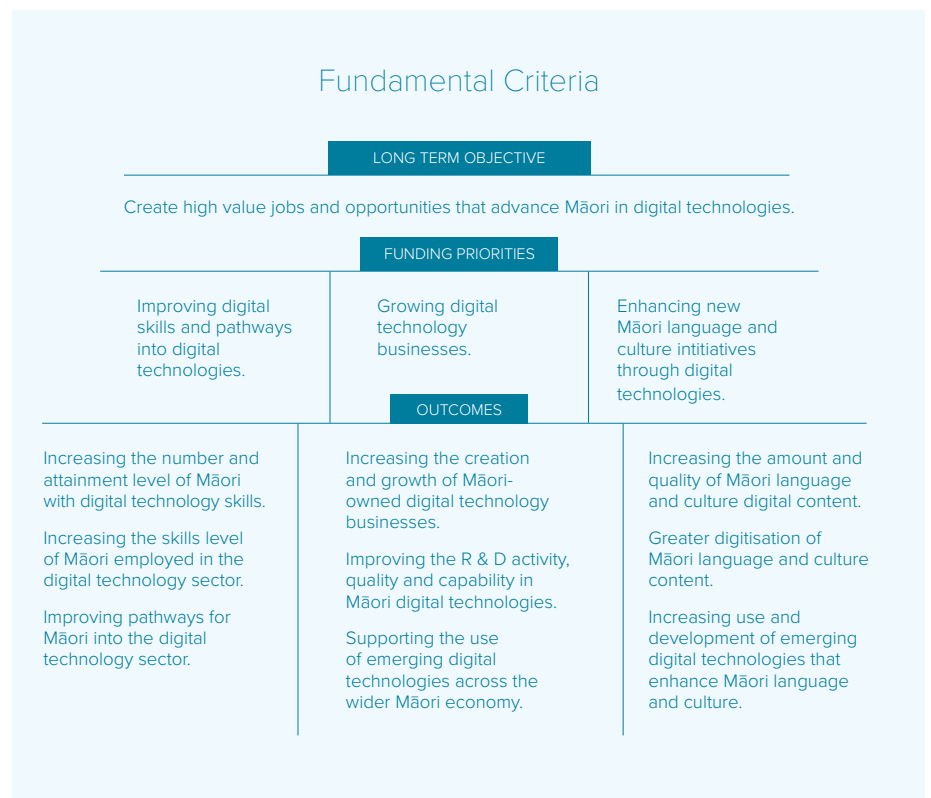


The overall purpose – to create high value jobs and opportunities that advance Māori in digital technologies – will not change and will be reiterated with the release of each Funding Plan. The Strategy will specify:

- funding priorities and specific outcomes that will be targeted for the two year period
- key features of the schemes that will deliver those outcomes
- dates for the application process over each of the two year periods
- key rules and requirements potential applicants will need to be aware of including selection criteria.

Every two years, there will be a process, led by [the administering agency] and the Expert Advisory Group to develop an updated Funding Plan. These will require the joint approval of the Minister for Māori Development and Minister of Science and Innovation and Minister for Tertiary Education, Skills and Employment.

The Funding Plan will not necessarily change significantly from one cycle to another, although it may. Ideally, there will be a mix of continuity to the areas of the previous Funding Plan that are drawing a large number of high-quality applications with some refreshing in areas for which the opportunities are less than was expected. Alternatively, there may be a shift toward areas not addressed by the previous Funding Plan.





Funding process and decision making

The Māori Digital Technology Development Fund will use a two-stage contestable application process to achieve its objective to create pathways to high value jobs and advance Māori in the digital technology sector.

Stage 1 – Idea generation and development

Stage 1 will involve seeking ideas for initiatives that support one or more of the outcomes set out in the Funding Plan. These ideas will be submitted in the form of an application (1 to 2 pages) that provides information about their initiative. The applications may relate to an extension of an existing programme, a well-formed concept for a new initiative, or an idea in its early stage of development.

Applicants will have two months to submit their application. The [administering agency] will offer advice and answer the queries of those planning to submit an application.

The application will provide a high-level description of the planned initiative including:

- a high-level description of initiative and what it will achieve
- who will be the lead organisation and which partners are expected to be involved
- an indicative budget range
- what will be delivered and under what timeframes.

Once applications are received, [the administering agency] will assist the Expert Advisory Group to assess the applications.

Applications that align with the objective of the Fund but that require further refinement will be encouraged to continue developing their idea and invited to re-submit the application through a later funding round. In some instances the Expert Advisory Group may elect to support an applicant to further develop their idea.

Applications that are of sufficient quality and align with the objective of the Fund will be invited to proceed to stage 2 and submit a more detailed formal proposal. Some conditions may be attached to this invitation – for example, the applicant may be asked to co-develop a proposal with another applicant or group where there are synergies or an overlap of ideas.

Stage 2 – Assessment of formal proposals

Once the Expert Advisory Group approves the application to move to Stage 2, the applicant is invited to submit a more substantial proposal. The applicant will then have two months to develop and submit a more detailed proposal. The [administering agency] will be available to answer the queries of those invited to submit a proposal.





The formal proposal will provide a detailed description of the planned initiative including:

- what will be delivered and under what timeframes
- a description of the expected impact on the outcomes of the scheme, including where possible specific quantitative estimates of the number of individuals that will benefit
- a detailed budget of the proposed use of funding including timeframes
- other funding sources or in-kind support that will be applied to deliver the programme
- the intended future of the programme beyond the period for which they are applying for funding.

The full proposal will also include a detailed description of the organisation(s) that will deliver the programme, including:

- the organisation's relevant experience and expertise in delivering similar programmes
- the key individuals involved and their skills and experience
- their connection to the community or group they propose to support
- any financial or in-kind support they receive from government and non-government organisations.

Assessment of formal proposals

There will be no minimum or maximum on the number of applications funded, and there will be no requirement that all available funding be allocated if there are insufficient quality proposals.

The Expert Advisory Group, acting as an assessment panel, will make recommendations regarding:

- which proposals will receive funding
- the value of that funding (which may be less than requested)
- any specific conditions on receiving the funding, such as realisation of claimed support from other partners
- the schedule at which funding will be provided, including any stage-gates that must be met to receive a further tranche of funding
- any specific progress indicators or outcomes that should be measured, other than those identified in the proposal.

Final decisions will be made jointly by the Minister for Māori Development and the Minister of Science and Innovation and Minister for Tertiary Education, Skills and Employment.





Criteria for assessment

The Expert Advisory Group will make recommendations based on the following considerations:

- **Alignment:** Does the proposal align with the objective, and target one or more of the outcomes within the three funding priorities of the Fund?
- **Proposed solution:** Is the proposal a credible solution for delivering the outcomes targeted?
- **Sustainability:** Is the solution likely to be an enduring one, with consideration of what happens beyond the funding period or an exit strategy?
- **Capability:** Does the organisation have the experience and expertise to deliver the programme, including understanding of, and connection to, the community or group it is seeking to serve?
- **Value-for-money:** Does the proposed budget, relative to the expected impact of the programme, represent good value-for-money?
- **Leverage partnerships:** Does the proposal leverage other sources of expertise or funding – government or non-government – to increase the total value of the proposal?

Eligible applicants

Full proposals must have a 'lead organisation'. If there is only one organisation in the proposal, they are the lead. If there are multiple organisations, the lead organisation is the entity that [administering agency] will contract with, and who will ultimately be held accountable for delivery and performance.

Lead organisations may be any New Zealand-based legal entity excluding those established under or governed by the State Sector Act 1988 or Crown Entities Act 2004; or an entity that is 50 percent owned by one or more of those type of entities. The lead organisation could however partner with one of these aforementioned entities.

Entities established under the Local Government Act 2002 are eligible to be lead organisations.

Applicants may submit or be involved in more than one proposal, provided the proposals are materially distinct.

Use of funding

There are no restrictions on how funding must be used so long as it clearly and directly supports one or more of the outcomes within the three funding priorities:

- Funding priority 1 - Improving pathways for Māori into digital technologies
 - Increasing the number and attainment level of Māori with digital technology skills
 - Improving pathways for Māori into the digital technology sector.
 - Increasing the skill level of Māori employed in the digital technology sector





- Funding priority 2 - Accelerating the digital technology sector
 - Increasing the creation and growth of Māori-owned digital technology businesses
 - Improving R&D activity, quality and capability in Māori digital technology businesses
 - Supporting the use of emerging digital technologies across the wider Māori economy.
- Funding priority 3 – Enhancing Māori language and culture through digital technologies
 - increasing the amount and quality of Māori language and culture digital content;
 - supporting the digitisation of Māori language and culture content; and
 - supporting the use and development of emerging digital technologies that enhance Māori language and Culture.

Proposals can be for any value up to the total amount allocated to The Māori Digital Technology Development Fund in a given year.

Payment and monitoring

Successful applicants will receive funding according to the schedule and terms agreed by joint Ministers. Default funding terms will be developed for when no specific arrangements are made.

Successful applicants will typically be required to provide twice-yearly progress reports, although this may be made more or less frequent as circumstances demand. Reports will be provided during the entire period for which the funding is being applied and up to three years following. Progress reports will be required to include:

- narrative description of the progress of the programme
- specific outputs provided
- tracking against budget
- progress against outcomes identified in the application and any other areas identified by the selection committee
- identified risks and mitigations.



Process overview

Idea generation
(2 Months)



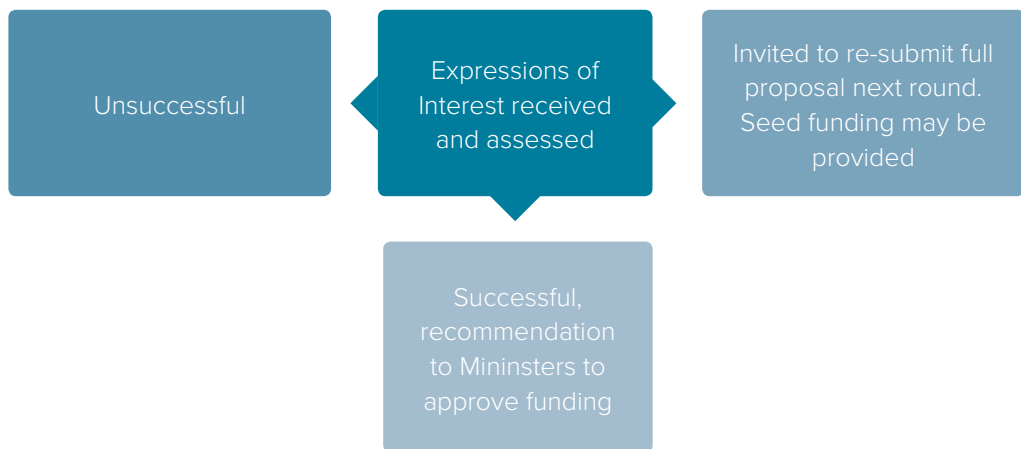
Assessment of proposals
(2-3 weeks)

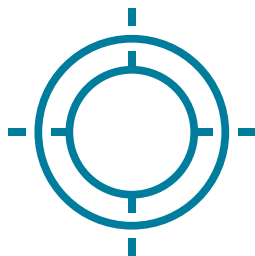


Full proposals developed
(2 months)



Full proposals assessed
(2-4 weeks)





Targeted funding

After the first funding round in 2016 and 2017, the Expert Advisory Group may consider engaging with a range of non-government organisations on initiatives to create high value jobs and opportunities that advance Māori in digital technologies. Through this engagement, specific opportunities and challenges may be identified which are not specifically targeted by any of the proposals submitted to the Fund.

Targeted funding may be used where a gap or niche opportunity has been identified in the first funding round. The approach would involve highlighting a very specific outcome which the Fund would target, and setting aside a fixed amount of funding for this particular outcome.

The Expert Advisory Group will put forward more detailed proposals on targeted funding following the first round of funding.

Partnership funding

Following the first round of funding in 2016 and 2017, the Expert Advisory Group may also set aside a portion of The Māori Digital Technology Development Fund for partnering with other government agencies to deliver initiatives that align with the objective of the Fund.

Given the range of ways in which the objective of the Fund could be achieved, and the existence of government entities focusing on areas that support this objective, there may be opportunities to leverage the experience, networks, and capital of these agencies. Where such an opportunity has been identified, partnership funding could be used to leverage and expand on the work of other agencies. Partnership funding would not be used to subsidise the existing work of agencies.

As above, the Expert Advisory Group will put forward more detailed proposals on partnership funding following the first round of funding.

