

## **Cross-Sectoral Workshops for International Development**

**26 & 27 July 2012:**

### **Summary**

#### **Workshop objectives**

- Meet others with an interest in international aid and development in the Pacific and elsewhere
- Explore models and possibilities for public, private and non-government partnerships
- Learn more about the new Partnerships Fund.

#### **Background**

The workshops in Wellington and Auckland were hosted by the Ministry of Foreign Affairs and Trade, who manage the New Zealand Aid Programme. The workshops provided an opportunity to look at possibilities and ideas around NZ agencies working together to deliver development outcomes with partners in developing countries.

The Government is very keen to involve more New Zealanders and New Zealand agencies in its international development efforts off-shore, and to harness the comparative advantage and expertise of NZ agencies

As part of that direction, the Government is establishing a new contestable Fund through the NZ Aid Programme - the NZ Partnerships for International Development fund or for short, the Partnerships Fund. This will provide a source of contestable funding for NZ agencies to work with partners in developing countries. It will have a particular focus on the Pacific and on economic development, although activities in other regions and sectors will also be considered.

One element of that Fund is the encouragement of joint or consortia approaches between NZ public, non-government or private sector agencies; or of consortia approaches within a sector. This is about bringing together the respective skills and experiences of different sectors to create a whole that is greater than the parts. For example, an NGO may bring established relationships with developing country agencies and a good understanding of how to get sustained development impact; a private sector organisation may bring an innovative solution to a development issue; and a state sector organisation may bring some specialist institutional experience that can help unlock barriers or enable solutions at a country government level.

The workshops aimed to look at possibilities and models for these kinds of partnerships. They were an opportunity to start connections and conversations, and to look at some development scenarios to see how a partnership approach might work.

**Below is a summary of the key themes from small group discussions that looked at development scenarios and partnering approaches.**

*What might NZ agencies bring to a development partnership initiative?*

- Private sector – technical skills, innovation, investment, value-added products, market/supply chain expertise, project management experience, networks.
- NGO sector – established relationships with in-country partners, experience and understanding of the development process, project management experience, donor/public funds, understanding of the country/context in which activities are delivered, volunteer input, networks, innovation.
- State sector – technical skills, knowledge and skills transfer, legislative and policy experience, networks, innovation.

*Why might NZ agencies be interested in partnering together on an international development initiative?*

- Private sector – corporate social responsibility, professional development opportunities for staff, entry point to market, opportunity for technical innovation, business development/profit, positive branding, reputation building, provides leveraging for other projects, modelling ethical business approach.
- NGO sector – part of core business and mandate, can offer expertise, want to help improve the lives of people in developing countries, positive branding, knowledge transfer and gain, reputation building.
- State sector – for public good, part of policy mandate and strategic objectives, professional development opportunities for staff, reputation building.

*What are some of the barriers to partnering?*

- Reputational and other risks, capacity/capability of in-country partners, lack of resources (money and people) to invest, partnerships are complex and take time to build, in-country policies, legal frameworks or bureaucracies, lack of trust, political and economic uncertainty in-country, may be long timeframes to achieve results, one or more of the NZ partners losing interest/engaging less during the life of the project.

*Offset by:*

- Good scoping and planning, investment in solid in-country partnership, strong project management, good project structure, MOU/agreement between the partners, identifying champions and owners that drive collaboration, good buy-in from all partners, flexibility, ongoing dialogue among partners, having a clear idea of what each partner wanted to achieve from the activity at the outset.

*What is the added-value of partnering?*

*To in-country partners*

- Access to capacity building and institutional strengthening, access to new technology, enduring relationships built; access to an integrated, comprehensive model of support and greater networks.

*To NZ agencies*

- Spreading the risk, learning within the partnership, sharing resource implications, growing customer base and networks, accessing new skills and technologies, may lead to further roll-out and scaling up.

**Below are some Q & A on the Partnerships Fund from the workshops**

Q: Where will Timor Leste and West Papua fit in the regional categories?

A: Asia

Q: How does MFAT assess 'value-for-money'?

A: This is about achieving the best possible development outcomes relative to the total cost of managing and resourcing an activity; and that resources are used effectively, economically and without waste. Activity budgets will be scrutinised to ensure that outputs are costed accurately, and that prices are fair and reasonable. For more information, please see the MFAT [Value for Money Guideline](#).

Q: Is there an opportunity to submit a proposal in 2 stages (research/feasibility, then implementation)?

A: Feasibility or pilot proposals are eligible. Applicants may then submit a separate proposal for the scale-up/roll-out stage. There is no guarantee that this second stage will be approved, however.

Q: Once a concept is approved, is there a process to submit a full design document?

A: All approved concepts will then go through a full design process with the support of an MFAT Design Support Lead.

Q: What happens if a 'partner' withdraws? Is the total package lost?

A: This would be considered on a case-by-case basis. It is hoped that the scoping, planning and engagement with the in-country partner prior to the activity starting would create an enduring relationship.

Q: How is the lead agency determined in a NZ consortia partnership?

A: It is up to the partners to decide who the lead agency is. The lead agency is accountable for delivery of the Activity, and is likely to be the organisation which has the most significant role in coordinating and delivering the Activity. There may be instances where MFAT determines that it is preferable for another consortium member to be the lead applicant. This would be negotiated with the consortium.

Q: Will IDG (the International Development Group that administers the NZ Aid Programme) assist with concept scoping in-country, in particular to avoid in-country congestion for government departments or regional agencies?

A: While IDG needs to remain at arm's length from the scoping phase of an activity (given part of its role is to appraise proposals when these are submitted), we can help with connections and introductions etc.

Q: Does each agency in a consortia partnership have an MOU, or is it collective? Who takes the risk?

A: We would recommend that organisations joining a consortium consider seeking independent legal advice. Organisations in a consortium may wish to enter into a legal agreement with each other. The consortium will be asked to briefly describe the nature of the arrangement between the parties in their proposal, and to elaborate further on this structure during the design phase. The lead applicant signs the contract with MFAT and is accountable to MFAT for delivery of the Activity.

Q: Can non-New Zealand agencies be part of a consortia application?

A: Applicants may choose to involve local developing country partners in their consortium. In exceptional circumstances, consortia may include an organisation based in another developed country. The lead applicant, however, must be a NZ based organisation. The lead applicant should discuss the acceptability of including an international partner with the Partnerships and Funds Team prior to application.

## NZ Partnerships for International Development Fund

“Partnerships Fund”

## Objectives

- NZ Government initiative, managed by MFAT
- A contestable fund, open to NZ organisations working with in-country partners
- To harness expertise of NZ organisations to help achieve NZ Aid Programme objective:
  - “support sustainable development in developing countries, in order to reduce poverty and to contribute to a more secure, equitable and prosperous world”
- Aid Programme’s core focus is on Pacific and sustainable economic development

## Consultation

- March to May - consulted on proposed Fund framework
- 54 submissions
- Minister of Foreign Affairs has signed off on establishment of Fund
- Some modifications to model, based on key consultation feedback themes

## Key features

- Focus on the Pacific
- Focus on sustainable economic development especially:
  - agriculture
  - fisheries
  - tourism
  - transport/energy
  - private sector development/business enabling environment
- Funding also available for social development including:
  - health and education
  - water and sanitation
  - building safer communities
  - improved community resilience to disasters

## Key features

- Consistent with the New Zealand Aid Programme's policy and priorities
- Delivery through and with relationships with developing country organisations
- Emphasis on larger, longer-term activities for greater impact
- Delivering measurable development results

## Adjustments to fund model

- Contribution available for design expenses
- Concepts only required for all proposals
- Partial in-kind contribution towards matched funding
- Openness to non-NZ /non-developing country partners on an exceptions basis (not as lead applicant)

## Retained

- 75% Pacific target
- Matched funding ratios
- 90%/10% split for over and under \$500,000
- 10% can include scalable pilots up to 1 year

## Timing

- Guidelines/documentation launched August
- 1 round in first year
- Organisational due diligence
- Closing date for proposals, mid-November
- Decisions on concepts, late February
- Design process follows