

# Summary of Manaaki End of Pilot Review Findings

February 2021

## Background and Context

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Two pilot rounds of Manaaki have been completed with five activities from Round One in implementation and eight Round Two proposals in design.

An internal, desk-based review of the Manaaki two-year pilot was conducted in late 2020 to gather lessons and inputs to inform the direction of Manaaki beyond the pilot. With Manaaki Round One activities in early implementation, the review was mainly process oriented and included analysing:

- feedback from the NGO sector (gathered during meetings and in response to an email request); MFAT staff; Council for International Development and organisations assessing due diligence and applications
- interviews with 10 NGOs - successful and unsuccessful applicants and NGOs that did not apply
- secondary information including Round one and two concepts and designs.

A further review of Manaaki will be undertaken as part of the Partnering for Impact (P4I) mid-term review – with early Manaaki activity results expected to be available at that time.

Round Three of Manaaki will be launched on 25 February 2021 with updated application material to be provided [online](#). Applications will close on Monday 31 May 2021. To assist NGOs in determining whether to apply for Manaaki and to provide updates on amended guidelines, we will hold Manaaki wānanga (workshops) virtually in late March/early April. The dates and agendas for these will be provided closer to the time. Prospective applicants should read the updated material prior to applying and/or attending the workshops.

## Findings

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Overall, Manaaki is considered to be a **more streamlined and efficient mechanism**<sup>1</sup> for small project type funding compared to the previous Partnerships for International Development (PFID).

Manaaki's **processes and tools were viewed as a substantive improvement** over the former PFID, with NGOs particularly valuing its transparency and MFAT communications.

The review found that **Manaaki's strategic outcomes remain relevant**, with MFAT's development partnerships with NGOs seen as complementing current bilateral and thematic aid and development priorities.

MFAT respondents considered the Manaaki objective of **reaching the vulnerable and marginalised** to be particularly valuable. In the context of this review, assessors found more could be done by most applicants to demonstrate how they plan to effectively reach vulnerable and/or marginalised people and groups. It also found that guidance needed to be clearer in regards to this.

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<sup>1</sup> The average turnaround time for concepts fell from 91 days under PFID to 58 days for Manaaki and designs from 295 days to 123 days for Manaaki.

Several issues were identified in relation to localisation, including that more focus may be required on activities that strengthen **local civil society**. Greater clarity was sought from some respondents on MFAT's perspective of, and expectations, in relation to localisation. Note: The Partnerships Team has a work stream underway on this.

While some NGOs would prefer a broader **Manaaki geographic reach**, the current ratio of Pacific (at least 60%), South East Asia (SEA) Least Developed Countries (up to 30%) and other priority countries (up to 10%) is supported by MFAT and in-line with Government priorities.

Manaaki's **guidelines, applications forms and design templates were generally viewed as clear and helpful**, although some improvements were sought.

The more comprehensive **due diligence** requirements of Manaaki were supported by most NGOs respondents, with some reporting that this has helped them to improve their systems and compliance. However, concerns were raised as to whether it excludes some organisations and suggestions were made to improve the process and requirements. Information gathered will help inform a separate review of due diligence to be complete in April 2021.

The review also found that **COVID-19** has created changes to traditional ways of working, with use of more remote communications and local expertise.

**As a result of the review, Manaaki round three has been launched with changes that include:**

- Human rights has been added as an eligible sector for applications for South East Asia
- Non-climate change environmental issues have been added as an eligible sector across Manaaki's geographic focus areas
- Word limits have been increased in both the concept and design documents
- Clarifications and improvements have been made to Manaaki guidelines and documents.

Please note that detailed changes informed by this review are reflected in the Manaaki Round Three Guidelines and documents.

**Further considerations**

Useful information beyond the scope of the review was shared by informants. This information will contribute to a more substantive P4I review in 2022.