



Te Pūtea Whakamauru Para Waste Minimisation Fund

Guide for applicants



Ministry for the
Environment
Manatū Mō Te Taiao



Te Kāwanatanga o Aotearoa
New Zealand Government

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Contents

About this guide	5
Waste Minimisation Fund	6
Eligibility criteria	6
Overview of funding process	8
Getting started	8
Enquiry form	9
Waste Minimisation Fund hui	11
Application form	12
Co-funding	12
Project details	13
Project objectives	13
Benefits	15
Project plan and estimate budget	19
Project risks and mitigations	21
High-value projects	23
Business case	23
Emissions calculation	24
Financial information	24
Submitting your application	25
Application scoring matrix	26

Tables

Table 1:	Guidance for completing the enquiry form	9
Table 2:	General format of a Waste Minimisation Fund hui	11
Table 3:	Guidance for completing benefits section	15
Table 4:	Example work plan milestone table	19
Table 5:	Example project risk table	21
Table 6:	Application scoring guide	26

Figures

Figure 1:	What to expect from the Waste Minimisation Fund (WMF) application process	8
Figure 2:	Overview of the initial enquiry process	10
Figure 3:	Decision flowchart to screen project enquiries	10

About this guide

This document supports you through your Waste Minimisation Fund (WMF) journey, from your initial enquiry form to application submission. The guide broadly covers each section of the application process and provides additional guidance information and examples.

If you have any questions, we encourage you to check the resources listed below.

Key resources

- [Waste Minimisation Fund webpage](#)
- [Gazetted criteria](#)
- [Funds Management System client portal guidance document](#)
- [Measuring emissions guide](#)
- [Emissions reduction plan](#)
- [Circular economy information](#)
- [Aotearoa New Zealand's waste statistics](#)
- [Funding map to existing waste management projects](#)
- [Business case guidance for large projects](#)

Waste Minimisation Fund

The purpose of the WMF is to boost Aotearoa New Zealand's performance in waste minimisation. There is considerable scope to reduce waste and increase the recovery of useful resources from waste.

The primary objective is to promote or achieve waste minimisation, as required under the [Waste Minimisation Act 2008](#) – including the 2024 legislative changes that have broadened the scope of the waste levy – and the [Aotearoa New Zealand waste strategy](#).

Eligibility criteria

Are you eligible?

Before getting started, familiarise yourself with the current WMF investment priorities. These can be found on the Ministry for the Environment's [WMF webpage](#), which lists the current investment signals, priority waste materials, and examples of project types that meet the eligibility criteria.

In addition to meeting Ministry investment priorities, all projects must meet the [gazetted criteria](#), which should be reviewed in detail. This guide provides a high-level overview of the main eligibility criteria.

What we fund

Funding from the WMF must be used to either implement a new initiative or significantly expand the scope or operation of existing activities. Funding can be for operational or capital expenditure required to undertake the defined project, examples of which include:

- projects that promote and/or achieve waste minimisation
- resource recovery and processing infrastructure
- the design and implementation of initiatives that promote system change (ie, product stewardship)
- developing new, innovative technologies or scaling up existing approaches
- community solutions with a connected, collaborative approach to a significant problem
- nationally driven and centrally supported programmes to promote behavioural change.

What we do not fund

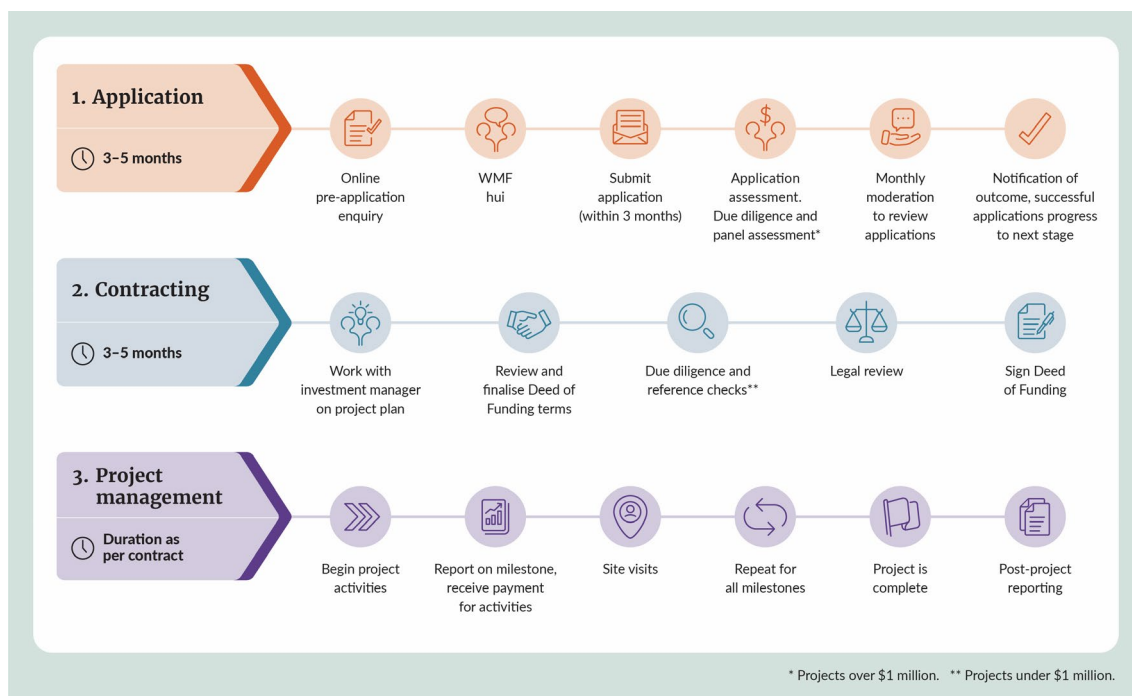
Circumstances not eligible for WMF funding may include:

- existing business-as-usual activities (funding is not eligible for ongoing operational costs)
- projects where the same financial support is already provided by other government agencies
- retrospective costs for waste minimisation projects that have already begun or been completed

- projects with access to other sources of capital and/or that can self-fund
- projects outside Aotearoa
- administrative costs for preparing WMF applications, or costs related to fundraising
- in-kind contributions, such as volunteer time or facilities provided by your organisation
- purchase of alcohol, tobacco, illegal substances or gaming
- prize money or entrance fees
- debt servicing
- purchase of land.

Overview of funding process

Figure 1: What to expect from the Waste Minimisation Fund (WMF) application process



Getting started

The Funds Management System (FMS) is the software system the Ministry investment function uses to:

- manage applications through to contracting
- monitor active projects
- collect and analyse data that we use to report back to the government, to help make evidence-based investment and policy decisions.

Getting started with the FMS requires a two-step verification process.

- **RealMe.** You will first need to have either a personal or business RealMe account. The [FMS login page](#) will send you to RealMe and redirect you back to the FMS once you have signed up and/or logged in.
- **FMS account.** When you log in to the FMS using your RealMe details, you will be asked to complete a user registration. Update your contact details and, if you do not already have an FMS business account, create an account for your organisation.

For more help, refer to the [FMS client portal guide](#), which takes you through the set-up process step by step.

Once set up in the FMS client portal, you can access the enquiry form, as well as all future applications and Ministry grant-reporting functions.

Enquiry form

The enquiry form is an opportunity for the Ministry to first hear about your project and determine alignment with its investment priorities and the gazetted criteria. You can access this link on our website.

As you work through the enquiry form, ensure you read all of the help text. [Table 1](#) provides guidance on the essential information we require from you.

Table 1: Guidance for completing the enquiry form

Enquiry form section	What to include in your response
Project description	Describe your proposed project and how it aligns with the Ministry’s investment priorities, gazetted criteria and fund outcomes. Outline how your project will support Aotearoa New Zealand’s transition towards a low-emissions circular economy.
Project impact	<p>Provide information that demonstrates your project impact and benefits. This includes how much waste your project will divert from landfill, an understanding of where your project may sit in the waste hierarchy and, if possible, a breakdown list of the main waste streams and estimated tonnage diversion. An indication of confirmation of feedstock supply and end markets is encouraged.</p> <p>Based on the proposed project impact and requested funding from the Waste Minimisation Fund (WMF), an important assessment consideration is value for money. Therefore, it is important to provide as much detail as possible on your project’s waste minimisation and broader environmental impact.</p>
Estimated tonnage of waste diverted	Provide your estimate of the combined waste stream diversion from landfill per year that will be achieved once your proposed project is completed.
Estimated total project cost	The estimated total project cost includes how much your organisation will contribute, any other third-party co-funding, and the requested amount from the WMF. All figures must be GST exclusive.
Requested WMF funding	<p>Ensure the amount you are requesting from the WMF is above our minimum grant sizes. The minimum grant for feasibility, research and development, scoping or pilot studies is \$100,000. The minimum grant for all other project types is \$250,000. There is no maximum grant limit that you can apply for.</p> <p>Also consider the Ministry’s co-funding policy (more information is given on page 12 and on our website), as you confirm your funding sources.</p>
Why you need government funding	Explain why government financial support is essential to progress your project or to attract private sector investment. Provide information on what other funding you may have tried or be trying to source, and/or what funding you have secured.

Once you have submitted your enquiry form, a member of the WMF team will contact you to discuss next steps.

Figure 2: Overview of the initial enquiry process

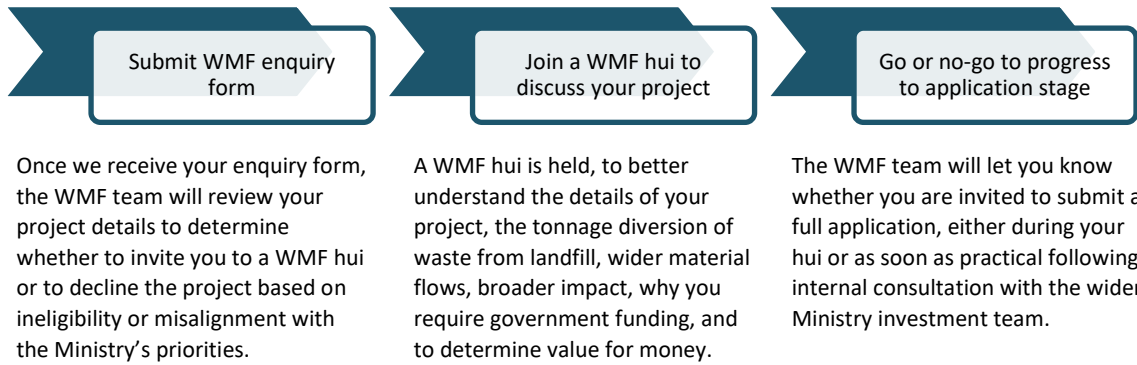
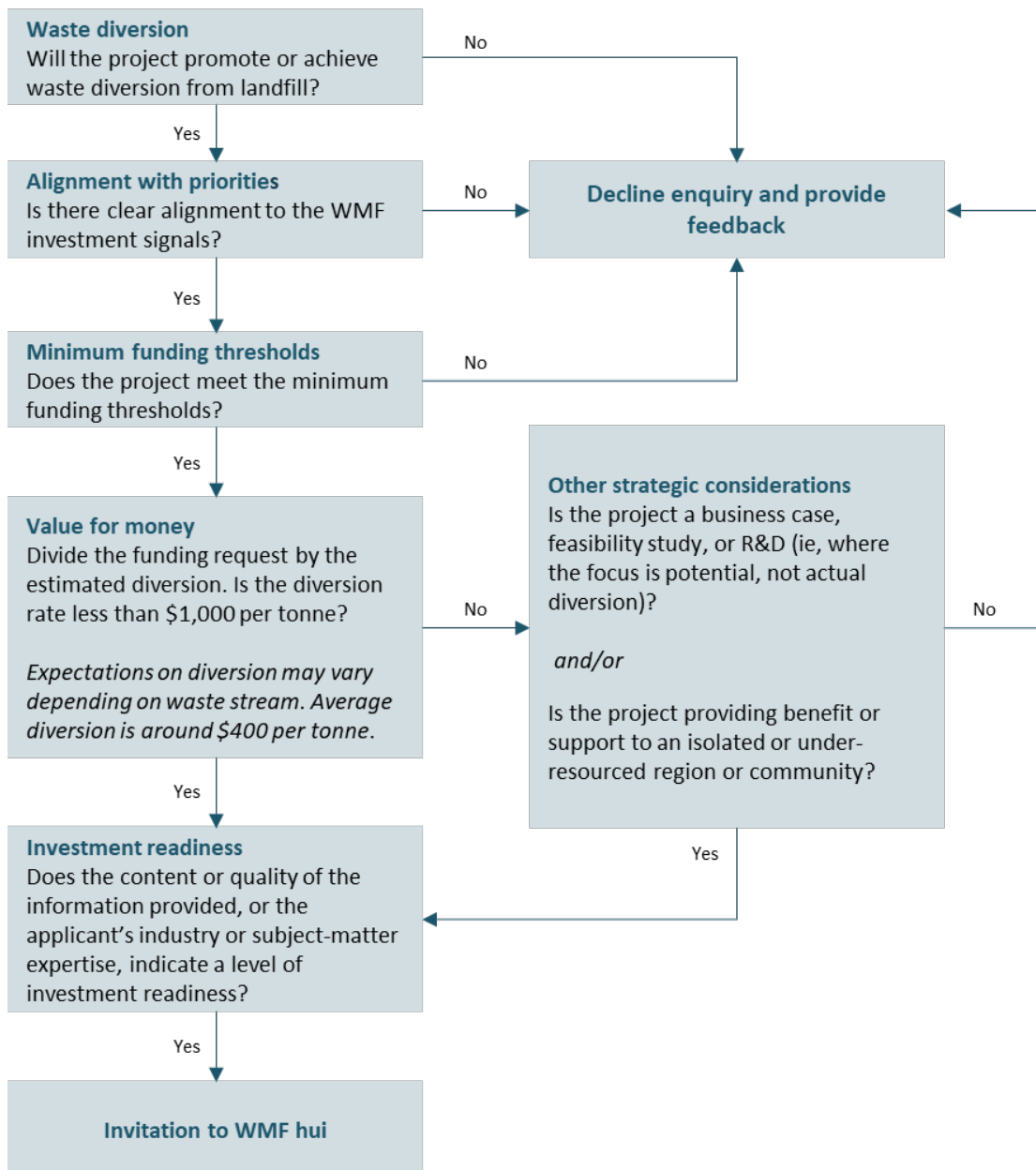


Figure 3: Decision flowchart to screen project enquiries



If we are unable to fund your proposal, you will receive tailored feedback. If applicable, we may provide guidance on other funding sources, or on how to improve your proposal.

Waste Minimisation Fund hui

Following the initial screening process outlined in [figure 3](#), if your project meets our eligibility requirements and investment priorities, a member of the WMF team will contact you within three weeks of your enquiry form submission. The team member will coordinate a time for a WMF hui, the usual format of which is outlined in [table 2](#).

Tip: We recommend you spend time preparing material or PowerPoint slides to talk through your project in the WMF hui. We will email you an exemplar template ahead of time, as an extra resource. Creating a presentation is entirely optional; however, you may choose other methods to convey your project details.

Table 2: General format of a Waste Minimisation Fund hui

Time (estimated)	Discussion
5 minutes	Introductions
20 minutes	Project presentation to the WMF team
15 minutes	Questions, open discussion and feedback
5 minutes	Decision and wrap-up

Shortly after the hui, the WMF team will send you an email summarising the discussion, outcome and feedback, and/or any next steps.

Application form

Following your WMF hui, if you have been invited to submit an application, you will be able to access the online application form through the FMS client portal.

The information you provide in your application form will be the basis of our internal assessment and investment decisions. Therefore, it is important to respond to each section thoroughly. The application form and this guidance provide help text to support you.

The following sections include a high-level overview of the main sections in the application form with additional guidance and examples. You will also need to directly address and/or provide any further information that may have been requested during your WMF hui.

Deadline to submit your application form

You must submit your application within three months following the date you have been invited to apply. If you have any questions or concerns, email the team at wasteinvestments@mfe.govt.nz

Co-funding

As outlined by the gazetted criteria, in general, the WMF will not cover the entire cost of the project and requires co-funding from the applicant. This co-funding can be in the form of a cash contribution, or it may include other private, third-party sources or other government (regional and local council) funding sources. Your co-funding contribution may include other Crown funding as appropriate, provided a clear delineation exists between what each Crown contribution is being used for.

In the application form, the breakdown of co-funding table is where you provide information on the status of your co-funding, including whether the funding sources have been confirmed. You can attach funding confirmation letters and any other supporting documents to the application form in the final checklist and document upload section.

Ministry co-funding policy

The WMF co-funding contribution will be largely determined by the extent of the project's benefits for Aotearoa New Zealand, that is, by the level of public good.

The greater the public good, the larger the proportion of total project costs the WMF is likely to co-invest. Conversely, the greater the commercial outcomes (and associated intellectual property and commercialisation opportunities), the greater the amount of investment we require from the applicant.

WMF funding contribution ratios also depend on:

- the applicant's resources
- the size of the project
- the magnitude of the opportunity
- the availability of funding
- the mix of projects receiving funding.

General guidelines for funding contribution ratios are as follows.

- For predominantly commercially oriented proposals, the WMF will contribute a maximum of 40 per cent of the total cost.
- For proposals with a strong public-good dimension, a 50 per cent contribution may be expected.
- In exceptional cases, where there are highly compelling public-good benefits, the WMF may contribute up to 75 per cent of the total cost.

Project details

In the application form, you will see that the project description and solution sections are largely pre-populated from the information provided in your earlier enquiry form.

If that information is outdated, update this section and provide more information about any technology, capital assets, work programmes or cultural knowledge (ie, mātauranga Māori) that your project may use.

If your project has previously conducted any research – including product or market feasibility, technical research, or engagement and business case development – update this information. Upload any relevant research or business case to the application form in the final checklist and document upload section.

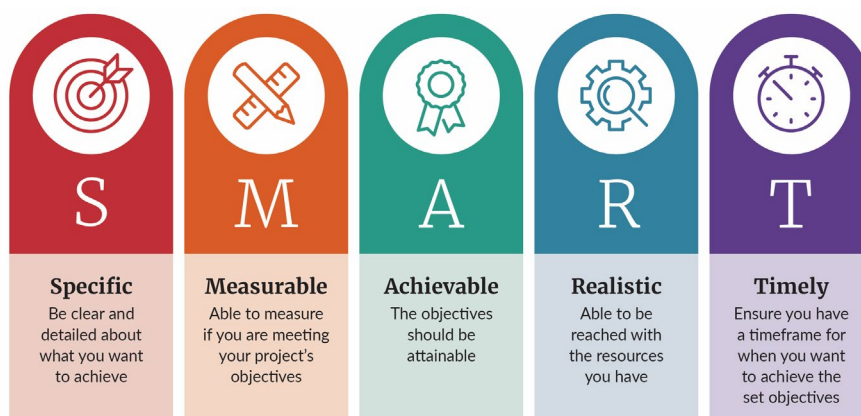
Note that waste diversion (including emissions reduction and abatement) is covered in multiple areas of the application form. For clarity, ‘Per annum by project end’ (in the breakdown of waste stream section), means the diversion expected per year once the project is fully operational and ongoing, not the total diversion amount expected during the life of the project.

Project objectives

Project objectives are statements that clearly describe what the project must deliver in order to succeed. Objectives also need to align with the problem and solution that you have identified, and they should describe what strategies will be implemented.

Each objective needs to clearly describe the work plan and relevant activities that will be carried out during the project to meet the objective.

Ensure your project objective statements are SMART (specific, measurable, achievable, realistic, and within a timeframe). All objectives must be completed by the end of your WMF project.



It is expected each project will have up to three objectives. If funding is approved, each objective will need to be reported on throughout the project.

Examples of SMART objectives

- Set up facilities to provide [X] regions with [X amount] more processing capacity for organic waste, with a newly operating processing facility by the end of project year one.
- Procure and install a shredder, which will improve haulage density of [X] tonnes per cubic metre for wood waste haulage within two weeks of becoming operational.
- Locate and make operational a site as a new [X] resource recovery centre to divert [X] tonnes of construction and demolition waste from landfill by the end of the project.
- Collect, process and divert [X] thousand tonnes of plastic waste (mainly PET 1, 2 and 5) by the end of the project. The diverted waste will be turned into [X].
- Procure and complete a business case by the end of project year one to expand the existing composting facility from 10,000 tonnes per year to 30,000 tonnes per year.

Benefits

The benefits section of the application forms the basis for assessing your project impact, wider public benefits and value for money. In this section, you will need to describe the specific benefits your project will achieve. Benefits are usually long term and can occur during the project or after its completion.

We will evaluate your project’s benefits in relation to the WMF outcomes and wider Ministry priorities. It is therefore important to be as comprehensive and detailed as possible, to help us understand the full scope of project benefits and wider public good. Statements here may also include quantitative targets (if appropriate) and should be specific enough so they can be assessed as ‘achieved’ or ‘not achieved’, should the project go ahead. [Table 3](#) provides guidance and examples for completing this section.

Table 3: Guidance for completing benefits section

Benefits section question	What we are looking for in your response
<p>Minimise waste</p> <p>Question 1: How will your project minimise waste, and by how much?</p> <p>(max. 2,500 characters)</p>	<p>This section will be pre-populated from information provided in your enquiry form. It will be important to update and expand your response to this section to provide information on:</p> <ul style="list-style-type: none"> • a total breakdown of the tonnage diversion of each waste stream that will be diverted from landfill. Consider using this conversion factor guidance when calculating your tonnage diversion of priority materials • how and where the waste is currently disposed (ie, without this project, where the waste would otherwise have gone), where the waste will be diverted to, how will it be processed, and whether end markets have been identified for the concerned waste materials • how the waste diversion will be monitored, measured and tracked (eg, weighbridges on site, tracking education or behaviour change). <p>Note that value for money is a significant consideration, and we are unlikely to fund projects with a high cost-to-waste-diversion ratio.</p> <p>For feasibility or scoping projects, determine impact based on the potential benefits on the assumption of the solution or output being implemented. Where possible, also provide information on the commercialisation pathway for identified technical solutions to ensure a clear path to market.</p> <p>Example 1</p> <p><i>This project will result in the ongoing diversion and processing of [X] tonnes of household organic waste from [X] landfill every year. The household organic waste will be diverted to the [X] processing facility. This diversion will result in long-term substantial gains in carbon emission minimisation and protecting the environment. It will also provide opportunities to ensure circularity for organic waste collection, processing, and end market uses in this region. Offtake agreements secured with [X] are uploaded as a supporting document.</i></p> <p>Example 2</p> <p><i>The project will divert [X] tonnes of construction and demolition (C&D) waste from landfill every year. In particular, [X] tonnes of mixed timber product will be sourced from [X], processed at this facility, and used as [X] in [X] markets/region. In the long term, this project will provide the necessary facilities to promote the recovery and reuse of resources through the reselling and recycling of various C&D materials upstream into [X] product(s).</i></p>

Benefits section question	What we are looking for in your response
<p>Emissions reduction</p> <p>Question 2: How will your project impact greenhouse gas emissions?</p> <p>(max. 2,500 characters)</p>	<p>Consider the impact of your project on emissions, throughout the life of the project and beyond. We encourage you to use the Measuring emissions guide.</p> <p>To assess the emissions impact of your project holistically, consider:</p> <ul style="list-style-type: none"> • reduction of emissions due to diversion of organic waste to landfill • efficient backhaul transport logistics resulting in transport emissions savings • the embodied carbon arising from the overall process of energy extraction, production and manufacturing of materials and equipment, and transportation locally and globally • energy consumption over the project duration. <p>Example 1</p> <p><i>The new recycling solution will reduce the import of [X] virgin materials, minimising carbon emissions from international freight and raw material input for the production of virgin materials that would otherwise have been disposed at landfills. We expect that, during project implementation alone, the import of [X] virgin materials will decrease by [X] tonnes and that, within [X] years of project completion, our reliance on imported virgin materials would have reduced by [X] per cent from the current 2022 baseline, with a corresponding increase in the domestic supply of recycled product.</i></p> <p>Example 2</p> <p><i>If the project confirms the viability of using treated timber as boiler fuel, it will have the potential to annually reduce carbon emissions and divert approximately [X] tonnes of treated timber from landfills across Aotearoa every year. This represents [X] tonnes of CO₂ per year in reduced carbon emissions and contributes to protecting the environment from climate change. Further, having sourced feedstock supply from a facility closer to their processing facility, the project has achieved additional transport emissions savings by reducing the required distance to travel to another region to the previous feedstock supplier.</i></p>

Benefits section question**What we are looking for in your response****Waste hierarchy****Question 3: How will your project move Aotearoa New Zealand towards a low-waste circular economy?**

(max. 2,500 characters)

A **circular economy** is one that keeps resources in use for as long as possible. By contrast, a linear economy takes natural resources, makes them into something and uses then disposes of it.

Moving from a linear to a circular economy requires fundamental changes to creating and managing resources, and the waste hierarchy is one of the main tools to support that transition.

Consider where your project solution sits in the waste hierarchy and explain how your project is a circular solution. What happens to your product or output at the end of its life? How will your project lift the behaviour of people and businesses up the waste hierarchy towards sustainability?

Note that if your product or output does not have any end-of-life reuse or recycling options, it will not be considered a circular solution. This includes new products with composite material.

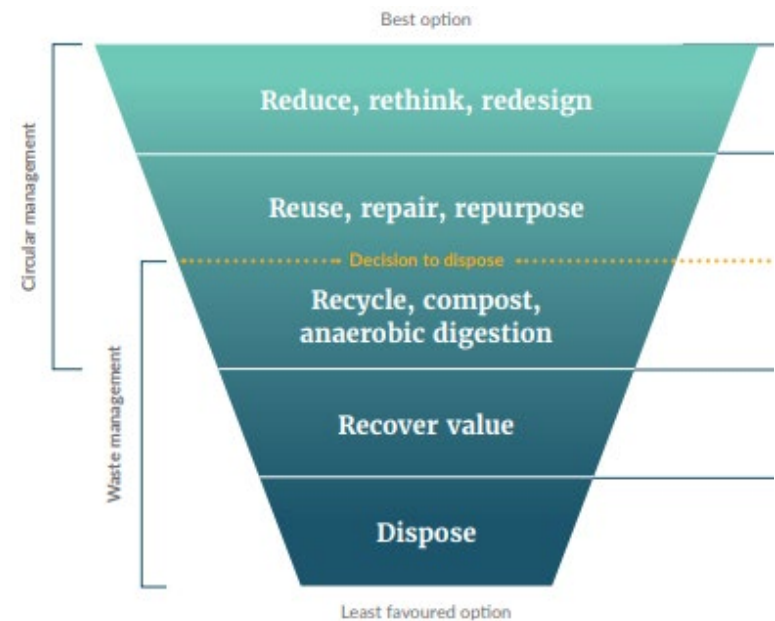
Preference may be given to projects that deliver solutions that sit higher up the waste hierarchy.

Example 1

This project sits across both the 'recycle' and 'recover' steps of the waste hierarchy. The project will upgrade the existing resource recovery facility to increase the collection and reuse of C&D waste in the South Island, with particular focus on timber and concrete. The recovered concrete will be crushed onsite and reused onsite for roading, the untreated timber will be recycled and used as mulch and landscaping, and the treated timber will be used as biofuel by a local manufacturing company.

Example 2

This project sits on the 'recycle' step of the waste hierarchy, with educational aspects directly relevant to the 'reduce' step preventing waste at the source. The project will standardise food waste composting by establishing community composting hubs. The hubs will be an educational platform to encourage local composting by empowering individuals and businesses to use the compost to grow kai, creating food sovereignty, reducing carbon emissions and fostering a circular use of organics.



Benefits section question	What we are looking for in your response
<p>Public benefits</p> <p>Question 4: Are there any other wider public benefits of this project?</p> <p>(max. 2,500 characters)</p>	<p>To understand the wider public benefit of your project, provide information on additional environmental, economic, social or cultural benefits. The WMF invests in projects that maximise the return on investment. This section will be important to determine the public good, which will also inform the Ministry’s co-funding policy.</p> <p>Examples of additional co-benefits include:</p> <ul style="list-style-type: none"> • creating jobs, helping reduce food poverty or helping regions prosper • creating, sharing or preserving intellectual property or mātauranga Māori • being co-designed, in partnership with or led by a Māori organisation and providing benefits to tangata whenua • any other benefits for whānau, communities or businesses • long-term project benefits after the funding ends • strategic location of impact on a regional and national basis (eg, servicing a rural or marginalised region with limited resource recovery infrastructure). <p>Example 1</p> <p><i>The project will yield economic benefits for the local community by creating six full-time equivalent roles to achieve the objectives and activities. It is expected that a few more roles may be recruited after the project’s completion, and that the project will provide a permanent source of employment to the local community. This will increase the number of people employed in waste minimisation in the West Coast Te Tai Poutini, a region that has been underserved with resource recovery infrastructure to date. Not only will this project promote economic benefits, it will also establish and grow the infrastructure network in the region, building local resource recovery processing capacity.</i></p> <p>Example 2</p> <p><i>The project supports collaboration between multiple organisations, including territorial authorities, farmers, community groups, local iwi and landfill operators. These relationships are expected to grow into an established network after the project is completed, increasing the region’s waste minimisation capability, which will positively impact the wider community and environment.</i></p>
<p>Additionality</p> <p>Question 5: Is your project beyond business as usual and does it demonstrate additionality?</p> <p>(max. 2,500 characters)</p>	<p>This section will be pre-populated from information provided in your enquiry form. It is important to update and expand your response to this section to answer all the following questions.</p> <ul style="list-style-type: none"> • Why do you require investment from the WMF? The Ministry does not want to crowd out private investment across Aotearoa New Zealand’s waste industry or inadvertently promote monopolies in the market. Please explain what alternative funding or financing options you have investigated and why they were unsuccessful (eg, existing capital, a loan, private investment partners, including iwi). • If your funding application is unsuccessful, what would the organisation do and what would the impact be? For example, would the project be cancelled or would it be delayed or scaled down (and, if so, to what extent)? • The WMF only supports activities beyond business as usual. As such, how does your project promote or achieve new initiatives or a significant expansion of existing activities? • Considering the wider region and market dynamics, are any competing activities, programmes or businesses already doing something similar to what you propose, meaning they could potentially be affected by this project?

Benefits section question	What we are looking for in your response
	<p>You must clearly demonstrate additionality, that is, that the proposed project impact and outcomes would not occur without additional resources or capital investment. The Ministry prioritises levy investment in projects where private capital is not available, where high risk is involved, and that have high public benefit that might not otherwise be realised.</p> <p>Example</p> <p><i>The organisation is unable to secure a favourable loan or third-party co-funding from other government funds and private sources. The organisation is committed to delivering the proposed project but is unable to secure internal budget approval, due to the marginal return on investment at the current proposed budget without intervention. WMF funding is required to minimise the upfront costs for the facility upgrades, get the project up and running, and minimise financial risk on the organisation. If no WMF funding is secured, this project would not go ahead, as the return on investment for a scaled-down facility is not commercially viable.</i></p>

Project plan and estimate budget

In this section of the application, you will create a work plan that lists the main project milestones, the main activities and associated evidence of activity completion (deliverables), and estimated costs for the full duration of your project. Depending on your project, we generally expect up to three milestones per year. When planning the milestones, make sure your activities are achievable within the timeframe. The milestones and activities should reflect the complexity of your project and they must align with the objectives. [Table 4](#) provides an example of a completed milestone table.

Table 4: Example work plan milestone table

#	Milestone		Milestone start date	Milestone due date	WMF contribution	Co-funder contribution	Total estimated cost
	Consents, design, and earth works		1 October 2024	1 March 2025	\$200,000	\$300,000	\$500,000
1	A#	Activity	Deliverable		Expense description	Expense type	Expense estimate
	1.1	Design and engineering works	Copy of final approved design and engineering works		Professional services	Design and site preparation	\$100,000
	1.2	Resource and building consent	Copy of approved resource and building consent		Professional services	Consultants and subcontractors	\$50,000
	1.3	Commence site works	Photos of site civil and earth works		Site and construction costs	Consultants and subcontractors	\$350,000

#	Milestone	Milestone start date	Milestone due date	WMF contribution	Co-funder contribution	Total estimated cost
2	Procurement and construction	2 March 2025	1 December 2025	\$400,000	\$600,000	\$1,000,000
	A#	Activity	Deliverable	Expense description	Expense type	Expense estimate
	2.1	Procure plant equipment	Copy of invoices and supply agreements	Plant equipment and ancillary assets	Purchase of capital assets and other capital costs	\$600,000
	2.2	Ongoing site works and construction	Copy of invoices and photos Ministry site visit	Civil, construction, services	Consultants and subcontractors	\$380,000
2.3	Regular governance meetings	Copy of project governance meeting minutes	Project management	Consultants and subcontractors	\$20,000	
#	Milestone	Milestone start date	Milestone due date	WMF contribution	Co-funder contribution	Total estimated cost
3	Commissioning and operations	2 December 2025	1 June 2026	\$200,000	\$300,000	\$500,000
	A#	Activity	Deliverable	Expense description	Expense type	Expense estimate
	3.1	Final construction works	Copy of invoices and photos Ministry site visit	Civil, construction, services	Consultants and subcontractors	\$250,000
	3.2	Plant installs and commissioning	Copy of commissioning report	Plant equipment and ancillary assets	Purchase of capital assets and other capital costs	\$250,000
3.3	Three months of operations and/or processing	Evidence of target diversion and processing capacity being met	Plant equipment and ancillary assets	Purchase of capital assets and other capital costs	\$0	
Grand totals				\$800,000	\$1,200,000	\$2,000,000

Project risks and mitigations

A risk is something that may affect the completion and success of your project. It is good practice to identify any and all concerns about your project at an early stage, along with the mitigations you will put in place to address them. An example of a project risk table is provided in [table 5](#).

When assessing a risk, you should identify:

- the likelihood of the risk occurring
- the consequences to the project (severity)
- the potential impact of the risk on the project
- how you will mitigate or contain the risk.

We recommend you regularly review your risk containment and mitigation plan and add any new risks and mitigation strategies as they are identified.

Table 5: Example project risk table

#	Risk	Category	Likelihood	Severity	Impact	Impact details	Mitigation	Residual risks
1	Cashflow issues and/or project going over budget	Financial	Low	High	High	Delay in implementation, or project suspension and revaluation	Sound governance and financial management Regular proactive communications with all parties to manage cash flow	Ongoing delays Recipient will pay for any cost overruns
2	Organisation restructure	Governance	Low	Low	Medium	Personnel capacity and continuity	Review resourcing needs and recruit accordingly Establish a dedicated team to deliver on the milestones	Delays completing milestones

#	Risk	Category	Likelihood	Severity	Impact	Impact details	Mitigation	Residual risks
3	Potential for injury to staff on site, or to participants in community activities	Health and safety	Low	Low	Low	Potential for injury to staff on site, or to participants in community activities	Develop comprehensive health and safety plans for onsite safety of staff and community participants Put insurance packages in place Strictly adhere to Health and Safety Act and WorkSafe guidelines	Delays completing milestones due to staff absence
4	Lack of personnel capacity to manage project	Operational	Medium	Medium	High	Delays completing objectives and milestones	Understand FTE requirements, skills and staffing for a successful project Recruit and budget appropriately	Delays completing milestones
5	Stakeholder concerns	Reputation	Low	Medium	High	Negative media coverage and public discontent with the project	Develop a strong stakeholder engagement plan Depending on scale and value of project, consider hiring a public relations specialist	Public discontent

High-value projects

Projects are considered high value if they are requesting more than \$1 million in funding from the WMF. The WMF does not want to crowd out private investment across Aotearoa New Zealand. We focus levy investment on projects where private capital is not available, where high risk is involved, and that have high public benefit that might not otherwise be realised.

We do this by drawing on infrastructure stocktakes, considering facility feedstock and outtakes, as well as sector reports. We also draw on our extensive network of relationships across the private sector, local government and other agencies.

We undertake value-for-money analysis and perform independent commercial and financial due diligence – particularly on large projects – which includes requiring applicants to provide a market analysis in their business case.

We do not have a ‘golden rule’ of how much waste a project should divert per dollar contributed. As a general guide, however, a project should divert *at least* 1 tonne of waste for every \$1,000 of WMF investment. Many factors can influence this rate, including waste stream, scale of project, partnerships and location. Analysis from recent WMF projects showed that, on average, they were able to divert 1 tonne of waste for every \$400 of WMF funding provided.

For projects requesting more than \$1 million in funding from the WMF (or in other circumstances at the Ministry’s discretion), in addition to submitting an application form, you must provide:

- a supporting business case
- an assessment (including calculations) of your project’s impact on emissions (we encourage you to use the [Measuring emissions guide](#))
- financial statements for the last three years
- project-specific financial forecasts for the next three years.

Business case

Every business case is different, so we do not provide a template. However, we do have [business case guidance](#), which we encourage you to use. For high-value projects, we also require particular information including:

- an understanding and overview of the entire materials flow of your project, this includes information on:
 - where the materials are sourced
 - where the materials will be sorted and processed, and by whom
 - the end market and ultimate end-of-life solution for the materials
- detailed information on the regional landscape and wider market dynamics, this includes an understanding of:
 - existing activities that may compete with your proposed project
 - implications on the supply and demand of your outputs

- for feasibility and scoping projects, more information on the commercialisation pathway for identified technical solutions, to ensure a clear path to market.

Note that you may have already directly provided some business case details in the application.

Emissions calculation

In accordance with the Ministry's [emissions reduction plan](#), as part of our investment decision-making, the WMF must consider the project's potential to reduce greenhouse gas emissions.

To assess the emissions impact holistically, regardless of location, we consider the change of emissions due to reduced organic waste to landfill resulting from the reduction of:

- methane produced during the decomposition process
- transportation and energy consumption over the project duration
- embodied carbon arising from the overall process of extraction, production, transport and manufacturing.

A project requesting significant funds from the WMF is expected to complete a comprehensive emissions calculation of the project.

Financial information

If you are proposing a high-value project, you must demonstrate your financial sustainability by providing:

- **financial statements for the past three years, comprising:**
 - a statement of financial position (balance sheet)
 - a statement of financial performance (profit and loss account)
 - a statement of cash flow, including commentary on the organisation's financial position
- **project-specific financial forecasts for the next three years**, including the assumptions underpinning the financial model (eg, gate fees, sales revenue).

Our general expectation is that past financials relate to the entire organisation but forecasts would relate only to the project proposed.

Financial information, along with all aspects of your application, will be kept in the strictest confidence and used only for assessing the application. Ministry staff, external panel members and subject-matter experts are subject to rigorous contractual requirements regarding confidentiality and conflict of interest management. Any potential conflicts of interest are proactively managed before assessment, and regular declaration of conflicts of interest is a requirement.

Submitting your application

Before submitting your application, ensure you have:

- read the [gazetted criteria](#) and WMF investment priorities, and confirmed that the proposed project meets all eligibility requirements
- uploaded additional documentation in support of your application (eg, relevant research, letters of support, confirmation of feedstock and/or end markets, approved consents, feasibility studies, confirmation of co-funding).

If your application is for a high-value project (ie, you are requesting over \$1 million in funding from the WMF), ensure you have *also* uploaded:

- a business case
- an independently verified emissions assessment
- financial statements and financial forecasts to support your application.

Once you have successfully submitted your application

A member of the WMF team will contact you to confirm receipt of your application and begin their review of your project. The assessment process involves a commercial and technical analysis, and the Ministry may consult other agencies.

The investment manager assigned to your project will work with you during the assessment process to gather important project and organisational information and keep you informed of your application's progress.

For an overview of the estimated timeframes of the application assessment process, see [figure 1](#).

Application scoring matrix

All applications are assessed based on a scoring guide, as outlined in [table 6](#). This scoring matrix is one tool that forms part of the overall assessment of an application. The final score is not determinative but is used along with supporting information to provide the basis for funding recommendations to the moderation panel.

Supporting information considered by the moderation panel may include:

- feedback from subject-matter and policy experts
- waste sector information available to the Ministry
- knowledge of the competitive landscape
- information drawn from the application business case and other supporting documents.

We may also seek advice from subject-matter experts and Ministry policy experts. Reaching a funding decision on high-value or complex applications will take considerably longer because these must be reviewed by [our external independent panel](#) and require approval from the Minister for the Environment.

Project applications will be moderated and compared with other similar applications, and assessment outcomes can be:

- to request more information
- to decline funding
- to award funding, with or without conditions.

Applicants will be notified of the panel decision via email and a follow-up phone call. If the project application is successful, the funding recipient will progress to contracting (see [figure 1](#)). If an application is declined, we will provide feedback and potentially other funding options to consider (if applicable). Applicants are welcome to reapply for funding (via the WMF enquiry form) once feedback has been addressed.

Table 6: Application scoring guide

Criterion	Assessment question and scoring guidance	Scoring
Eligibility	<p>Consider this project summary in the context of the rest of the application. Is this project eligible for funding?</p> <p>If no, the application is highly unlikely to proceed for further consideration and funding.</p>	Yes or no
Strategic value alignment	<p>In consideration of the application overall, does the proposal help support a deliverable solution for a high-priority waste stream, or help enable the achievement of fund outcomes, investment signals and/or Ministry strategic priorities?</p> <ul style="list-style-type: none"> • 10: Proposal supports a solution for a high-priority waste stream and/or enables the achievement of fund outcomes, investment signals, Ministry strategic priorities. • 5: Proposal supports a partial solution for a high-priority waste stream and/or partially enables the achievement of fund outcomes, investment signals, Ministry strategic priorities. 	10

Criterion	Assessment question and scoring guidance	Scoring
	<ul style="list-style-type: none"> • 2: Proposal supports a solution for a low-priority waste stream, has minimal alignment to fund outcomes, investment signals, and/or Ministry strategic priorities. • 0: Proposal does not provide a deliverable solution, does not demonstrate sufficient understanding of the targeted waste stream, and/or has no alignment with fund outcomes, investment signals, or Ministry strategic priorities. 	
Waste minimisation	<p>Consider the project’s potential to minimise waste from landfill in terms of the material type (eg, organics, plastics, construction and demolition (C&D) waste), tonnage or volumetric diversion, and quantity of waste involved.</p> <p>For feasibility and scoping projects, score the project based on the potential benefits, on the assumption the solution and/or output will be implemented post feasibility and scoping phase.</p> <ul style="list-style-type: none"> • 15: Very high diversion potential (divert >15,000 tonnes (T) of C&D/organic waste; more than 500 T (>360 m³) of plastic waste). • 10: High diversion potential (divert 5,001–15,000 T of C&D/organic waste; 101–500 T (70–360 m³) of plastic waste). • 5: Medium diversion potential (divert 1,001–5,000 T of C&D/organic waste; 51–100 T (36–69 m³) of plastic waste). • 2: Low diversion potential (divert <1,000 T of C&D/organic waste; 50 T or less (<35 m³) of plastic waste). • 0: No diversion potential (consider a recommendation to not proceed). 	15
Emissions reduction	<p>Consider the project’s potential to reduce greenhouse gas (especially methane) emissions. Assess the emissions impact holistically regardless of location (global impact), and consider the change of emissions due to the fossil fuel extraction, transportation and energy consumption over the project duration.</p> <p>For feasibility and scoping projects, score the project based on the potential benefits, on the assumption the solution and/or output will be implemented post feasibility and scoping phase.</p> <ul style="list-style-type: none"> • 15: Significant potential for emissions reduction over time, with low emissions up front (eg, no facility construction required, extended producer responsibility). • 10: Potential for emissions reduction over time, with moderate emissions up front (eg, facility construction required). • 5: Potential for emissions reduction over time, with high emissions up front (eg, assets, equipment and/or resources sourced from overseas). • 2: Project will use other offsetting methods to mitigate the emissions generated by this project (eg, planting trees). • 0: Significant emissions generated by the project. 	15
Waste hierarchy	<p>Consider the project’s potential to contribute to the transition from a linear to a circular economy. Consider where the project sits in the waste hierarchy, whether it will lift the behaviour of people and businesses up the waste hierarchy, and what will happen at the end of life of the product and/or materials used.</p> <p>A higher score will be given to projects that deliver solutions higher up the waste hierarchy.</p> <ul style="list-style-type: none"> • 10: Project solution sitting at the top of the waste hierarchy (rethink or redesign, avoid unnecessary resource use by designing out waste), extended producer responsibility that will have a high impact or acceleration of change in scale or waste stream. • 5: Project solution sitting in the middle of the waste hierarchy (reduce, reuse, recycle, compost; reduce the quantity, reuse or repurpose products or components for the same or different purpose) or extended producer responsibility that will have a moderate impact or acceleration of change in scale or waste stream. 	10

Criterion	Assessment question and scoring guidance	Scoring
	<ul style="list-style-type: none"> • 2: Project solution sitting at the bottom of the waste hierarchy (recover, treat, dispose; recover value from materials or reprocess into different materials and treat before safe disposal) or extended producer responsibility that will have a minimal impact or acceleration of change in scale or waste stream. • 0: Project not a circular solution, and/or no predicted change to the status quo. 	
Public benefits	<p>Is the project likely to benefit the Aotearoa New Zealand public? Public benefits are external to the applicant organisation. Consider the wider environmental, economic, social or cultural co-benefits of the project.</p> <ul style="list-style-type: none"> • 10: High contribution (long-lasting benefits and significant additional environmental, economic, social and cultural co-benefits). • 5: Medium contribution (moderate additional environmental, economic, social and cultural co-benefits). • 2: Low contribution (minimal additional environmental, economic, social and cultural co-benefits). • 0: Minimal contribution (limited additional environmental, economic, social and cultural co-benefits, and primarily commercial benefits). 	10
Additionality	<p>Consider the extent to which the proposed project is a new initiative or a significant expansion of an existing activity. Determine whether there is a clear need for government waste investment funding, and consider the wider region and market dynamics (ie, competitors, similar activity or businesses).</p> <ul style="list-style-type: none"> • 10: A new initiative where no similar operations are in the region, or else where the project would add significant expansion (ie, more than doubling the current capacity or capability). A demonstrated strong requirement for WMF funding (ie, other funding options have been explored, and without WMF funding the project would not go ahead). • 5: A moderate expansion of existing operations. A demonstrated good requirement for WMF funding (ie, other funding options have been explored, and without WMF funding the project would go ahead but at a slower timeframe, with reduced scale and/or impact). • 2: A marginal expansion of existing activities. Poor demonstration or no justification for requiring WMF funding (ie, other funding sources are readily available). • 0: Project is deemed business as usual and does not meet the additionality test. Project does not require WMF funding (consider a recommendation not to proceed). 	10
Ability to deliver	<p>Consider how the proposal demonstrates the organisation’s experience and its capability to successfully deliver the project’s objectives, benefits and results. Consider the degree of investment readiness (eg, consents, co-funding, clearly defined roles with multiple organisations involved, project management capability) and the ability to deliver robust monitoring, evaluate progress and regularly report to the Ministry.</p> <ul style="list-style-type: none"> • 10: Very high (well-established organisation with demonstrated experience and capability in delivering similar projects, investment ready with main project aspects secured). • 5: High (well-established organisation with moderate experience and capability in delivering similar projects, near investment ready with main project aspects confirmed or well under way). • 2: Medium (newly established organisation with moderate experience and capability in delivering similar projects, near investment ready with main project aspects identified). • 0: Low (newly established organisation with limited experience and capability in delivering similar projects, not investment ready, requires additional time and support to identify and progress main project aspects. Consider a recommendation not to proceed). 	10

Criterion	Assessment question and scoring guidance	Scoring
Managing funds and governance	<p>Are the proposed governance structure and financial controls robust and sufficient to meet the scale or complexity of the project? Does the organisation have relevant capacity and experience to oversee the delivery of the project, and does it have appropriate accounting practices to manage grant funds?</p> <ul style="list-style-type: none"> • 5: Very high (established governance with demonstrated expertise and extensive experience in the board, mature financial controls and well-established management and operational structure). • 3: High (established governance structure with relevant experience in the board, appropriate financial controls and management structure). • 1: Medium (sufficient governance structure, financial controls and management structure). • 0: Low (limited governance structure, financial controls and management structure). 	5
Partnerships and collaboration	<p>Consider the extent of partnerships and collaboration in this project. Does the organisation co-design and partner with Māori organisations, engage with local iwi/hapū, collaborate with and across multiple industry partners and the sector? Has the applicant secured co-funding from a third-party organisation?</p> <ul style="list-style-type: none"> • 5: Deep, formal commitment to or co-funding from one or more partners and/or collaborating with three or more partners. • 3: Collaborating with two partners. • 1: Collaborating with one partner. • 0: No collaboration. 	5
Budget	<p>Does the budget comprehensively demonstrate reasonable and realistic costs beyond business-as-usual expenses? Does it represent value for money, and is the expenditure aligned to successfully delivering project objectives?</p> <ul style="list-style-type: none"> • 10: High value for money; budget is reasonable, realistic and aligned to successful delivery of project objectives. • 5: Medium value for money; budget is reasonable, realistic and aligned to successful delivery of project objectives. • 2: Low value for money; budget is reasonable, realistic and aligned to successful delivery of project objectives. • 0: Low value for money; budget is not reasonable, realistic or aligned to successful delivery of project objectives. 	10
Total score	100	