Foundation for
RESEARCH
SCIENCE &
TECHNOLOGY

Tuapapa Rangahau Putaiao

Envirolink tools - Guidelines for Investment

For the development and adaptation of environmental management tools for use by Regional Councils

Guidelines

The Foundation funds proposals for Envirolink tool development projects. This document sets out what we are seeking, how and when to submit a proposal, and the way in which decisions will be made. Information on the type of tools being sought each year will be set out in the joint Regional Councils' prioritised list.

The Foundation reserves the right to change, amend, or withdraw these guidelines, and to decline funding for some or all proposals.

The Foundation's agreement and/or approval of the prioritised list of tool development needs do not imply agreement to fund the proposals submitted in relation to that list.

Envirolink overview

The Envirolink Scheme aims to invest $1.8m p.a (including GST) in environmental research, by facilitating its uptake by Regional Councils. Envirolink's objectives are to

1. improve science input to the environmental management activities of Regional Councils,
2. increase the engagement of Regional Councils with the environmental RS&T sector, and
3. contribute to greater collective engagement between councils and the science system generally.

The Envirolink scheme funds research organisations to provide Regional Councils with advice and support for research on identified environmental topics and projects.
Three types of funding are available:

a) Small advice grants (up to $5,000 per grant excluding GST)
Regional Councils may obtain an expert consultation with a research organisation to help them identify their information needs, receive advice on science techniques or meet training requirements.

b) Medium advice grants (up to $20,000 per grant excluding GST)
Regional councils may obtain from a research organisation, a detailed expert consultation for discrete projects, or for the second phase of an initial small grant project. The aim of this grant is to help council's apply existing knowledge held by scientists on regional environmental issues.

c) Tools development
Funding to develop or adapt new and/or existing resource management tools for use by more than one council.

Parts a and b of Envirolink relate to provision of advice to a limited number of trial Regional Councils (Appendix 1). Information on application for and use of the funds are available on http://www.frst.govt.nz/research/envirolink.cfm. Research organisations that provide this service are also detailed in appendix 1. Part c of Envirolink is to support development and/or adaptation of natural resource and environmental management tools for use by all Regional Councils. We are calling these investments "tool development projects". Regional Councils not on the list of trial councils can be involved directly in these projects.

The Foundation's investment in tool development projects will be based on a prioritised list of needs that is the collective view of all Regional Councils and will be in line with the intent of the Envirolink Scheme.

What Envirolink tools will fund

Eligibility
To be eligible for funding through Envirolink, the tool development proposals must:

1. relate directly to a high priority need on the agreed cross-council list,
2. involve the application, translation, development, and/or adaptation of scientific or technical knowledge to enhance environmental management by Regional Councils,

3. be more than a routine task that a Regional Council could reasonably be expected to do as part of its statutory role and/or as part of normal business management, and
4. align with the purposes and objectives of the Envirolink Scheme.

Tools for environmental management — what are they?

We intend to take a broad interpretation of the word tools. Tools can be physical technologies, or something more conceptual, such as formalised or systematic approaches to problem solving or analysis. They are not confined to computer-based decision support systems or operational devices, such as a design of a specialised piece of equipment. They might involve biological, physical, technological and/or social systems.

We presume the tools will be based on research and they may include elements of applied research, and product development. However, they will emphasise a stretch beyond the research — to translate, implement and apply new and existing knowledge. If the source of information for the tool is beyond the realm of environmental research, e.g. financial management systems, market research or IT development, we might start to question the relevance of the proposal.

We encourage councils to take a broad, integrated or systems-oriented view of environmental management. The Foundation's environmental research portfolios encompass climate change, biodiversity, natural resource management, sustainable development in rural and urban settings, and biosecurity across the whole biosphere. They include the human and cultural dimensions of environmental management. We encourage councils to see tool development as an investment for the future.

The investment needs to focus on environmental benefits. If proposals are predominantly about financial management, public safety/hazard management, social development, economic change, transport, welfare, education or health they would be outside the intent of the scheme.

Expectations

The Foundation expects Envirolink tool development projects to comprise of the following elements:

- the Foundation expects the tool development to build on New Zealand's current and past environmental research programmes,
- provide practical, effective ways to solve substantial environmental management problems facing New Zealand,
- be driven by Regional Councils' environmental management needs,
- benefit more than one region, unless there is good reason why a tool adapted for just one council is a high priority,
- produce durable environmental benefits, and lasting, effective changes to the ways councils, or the people they influence, manage the environment,
- take into account the needs of community stakeholders. Include mechanisms that ensure council staff buy into the project and are involved in its development (if appropriate),

- support Maori/iwi participation in tool development and implementation initiatives,
- include mechanisms that ensure prospective users are aware of the tool and understand its purpose, applications, limits and implications. Funding for on-going data collection and infrastructure investment to support the tool's use will need to be considered. (For example, the tool might necessitate on-going or one-off investment in staff training, an expansion of computing power, commitment of staff, extra maintenance or upgrade costs),
- include well developed and appropriate implementation plans,
- deliver a tool that is easily and cheaply/freely accessible to future users (e.g. the project might include publicity about the tool or development of training packages; the tool might be in a form that is accessible via council intranet systems; or councils might collectively invest in a workshop on the tool or issue to review progress in several years time),
- extend and/or translate existing and past research, capitalising on previous investment in research and data gathering, and
- include mechanisms that stimulate at least some of the following: effective cross-council collaboration, sharing of expertise, better networks among scientists and practitioners, greater awareness of the role of R&D in environmental management, and building of scientific capacity in Regional Councils.

Proposals should meet many of these expectations, but not necessarily all. Most expectations are reflected in the assessment criteria used to assess and score the final proposals.

The Process

A diagram of the process for Envirolink tools funding is contained in Appendix 2.

The prioritised list of tools

Each year, Regional Councils will be asked to submit, via the cross Council Governance Group, to the Foundation, a collective statement of their tool development projects for the following year, in order of priority and based on the level of funding the Foundation has available. This will be in the form of a word document to be sent to the Foundation's Envirolink co-ordinator at envirolink@frst.govt.nz

For each tool proposed, the following information is required:

- tools project title,
- a description of the tools project. A concise description (no more than one paragraph) of the scope of the tool adaptation or development,
- selected research organisation,
- estimated funding value,
- estimated project duration, and
- a priority number (which will serve as the Regional Council identification code).

When the list is submitted to the Foundation it will be assessed for fit with the Envirolink scheme and will be approved or declined for funding by Foundation management. Foundation staff may ask for further information for any of the proposed tools that do not appear to fit Envirolink objectives before accepting or rejecting the project. A project may be deferred or declined if the concept is unsuitable, or the overall investment is unbalanced, e.g. all the projects relate to one strand of environmental management. (Balance issues will be raised with Regional Councils before the Foundation accepts the final priority list, so this problem is unlikely to arise at decision-making time.) Formal notification of approval will be sent to Cross Council Governance group within one month's receipt of the list.

Funds available

In general, the Foundation expects to be able to support at least $300,000 per annum, on tool development projects per year. However, there is some flexibility in the funding because demand in other parts of Envirolink influences the extent of investment for tools. The Foundation will confirm to the Cross Council Governance group the maximum funding available for the upcoming year before the prioritised list is completed. The Cross Council Governance group is responsible for ensuring that the total value of proposals does not exceed the maximum available for funding.

Co-funding

We encourage councils to commit co-funding to support the tool development or implementation project. However, co-funding is not compulsory.

Project scale

Projects are likely to be $100-200,000 each, with a duration of up to 2 years. If a project is significantly larger or of longer duration, we might suggest it is modified, or submitted later as a Public Good Science & Technology research proposal. A project can have a variable funding profile, i.e. the project's scale is allowed to increase or decrease in year 2.

Full proposal process

We are using an application process that is non-competitive by the time the proposals are submitted. We will accept one proposal for each tool development project which meets one of the agreed priority needs.

There is no submission deadline. Proposals can be submitted as and when they are ready, in any order, provided they have been endorsed and submitted properly and are on the Foundation's approved list of project priorities.

Debates about tool development priorities and who should be in the ideal research team etc. need to be sorted out and endorsed by the Cross Council Governance group before each proposal is submitted. Applicants are free to contact Foundation staff and/or Envirolink research organisation contact staff if they need external advice prior to submission. There is a contact list available on the website.

Who develops the proposal?

For each listed tool approved by the Foundation, a proposal needs to be jointly developed by the research organisation and Regional Council. Appendix 4 contains a proposal template or it can be uploaded from the Foundation website http://www.frst.govt.nz/research/Envirolink.cfm.

A list of eligible research organisations is also available online. If it is necessary to tap skills beyond the listed organisations, subcontracting is an option. We would expect to see council staff taking lead roles in tool implementation. However, we would **not** expect to see Regional Council staff being paid as part of the project.

Nature of the submission process

Once agreement is reached between the council team and a suitable research/tool development group, and the proposal is endorsed by the Governance Committee, the proposal may be submitted to the Foundation. Proposals may be submitted in any order.

A proposal template is available on the website and may be submitted electronically or mailed in to the Foundation's Envirolink co-ordinator. Although submitted by a single organisation, a proposal may include collaborative effort. It is important to declare any potential conflicts of interest e.g. where a key investigator /researcher is related to a Regional Council staff member involved in project design.

Content of the proposal

In preparing the proposal it is important that the nature of the tool being developed and the proposed work to develop and implement the tool is described.

The decision-making process

Foundation Business Managers will review the proposal against the eligibility criteria and the four assessment criteria. If the proposal has significant weaknesses, the Business Manager may ask for more information or a revised approach before conducting a final assessment.

The proposals will also be reviewed by one or more external experts and other Foundation staff if necessary, depending on the complexity and/or known potential controversies surrounding a project.

The Business Manager will take a recommendation to the Foundation Management Investment Committee, who will make the decision to accept, decline or seek modifications to each proposal on behalf of the Foundation Board.

Contract conditions are negotiable, but the Foundation's investment decisions are final.

Assessment Criteria

The Foundation's generic assessment criteria will be applied. These are

- Benefit to NZ
- Science and Technology benefits
- Ability to deliver research results
- Implementation Pathway

The Foundation's generic assessment criteria will be applied. The first two criteria consider potential benefits (Environmental and Science & Technology); the other two consider investment risk (Ability to deliver, Implementation Pathway). Reflecting the intent of Envirolink, the Environmental Benefits & Implementation Pathway is given more weighting. The weighting percentage for each criterion is shown in brackets below next to the criteria heading.

All assessment criteria are scored out of 7. To be eligible for funding, a project must achieve a score of 4 on all criteria. Assessors will use anchor points to guide and standardise their assessment (Appendix 3). Please refer to these to see what constitutes an outstanding proposal. Scores will be weighted and an overall score determined.

1. Environmental Benefits to New Zealand (30%)

The tool being proposed will have been approved by the cross Council Regional group as a joint priority. The proposal should describe:

- Size of the likely benefit: considering the nature, scope and scale of the environmental benefit and how that benefit will arise if a tool is successfully developed, how big or extensive will the benefit be? (For example. a newly adapted tool might affect decision making for all new urban coastal developments, or it might help councils x and y allocate groundwater resources for over 70% of the South Island's lowland plains, or within 2 years it will remove the need to spend $z dollars per year on air quality monitoring in small towns.)
- Timeframe: when might the benefits come about, and will the benefits be durable?
- Building capability: explain how the tool will stimulate a positive change in how one or more Regional Councils operate?
- The proposed tool development/adaptation can be feasibly developed within the funding available

2. Science and Technology Benefits to New Zealand (20%)

For Envirolink, this criterion is mainly about building science-related capacity in Regional Councils, improving their abilities to use environmental research-based tools and to engage (individually and collectively) with the science system in the use and strategic planning of research. This capacity might be boosted by commitment of staff to implement the new tool, training initiatives, secondments, and the setting up of networking mechanisms. The proposal should describe:

- any initiatives that are built into the project to boost science-related capacity in Regional Councils,
- the nature and scale of change that might occur as a result of the tool development project (in the context of science and technology benefits and capacity),
- how these activities will increase the ability of council staff to engage with researchers in the future, and
- any initiatives to ensure that science capability built up through the proposal will be sustained into the future across the council and not lost through natural staff turnover (loss of institutional knowledge).

3. Ability to Deliver Research, Science and Technology (RS&T) Outputs (20%)

This criterion involves an assessment of the individuals and team developing the tool to ensure an appropriate team has been identified. Do the investigators have access to all the necessary skills and research expertise? The proposal should demonstrate that:

- the team has a relevant research track record in the field,
- the team has access to all the necessary skills and resources to complete the project,
- the team has the skills and resources that are appropriate to the tasks involved,
- the team has the freedom to operate, e.g. where an overseas patented tool is being adapted to local conditions,
- the team is aware of recent national and international developments in the field, to ensure they are not "re-inventing the wheel",

- the team is aware of potential scientific and technical risks that might arise during the life of the tool development project, and mechanisms are in place to deal with them, and
- the methodology/ approach is scientifically and technically sound.

4. Implementation Pathway (30%)

We want to be confident the new information will be used to influence change and achieve the environmental benefits being sought. We want to see a plausible route or pathway(s) in which the tool will be used, and/or passed on to others for use (e.g. such as a new or modified council process, technology, guideline, strategy, protocol or plan). The proposal should explain and justify the choice of pathways (and there may be more than one). We suggest the proposal presents a clear implementation plan and address the following:

- Provide evidence that councils have an ongoing role and commitment to the project and ongoing maintenance of the proposed tool.
- What happens next, once the tool is developed? What and who will it influence?
- What might it lead on to?
- Who will take it up and has anyone made any commitment to its use?
- What specific initiatives are in place to ensure all appropriate stakeholders, for example Maori communities, are made aware of the tool and its use.
- Will you be training others in application of the tool?
- Have those future users made any commitment to using the tool, and are they aware of it?
- If there are barriers to implementation, how are these being overcome, and are you confident they can be overcome? For example, a new system might need extensive or very expensive data collection before it becomes workable.

The contract

The contract will be between the Foundation and a single research organisation.

Information set out in a proposal (e.g. objectives, staff and budgets) will populate the draft contract with changes being negotiated with the research organisation in response to feedback received during the approval process.

Contracting will occur and work may begin as soon as approval is granted.

Once the project begins

The Foundation will monitor progress of the project through quarterly reports submitted by the research organisation. Payments will be on invoice and may be submitted to the Foundation quarterly. Invoices should be in line with progress against milestones.

The Foundation has the right to withhold payment if the project is not progressing or has gone off track.

When the project ends, the research organisation is required to fill out an Envirolink specific final report before payment can be made. This report will be used for evaluation purposes and will be held in confidence. In addition, final payment (at least 10% of fund) will be withheld until we receive council confirmation (from a delegated authority) that the tool has been delivered in line with the original scope of the project.

How much information will be made public?

The contract amount, name, provider and summary statement will be publicly available. The priority list will also be available.

Contact information

If you need more information on Envirolink or this application process, please refer to the Foundation's Envirolink web pages http://www.frst.govt.nz/research/Envirolink.cfm. The site includes a list of contact people. Please contact the most appropriate person in the first instance.

If you still have general questions about Envirolink please contact your Foundation Business manager.

Process specific questions should be directed to Helen Gear at the Foundation. Email: helen.gear@frst.govt.nz Phone: 04 917 7841

Documentation for all Envirolink applications should be emailed to envirolink@frst.govt.nz

Appendix 1

Trial Regional Councils and Unitary Authorities

The nine Regional Councils and Unitary Authorities that is eligible to apply for the Envirolink small and medium advice grants:

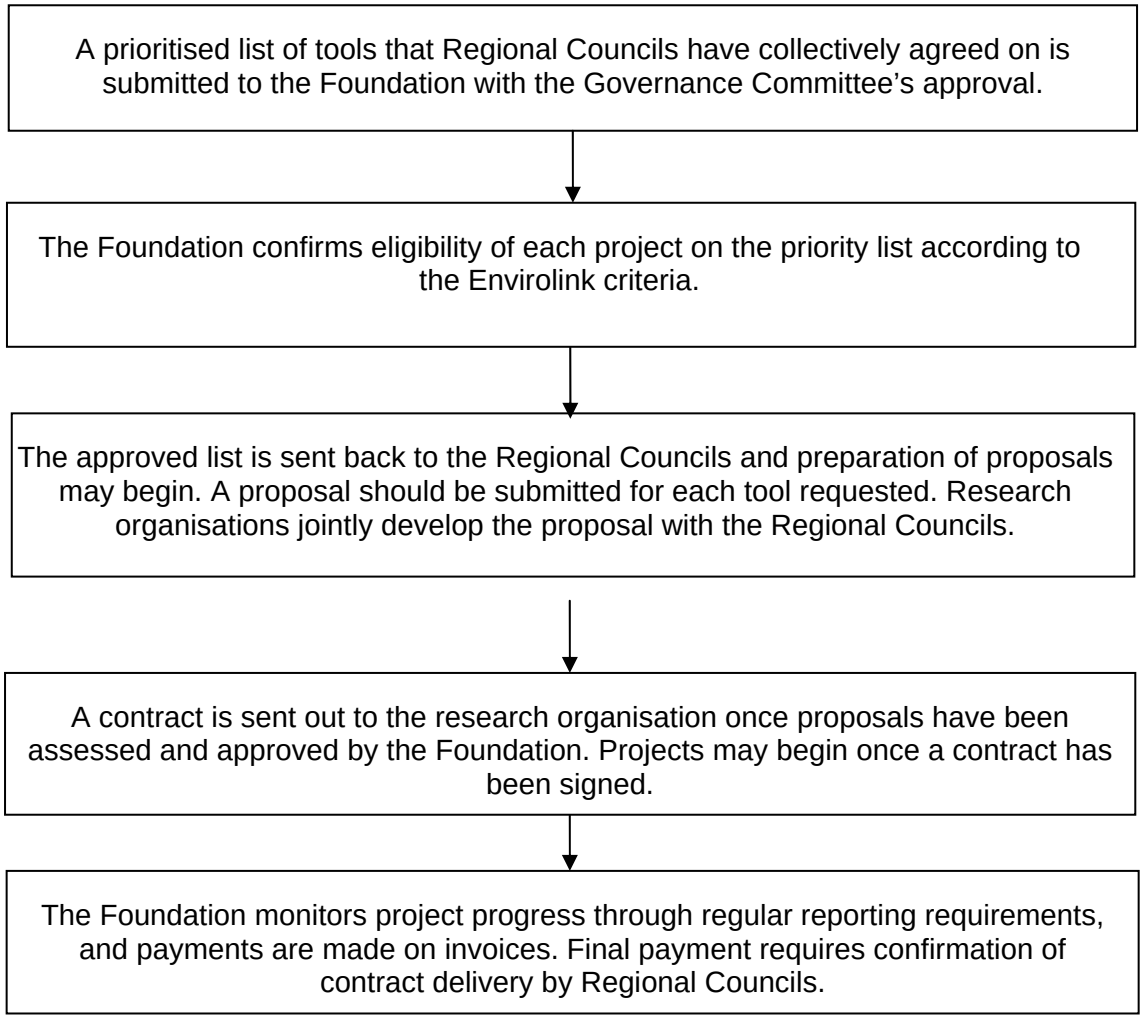
- Northland Regional Council
- Gisborne District Council
- Hawkes Bay Regional Council
- Horizons Regional Council
- Nelson City Council
- Marlborough District Council
- Tasman District Council
- West Coast Regional Council
- Environment Southland.

Research Organisations eligible to provide advice

- AgResearch
- Cawthron
- Crop & Food Research
- ESR
- GNS
- HortResearch
- Landcare
- Lincoln University
- Massey University
- NIWA
- Scion
- University of Auckland
- University of Canterbury
- University of Otago

- University of Waikato
- Victoria Link Ltd.

Appendix 2 Process for funding for an Envirolink Tool development project



Appendix 3: Anchor points for Envirolink tools investment

Assessment Criteria and Anchor Points for Envirolink Part C Proposals

The Foundation's generic assessment criteria will be applied. These are

- Benefit to NZ
- Science and Technology benefits
- Ability to deliver Research results
- Implementation Pathway

The Foundation's generic assessment criteria will be applied. The first two criteria consider potential benefits (Environmental and Science & Technology); the other two consider investment risk (Ability to deliver, Implementation Pathway). Reflecting the intent of Envirolink, the Environmental Benefits & Implementation pathway are given more weight in; the % weighting is shown in brackets below

All assessment criteria are scored out of 7. To be fundable a project must achieve 4 on all criteria. They will use anchor points to guide and standardise their assessment (Appendix 3). Please refer to these to see what constitutes an outstanding proposal. Scores will be weighted and an overall score determined.

1. Environmental benefits to New Zealand (30%)

When the tool being proposed has been approved by the Cross Council Regional Group as a joint priority and approved by Foundation Senior Management as fundable through Envirolink funding, it has been confirmed as of use in enhancing environmental management by Regional Council(s). The proposal should describe

- Size of the likely benefit: Considering the nature, scope and scale of the environmental benefit and how that benefit will arise if a tool is successfully developed, how big or extensive will the benefit be? (For example a newly adapted tool might affect decision making for all new urban coastal developments, or it might help councils x and y allocate groundwater resources for over 70% of the South Island's lowland plains, or within two years it will remove the need to spend $z dollars per year on air quality monitoring in small towns.)
- Timeframe: When might the benefits come about, and will the benefits be durable?
- Building capability: Explain how the tool will stimulate a positive change in how one or more Regional Councils operate?
- The proposed tool development/adaptation can be feasibly developed within the funding available.

	Anchor Point Descriptor: Environmental Benefit

1	
2	Either/or: *Inappropriate for Envirolink:* The likely benefits fall mainly outside the scope of Envirolink, e.g. the request is primarily about economic or social outcomes, or financial benefit to an agency offshore, private business or individual. *Unconvincing benefits case:* Potential benefits to environmental management and to the environment and/or the link between the tool and the intended environmental outcome has not been explained adequately. There is little evidence the tool is needed – it does not fit with needs identified on the cross-council prioritised list. *Inappropriate tool or scope:* The proposed tool appears to be unfit for purpose, a low value or ineffective method that is unlikely to achieve the desired benefit. And/or the scope of the problem is beyond the tool where it is likely to provide a solution within the timeframe indicated. The return from the investment is considered to be low. A score of 2 for this criterion would mean the tool development proposal would not be considered for funding.
3	
4	*Benefits clearly defined and needed:* Realistic environmental benefits and/or likely improvements to environmental management are demonstrated and on the cross-council priority list. *Appropriate nature and value of the tool:* Alignment of problem, solution and potential outcomes is sound. The applicants are asking for appropriate tool development for a relevant question or situation. *Realistic benefit and scale:* The benefits and outcomes identified are considered important on, at least, a local level. The tool, once successfully applied, is likely to make a valuable and durable contribution to the desired environmental benefits (i.e. application of the tool will cause more than a temporary change). The tool is likely to contribute to the achievement of benefits within the timeframe indicated. The investment is considered to be worthwhile.

5	
6	*Tool and benefits well defined*: The tool being sought, and its links to creation of environmental benefit, are well defined and realistic and backed up by convincing evidence. The problem definition, solution via tool development and outcomes are well aligned. The applicants are asking for highly appropriate tool development for a highly relevant question or issue. The tool is fully aligned with, and is a high priority on, the Cross-Council Group priority list. *High value tool:* There is strong evidence that the tool being sought will enhance environmental management and outcomes in critical areas. The tool is considered **critical to environmental management** by the councils collectively or stakeholders that the councils able to influence. *Substantial benefit:* There will be substantial positive changes to environmental management activities in several or many councils and to environmental outcomes once the tool is applied. It offers an outstanding balance of probable return to several or many councils for the risks and level of investment involved. The potential return for New Zealand as a whole is also notable.

7

2. Science and Technology Benefits to New Zealand (20%)

For Envirolink, this criterion is mainly about building science-related capacity in Regional Councils, improving their abilities to use environmental research-based tools and to engage (individually and collectively) with the science system in the use and strategic planning of research. This capacity might be boosted by commitment of staff to implement the new tool, training initiatives, secondments, and the setting up of networking mechanisms. Applicants are asked to describe:

- Any initiatives that are built into the project to boost science-related capacity in Regional Councils.
- The nature and scale of change that might occur as a result of the tool development project (in the context of science and technology benefits and capacity).
- How these activities will increase the ability of council staff to engage with researchers in the future.
- Any initiatives to ensure that science capability built up through the proposal will be sustained into the future across the council and not lost through natural staff turnover (loss of institutional knowledge).

Score	Anchor Point Descriptor
1	
2	*Unlikely to increase Regional Council capabilities:* Research organisation has made little effort to understand or address science capacity in Regional Councils and there are either no planned or no effective initiatives to boost Regional Council staff abilities to interact with the science system or make more effective use of science-based management tools.
3	

4	*Reasonable increase in science capacity of councils:* The proposal includes one or more specific initiative(s) to support the development of scientific literacy and understanding within a number of Regional Councils, including knowledge of the limitations of science-based environmental management tools and how to manage in situations of scientific uncertainty. The councils appear to be committed and this investment is likely to strengthen networks of Regional Council staff and research providers.
5	
6	*Significant & enduring changes in council capacities:* Several highly appropriate initiatives have been proposed, with convincing commitment by the Regional Councils. The initiatives extend beyond the staff directly involved in this project on a day-to-day basis. This investment is likely to lead to durable, positive changes in council/research organisation relationships and benefits beyond those achieved through use of the new tool.
7	

3. Ability to Deliver Research, Science and Technology (RS&T) Outputs (20%)

This criterion involves an assessment of the individuals and team developing the tool. We want to be confident an appropriate team has been identified. Do the investigators have access to all the necessary skills and research expertise? Ideally, the team being put forward will also be the best and most appropriate team, but this is not a requirement (for instance if cost or logistical problems might preclude this). Applicants have been asked to demonstrate that:

- The team has a relevant research track record in the field.
- The team has access to all the necessary skills and resources to complete the project.
- The team has the freedom to operate, e.g. where an overseas patented tool is being adapted to local conditions.
- The team is well aware of recent national and international developments in the field, to ensure they are not “re-inventing the wheel”.
- The team is well aware of potential scientific and technical risks that might arise during the life of the tool development project, and mechanisms are in place to deal with them.
- The methodology/approach is scientifically and technically sound.

Score	Anchor Point Descriptor : Ability to Deliver
1	
2	*Weak team:* The team appears to lack appropriate skills and a suitable track record in the area and/or lacks access to some critical resources (E.g. sufficient data to test a nation-wide modelling tool, access to protected IP and sufficient "freedom to operate"). The team does not appear to be aware of recent developments in the field in question. *Poor design:* The approach being proposed lacks scientific merit and rigour, and/or scientific and technical risks have not been adequately identified and/or managed. (E.g. the proposed approach has been undertaken already and has been proven to be unworkable or irrelevant.) Overall, there is serious concern about the team's ability to produce a robust, effective and suitable tool using the proposed approach, skills and funds.
3	
4	*Sound team and management:* A sound research team with a good track record in a relevant area, and/or good combined track record of individual participants. The team has access to critical resources (e.g. key skills, facilities and relevant intellectual property) needed to complete the project and feasible plans to fill major gaps. The team has sufficient critical mass to successfully complete the project within the intended timeframe and funding. *Sound design:* The approach to tool development/adaptation is scientifically and technically sound drawing on sufficient levels of the underpinning research and knowledge base. Scientific and technical risks have been identified and addressed adequately. Overall, while there may be some reservations about the team's ability to deliver on the proposal, these are not considered to be fatal flaws.
5	
6	*Outstanding team* The team (or its individual members) has an outstanding record of achievement in relevant research, science and technology, resulting in environmental outcomes and has highly regarded leadership. It is amongst the best in the country for the task in question. It has access to all key facilities, intellectual property and necessary resources. Access to any important new skills is well planned or in place (e.g. though use of subcontracts). *Strong design and involvement of end user during development* There are no major concerns about the rigour and feasibility of the

	proposed approach which draws on national & international work. It is clear that the plan has been developed in consultation with council staff and risks are understood and mechanisms are in place to manage them over the life of the project. The proposal puts forward an innovative and highly appropriate approach to the tool development task. The underpinning research has been done, or is sufficiently developed, to enable tool development to proceed now. The assessors have full confidence the team has access to the skills, critical thinking and understanding of the Regional Council context in order to be successful.
7	

4. Implementation pathway (30%)

The Foundation wants to be confident the new information will be used to influence change and achieve the environmental benefits being sought. We want to see a plausible route or pathway(s) in which the tool will be used, and/or passed on to others for use (e.g. such as a new or modified council process, technology, guideline, strategy, protocol or plan).

Applicants are asked to explain and justify their choice of pathways (and there may be more than one). We suggest applicants present a clear implementation plan and address the following:

- Provide evidence that councils have an ongoing role and commitment to the project and proposed tool.
- What happens next, once the tool is developed? What and who will it influence?
- What might it lead on to?
- Who will take it up and has anyone made any commitment to its use?
- Will you be training others in application of the tool?
- Have those future users made any commitment to using the tool, and are they aware of it?
- If there are barriers to implementation, how are these being overcome, and are you confident they can be overcome? For example, a new system might need extensive or very expensive data collection before it becomes workable.

Score	Anchor Point Descriptor: Implementation Pathway
1	

2	*Implementation unlikely:* There are no specific initiatives in place that will support uptake and implementation, or the initiatives proposed are considered to be inadequate (e.g. too limited, unrealistic, targeted at the wrong people, or unconvincing in terms of likely effectiveness). The tool development proposal does not appear to have been designed with implementation in mind. In all, the pathways to tool implementation proposed are unlikely to lead to the desired environmental benefits.
3	
4	*Sound plans for implementation and commitment from relevant parties*: The proposed pathway to implementation is deemed to be appropriate, adequate and workable — it will ensure a contribution to the desired environmental benefits. All necessary relationships are in place, or if some are absent or weak these problems are being addressed in a realistic manner. Constraints and potential barriers have been recognised. Several councils are committed to using the tool.
5	
6	*Complete integration with proposed work:* The implementation plan outlined is highly likely to lead to the desired environmental benefits. It is very well thought out and implementation considerations are integral to the design of the proposal – including highly relevant and perhaps novel ways of achieving the intended benefits. Potential problems and constraints have been anticipated and addressed. The plan and specific initiatives are highly appropriate to the situations faced by several Regional Councils. There is a high level of commitment to effective application and use of the tool from relevant councils and other necessary groups or partners in the pathway (e.g. industry, NGOs etc). In all, the assessors are highly confident the tool will be implemented successfully and to maximum effect given the funds available.
7	

Appendix 4 –Envirolink Tools Application Template

Section 1.0 Key Information

All material supplied to Foundation personnel and consultants who undertake specific tasks are treated with the strictest confidence. Personnel and consultants are required to sign confidentiality agreements. A copy of this agreement can be forwarded upon request. The cells that are greyed in the table below contain information that becomes public domain if the application is approved. Therefore please consider using a project title that is not commercially sensitive.

Tool Project Details:		
Brief Tools Project Title:		
Project Duration:	Months	Grant Type:
Funds Requested:	$ (inc GST)	(Atmospheric, Freshwater, Marine
Total Project Cost:	$ (inc GST)	Terrestrial)

Research Organisation Details:		Project Leader/Contact Person:	
Organisation:		Full Name:	
Physical Address:		Position Held:	
		Work Phone Number:	
Postal Address:		Mobile Phone Number:	
		Fax Number:	
Website Address:		Email Address:	
		Postal Address:	

I have the authority to commit the organisation to this project, and I confirm that all information provided is both accurate and current. Contractors nominated in this application have agreed to the scope of work required from them and the amount they will be paid to undertake it.

Signature: _____ Position: _____

Name: _____ Date: _____

Please attach electronic signature before emailing to Business Manager. Or sign and mail it to the Foundation.

Section 2.0 Project Overview

The project overview should be no more than 2 pages in length. It is the opportunity for you to give an overview of the proposed tool, its use it users and it potential benefit.

Give an overall description of

- **The tool to be developed**
- **An outline of the environmental problem requires the tool**
- **Any past research on which the tool is based**
- **Immediate and future benefits that will result from the use of the tool**
- **Any target stakeholder groups that will be directly involved/affected by the tool**
- **Council commitment to the tools implementation**

Section 3.0 Assessment criteria

The Foundation's generic assessment criteria will be applied. The requirements under each have been adjusted to fit Envirolink. The first two criteria consider potential benefits; the other two consider investment risk. The first and last criteria are given more weight in the Envirolink assessment process; the % weighting is shown in brackets. For further directions in addressing the four criteria, please see the guidelines, available online.

Section 3.1 Environmental benefits to New Zealand (30%)

The tool being proposed should help enhance environmental management by one or more Regional Councils, or it should aid councils to help others carry out environmental management more effectively. Please address the following:

3.1.1 Why and for whom is this project a priority?

1.1 If the tool is developed or adapted successfully, what are the nature, scope and scale of the environmental benefit to Regional Councils and New Zealand? How will that benefit arise? How big or extensive will the benefit be? (For example. a newly adapted tool might affect decision making for all new urban coastal developments, or it might help councils x and y allocate groundwater resources for over 70% of the South Island's lowland plains, or within 2 years it will remove the need to spend $z dollars per year on air quality monitoring in small towns.)

1.2 When might the benefits come about, and will the benefits be durable?

1.3 Explain how the tool will stimulate a positive change in how one or more Regional Councils operate?

Section 5.2 Science and Technology benefits (20%)

This criterion is primarily about building science-related capacity in Regional Councils. A strong proposal will have this additional type of benefit. We want to see increased abilities to use environmental research-based tools and to engage (individually and collectively) with the science system in the use and strategic planning of research. This capacity might be boosted by commitment of staff to implement the new tool, training initiatives, secondments, and the setting up of networking mechanisms. Please describe:

5.21 How the Regional Councils have been involved in the definition of the tool to be developed and any ongoing contribution during the development of the tool.

5.22 How the use of the tool will extend Regional Council's capacity to incorporate research based tools.

5.23 Any initiatives between councils or with the researchers to facilitate tool uptake and training.

5.24 Any initiatives that are built into the project to boost science-related capacity in Regional Councils

5.25 The nature and scale of change that might occur as a result of the tool development project (in the context of science and technology benefits and capacity).

Section 5.3 Ability to deliver (20%)

This criterion involves an assessment of the individuals and team developing the tool. We want to be confident an appropriate team has been identified. Do the investigators have access to all the necessary skills and research expertise? Ideally, the team being put forward will also be the best and most appropriate team, but this is not a requirement. (Cost or logistical problems might preclude this). Please demonstrate that:

5.31 The team has a relevant research track record in the field,

5.32 The team has access to all the necessary skills and resources to complete the project,

5.33 The proposed tool development/adaptation is based on previous research.

5.34 The proposed tool development/adaptation is feasible and realistic within the proposed funding level,

5.35 The team has the freedom to operate, e.g. where an overseas patented tool is being adapted to local conditions,

5.36 The team is well aware of recent national and international developments in the field, to ensure they are not "re-inventing the wheel".

5.37 Budget (up to 2 years)

Income	**Year 1**	**Year 2**
FRST Funds sought		
Co- funding (organisational or external)		
Income total		
Expenses		
Personnel		
Operating expenses		
Building depreciation		
Overheads		
Subcontracts		
Extraordinary expenses		
GST		
Expenses total		

Section 5.4 Implementation Pathway (30%)

We want to be confident the new information will be used to influence change and achieve the environmental benefits being sought. We therefore want to see a plausible route or pathway in which the tool will be used, and/or passed on to others for use, e.g. in a new or modified council process, technology, guideline, strategy, protocol or plan. Applicants need to explain and justify their choice of pathways (and there may be more than one). We suggest applicants present a clear implementation plan and address the following:

5.41 Give any critical success factors for the development of a successful tool and what steps are being taken to ensure risks are minimised

5.42 Describe the approach Regional Councils will take to ensure that the new tool is incorporated into management practise

5.43 If the tool is of potential use to organisations other than Councils describe how the tool will be made available and its uptake facilitated.

5.44 Provide evidence that councils have been heavily involved in proposal development and have an ongoing role and commitment to the project and proposed tool.

5.45 What happens next, once the tool is developed? What and who will it influence?

5.46 What might it lead on to?

5.47 Who will take it up and has anyone made any commitment to its use?

5.48 Will you be training others in application of the tool?

5.49 Have those future users made any commitment to using the tool, and are they aware of it?

5.410 Have any councils made a commitment to using the tool?

5.411 If there are barriers to implementation, how are these being overcome, and are you confident they can be overcome? For example, a new system might need extensive or very expensive data collection before it becomes workable.

Section 6.0 Project Plan

This section focuses on clear identification of the major project plan technical deliverables, milestones, technical objectives and tasks in a way that identifies the risk involved and resources required for each task. Especially important is a clear definition of milestones where the project risks can be evaluated and updated. Each milestone may call for an alternate strategy, e.g. a go/kill or key decision point. Sequencing of work will be provided as an attached GANTT chart. Note that the project will be regularly measured against the project plan to form the basis of the quarterly and final reports. Also note that the project plan can be varied under clauses in the funding contract should that become necessary.

6.1 Provide an overview of your team's overall approach to the R&D work and any quality standards observed:

6.2 Technical Objectives: *The significant technical challenges in the project.*

Objective Name	Specific Achievement Measure

6.3 Project Milestones: *Populate the table with milestones that show the essential steps that must be achieved to deliver the individual technical objectives. A separate table should be prepared for each objective. Technical and reference points marking a major event in the project that may or may not be aligned to project phases or technical deliverables. These may also be decision (Go/Kill) points in the project. Milestones must be specific, measurable and time bound.*

Milestones description	Milestone sequence	Performance measure Go/Kill point?	Completion date

6.4 Cash flow Forecast: *Please provide details of the anticipated total spending for this project and the projected drawdown of funds until the end of the project. Briefly outline the stages of the project during each time period. Expand the number of quarters as necessary. Please note that the maximum length for the project is 2 years.*

Project Period	Activities/stage of project	Anticipated total spend
First quarter (3 months)		
Second quarter		
Third quarter		
Fourth quarter		