



Phase 4 Information Book and Concept Proposal Form

Update: August 2018

**INCENTIVE
FUND**



Incentive Fund is an Australian aid initiative, managed by Coffey, a Tetra Tech company, on behalf of the Australian Government.

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Abbreviations

AHC	Australian High Commission Port Moresby
CP	Concept Proposal
DFAT	(Australian) Department of Foreign Affairs and Trade
DNPM	Department of National Planning and Monitoring
DP	Detailed Proposal
EP	Environmental Plan
GoPNG	Government of Papua New Guinea
IFA	Incentive Fund Agreement
OA	Organisational Assessment
OMG	Operational Management Group
SMG	Strategic Management Group

This document is for organisations that are interested to learn more about Incentive Fund Phase 4. It provides information on who can apply, what activities can be considered and the application process. Organisations are particularly requested to take note of the detailed criteria – especially those related to land title and audited accounts. More information about the Incentive Fund is available on request – the office can be contacted at any time.

Background to the Incentive Fund

The Incentive Fund enables high-performing organisations in Papua New Guinea (PNG) to access support for projects that have a strong development impact for the PNG people. It is a jointly agreed activity under the bilateral treaty between the governments of Australian and Papua New Guinea and is funded by the Australian Government aid program.

The Incentive Fund has been operating in PNG since 2000 through phases 1, 2 and 3, delivering some of the country's most high-profile development projects. These include the redevelopment of markets, primary and secondary schools, technical and vocational institutions, universities, research facilities, hospitals, health centres, aid posts, clinics and bridges.

About Phase 4

Incentive Fund Phase 4 (IF4) began in August 2015. The goal and purpose of IF4 are as follows:

Goal: To improve the capacity of organisations to meet the service delivery and economic development needs of the women, children and men of Papua New Guinea.

Purpose: To attract, identify and incentivise high performing organisations to expand the reach, coverage and quality of their contribution to service delivery and/or economic development in Papua New Guinea.

There are three key End-of-Program targets of IF4. Funding is to be distributed so that:

- A. At least 80% of investments will support the empowerment of women and girls
- B. At least 20% of investments will support private sector engagement in development
- C. At least 50% of investments will be allocated to infrastructure.

Applicants are required to demonstrate how their project outcomes contribute to these targets.

In alignment with GoPNG and Government of Australia priorities, IF4 is especially encouraging projects that:

- Involve agriculture and rural development, including water and sanitation
- Support economic development opportunities, including in the key sectors of renewable energy and telecommunications
- Benefit provincial PNG (developments in NCD are not currently a priority)
- Feature innovative ideas and represent value-for-money
- Involve a broader partnership spectrum, especially the private sector and civil society organisations

Governance: Funding decisions are made by a Strategic Management Group (SMG), which meets quarterly. Membership includes representatives from the governments of PNG and Australia and independent members who are eminent Papua New Guineans.

The SMG is supported by an Operational Management Group (OMG) – a working-level group involving both governments that reviews initial screening results and provides recommendations to the SMG.

Activities that can be supported by the Incentive Fund

Funding is to support activities in a range of sectors that include health, education, transport, law and justice, governance and public administration, private sector development, agriculture and rural development.

Funding is not limited to these sectors and could include:

- ✓ Private sector-driven projects demonstrating direct community benefits
- ✓ Training and skills development (e.g., nursing, tertiary, technical & vocational skills)
- ✓ Economic development activities (e.g., markets, regional agriculture, key infrastructure)
- ✓ Gender equality and women's empowerment (e.g. addressing family and sexual violence, promoting women's leadership and economic empowerment)

Education projects are prioritised if they will support technical education, employment outcomes or girls' education at a secondary level. Primary education or the general expansion of education facilities without a notable point of difference is less likely to receive support.

Please note: The Incentive Fund does not generally support activities related to loans, micro-finance or sports. Proposals in these areas will be considered on a case-by-case basis.

Concept Proposals should be consistent with GoPNG and Australian Government development strategies and plans. In particular, all applicants are expected to clearly demonstrate how their proposal will support the empowerment of women and girls.

Activities that are not eligible for funding

It is important to note that the following activities are excluded from Incentive Fund support (this list is not comprehensive and may change over time):

- New infrastructure or equipment (including houses and vehicles) that is not integrally linked to a service delivery or economic development objective
- New services distinct from existing core business or the relocation of services
- Core or recurrent funding of standard organisational operations
- Comprehensive organisational development, institutional strengthening or capacity development activities or projects for organisations that do not have an existing core capacity for service delivery
- Projects promoting religious activities, including the construction and/or maintenance of churches or places of worship
- Applications involving the procurement of land
- Compensation payments of any type
- Research of a commercial nature where the beneficial copyright will not directly reside with GoPNG, provincial or local government, or community groups
- International fellowships, scholarships, study tours and conferences
- Business investments or other costs that could be reasonably substituted by market-based financing options or interventions that could negatively affect competition in the market
- Private sector projects in which the direct benefits to the organisation outweigh the development benefits to the community
- Any costs after the completion of a project.

What are the funding amounts that are available?

Grants are issued for a minimum of K1 million to a maximum of K10 million. Proposals that are below the minimum amount or above the maximum cannot be further considered.

Previous Incentive Fund recipients must provide a counterpart contribution of 10% for each grant already received and the total project cost in these cases should not exceed K10 million.

Eligible organisations

A wide range of PNG organisations are eligible to apply for funding, including:

- Provincial and local-level governments and their trading organisations
- Statutory government authorities such as research organisations, universities, schools and hospitals
- Community organisations including non-governmental organisations, faith-based organisations, women's organisations, and the local offices of international non-governmental organisations
- Private sector organisations and foundations.

National government departments are not eligible for funding.

Please note: Where there is clear evidence of a proposal being written by a third party who is charging substantive consultancy fees, IF4 may elect not to proceed with the proposal.

Detailed criteria

To qualify for funding, organisations must be registered with the Investment Promotion Authority (IPA) or be established by PNG legislation.

In addition, organisations must demonstrate that they meet the following core criteria for funding:

- A. Evidence of independently audited accounts: All interested and applying organisations must ensure they have been regularly audited by an independent, registered auditor (for private and non-government organisations) or the PNG Auditor General (for eligible government organisations). Government agencies can also use independent auditors if the Auditor General is unable to prioritise their audits.

The certified audit reports must be for two or more recent and consecutive years in the last four years, without significant qualifications, pertaining to the PNG operations and submitted with the financial statements for the relevant years.

- B. Clear title to land: For any projects involving infrastructure activities, evidence of security to land title, lease (accepted as a traditional 99-year lease where land ownership reverts to GoPNG; generally, sub-leases are not acceptable) or legally-registered land use agreement (for customary land) is a requirement.

For projects involving light infrastructure (e.g., water supplies, minor upgrades) in multiple sites, land-use agreements can be provided at a later stage (in the Detailed Proposal) but should include all available information and plans for land use agreement finalisation.

- C. Adequate program management capacity must be available for the scope of the project. The organisation must have a history of successful completion of projects of a size and nature that indicate an ability to successfully implement the proposed project. There must be an

appropriate management structure and personnel with the skills and capacity required to implement the project.

- D. All assets created by the project must be community or government owned or in some way be assured as an asset that will benefit the community on an ongoing basis.
- E. The project must comprehensively address issues of sustainability.
- F. The project must have recent letters of support from relevant government departments, other service providers and the community. These should be less than one year old, specific to the project and include a commitment to recurrent funding if relevant.
- G. An organisation can submit more than one Concept Proposal. However, there can only be one grant per organisation at any one time.
- H. The organisation must agree to address gender, women's empowerment, HIV/AIDS, disability, child protection and environment issues through the project.
- I. Proposals should demonstrate how project outcomes will contribute to IF4's End-of-Program targets.

Project management cost policy

The following policy applies to the eligibility of project management costs in IF4 project budgets:

1. Actual direct costs associated with the delivery of the project (i.e. the cost of "doing") are eligible costs
2. Organisational core/ indirect/ recurrent costs (i.e. the cost of "being") are not eligible costs
3. International costs (e.g., travel, consultants, procurement, management support) are not generally eligible and can only be considered in exceptional circumstances
4. In recognition of varying circumstances, each project proposal will be considered on its merits and value-for-money issues will come into consideration during decision-making. The SMG retains complete discretion on the application of this policy.

Counterpart contribution policy for private sector organisations and foundations

Private sector organisations and foundations will be required to make a Counterpart Contribution to their proposed project, in one of the following ways:

- A cash contribution as a proportion of Total Project Value (minimum 10%)
- Equivalent in-kind contribution of project management arrangements
- Demonstration of other complementary investments in direct support of the project

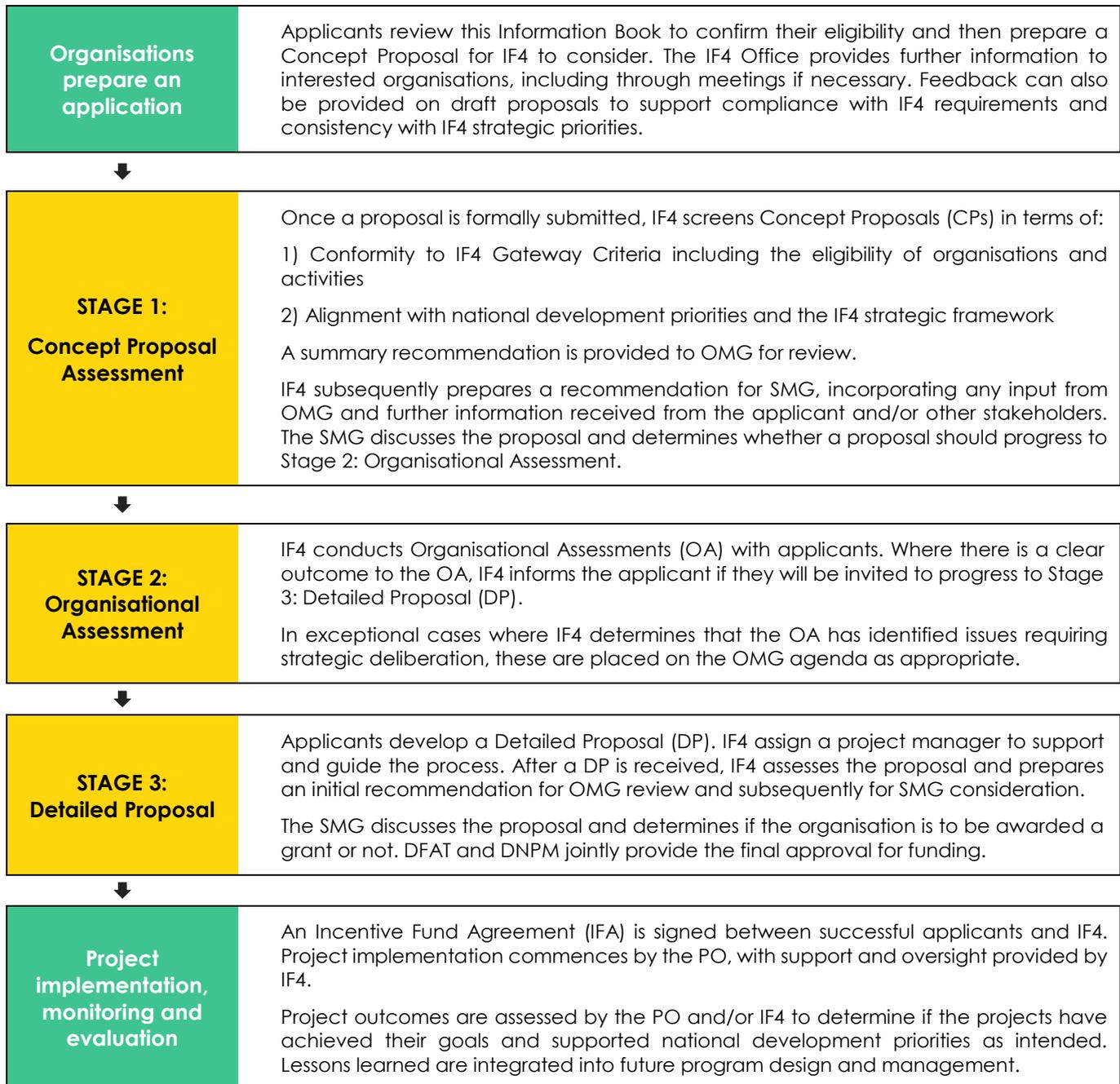
Previous Incentive Fund grant recipients in this category will be subject to an additional 10% contribution for each previous project implemented. The maximum Total Project Value remains K10m and the organisation's contribution will be part of that amount and not additional to it.

A private sector organisation is generally considered to be a for-profit entity that is not owned or operated by the government. A private sector foundation is generally considered to be a charitable or developmental entity that is identified with or controlled by a specific private sector organisation.

The SMG retains discretion as to the application of these definitions and the required form of Counterpart Contribution.

Three-stage application process

There are three key stages in the IF4 application screening process:



Preparing a Concept Proposal for Gateway and Development screening

The first step in applying for an Incentive Fund grant is to prepare a Concept Proposal (CP) for Stage 1 screening. The CP must provide enough information for Incentive Fund to decide:

- Whether an organisation and its proposed project are eligible for funding; and
- The development benefit of the proposed project

The CP form is included in this document. A Word version is available at www.incentivefund.org. Section A of the form asks specific questions about the organisation. Section B requires an outline of the proposed project.

Organisations should **answer all the questions** on the CP form. The application should provide enough information (**including all attachments requested**) for the SMG to determine whether planned activities align with development priorities and whether the organisation is capable of carrying out the activities. This means you should provide a clear picture of what the project entails and its expected outcomes.

Take particular note of the requirement to provide evidence of financial audits and land documents. Your proposal will not be considered until this evidence is provided.

If your CP is selected to pass the Stage 1 screening processes, Incentive Fund will write to you to discuss an Organisational Assessment (Stage 2). After this your organisation **may** be invited to prepare a Detailed Proposal (Stage 3).

Please **do not prepare a Detailed Proposal** unless invited to do so by Incentive Fund

Concept Proposals can be submitted at any time. Applications are reviewed on a quarterly basis and feedback provided thereafter. Response time will vary depending on when you lodge and the volume of applications. Meeting dates and cut-off times are on the IF4 website: www.incentivefund.org

How can applications be made?

Applications can be submitted:

1. By mail: PO Box 523, Waigani 131, Port Moresby, NCD, Papua New Guinea
2. By email: info@incentivefund.org
3. In person: Level 2, Wokples Building, Savannah Heights, Stratos Avenue (off Waigani Drive), Hohola, Port Moresby

All forms, guidelines and further information can be obtained:

1. In person at the above address
2. By email: info@incentivefund.org
3. By phone: (675) 325 2867 / 323 4732 / 7190 4042 / 7190 4043
4. From the Incentive Fund website: www.incentivefund.org

Annex 1

Eligibility Criteria Checklist

You do not need to send in this form with your application.

It is a checklist to determine if your organisation meets the basic eligibility criteria of the Incentive Fund before filling in the CP form. If you answer “no” to any question, do not submit your application. You will need to address that criteria prior to submitting a proposal.

Question	Yes	No
About the proposed project		
Does your proposal focus on one or more development priorities listed in the PNG Medium Term Development Plan, PNG's Vision 2050, PNG's National Development Strategic Plan or the PNG-Australia development priorities?	<input type="checkbox"/>	<input type="checkbox"/>
Does the organisation have the support of relevant government bodies (national/ provincial/ local) and the organisation's executive body for the project proposal?	<input type="checkbox"/>	<input type="checkbox"/>
Has the organisation obtained community agreement with the project objectives?	<input type="checkbox"/>	<input type="checkbox"/>
Does the organisation have title or appropriate long-term lease (as defined by IF4 policy) over land involved in the proposal or legal authority for the use of the land?	<input type="checkbox"/>	<input type="checkbox"/>
Is the required funding within the Incentive Fund limits? (K1 million -10 million)	<input type="checkbox"/>	<input type="checkbox"/>
Is the proposed activity eligible under the Incentive Fund guidelines?	<input type="checkbox"/>	<input type="checkbox"/>
Is the proposed project consistent with the organisation's core activities and management?	<input type="checkbox"/>	<input type="checkbox"/>
Will ownership of assets created or procured through the project rest with a government body or community-based organisation?	<input type="checkbox"/>	<input type="checkbox"/>
About the organisation		
Does the organisation have two years of audited financial accounts (in the last four years) that have been audited by a registered independent auditor or the PNG Auditor General?	<input type="checkbox"/>	<input type="checkbox"/>
Does the organisation demonstrate a willingness to address issues of gender equality, women's empowerment, HIV/AIDS, disability, child protection and the environment?	<input type="checkbox"/>	<input type="checkbox"/>
Is the organisation established in PNG under legislation or registered with the Investment Promotion Authority)?	<input type="checkbox"/>	<input type="checkbox"/>
Does the organisation have a good track record in managing development activities?	<input type="checkbox"/>	<input type="checkbox"/>
Does the organisation have appropriate technical expertise and experience?	<input type="checkbox"/>	<input type="checkbox"/>
Does the organisation have an appropriate organisational structure and staffing profile to manage and implement the scope of the proposed project?	<input type="checkbox"/>	<input type="checkbox"/>
Can the organisation demonstrate that it has good financial management and control; that it complies with its accounting and auditing procedures; that it has no undisclosed debts, compensation demands, or tax assessments; and that it can establish a separate project bank account?	<input type="checkbox"/>	<input type="checkbox"/>

Annex 2

Concept Proposal Application Form

A Concept Proposal (CP) using the IF4 application form must be prepared as the first stage in the Incentive Fund application process. The purpose of the CP is to determine whether the proposed project meets the Incentive Fund's Gateway Screening criteria and development priorities.

The Incentive Fund will acknowledge receipt of your application and give you an estimate of the time it will take before a decision is made on whether you will proceed to the next stage.

If an application does not pass screening, the Incentive Fund will provide reasons in writing. Organisations should **not** commit time and money to prepare a Detailed Proposal unless they are invited to do so by the Incentive Fund.

If a CP is selected to proceed, the Incentive Fund will write to the organisation about the next stage of the process.

Organisations should be aware that **acceptance of a CP does not guarantee funding. The preparation of the CP and any subsequent proposal development is at your own risk and expense.**

There are two sections to the CP application form that follow: **Section A: The Organisation** and **Section B: Concept Proposal Project Details.**

Attachments are also required with your CP application, as listed below in Section B.

INCENTIVE FUND PHASE 4 CONCEPT PROPOSAL APPLICATION FORM

Follow this format and answer all questions as thoroughly as possible. Do not use any other application form (in whole or part) when applying to the Incentive Fund

PLEASE ATTACH SEPARATE SHEETS IF INSUFFICIENT SPACE HAS BEEN ALLOWED.

PLEASE DO NOT SEND ANY ORIGINAL SUPPORTING DOCUMENTS.

Section A: The Organisation

Incentive Fund supports organisations that show they have a proven track record of supporting service delivery and economic development in Papua New Guinea.

Full name of organisation:	
Name of main contact person:	Position in organisation: Email: Telephone:
Name of second contact person:	Position in organisation: Email: Telephone:
Mailing address:	
General telephone:	Facsimile:
General email address:	

1. What type of organisation is applying? (Place an x in one box or more)

Note: Only organisations that are either registered with PNG Investment Promotion Authority (IPA) or established by legislation in PNG are eligible for an Incentive Fund grant.

- Government, or statutory authority
- Private sector organisation
- Private sector foundation
- Landowner, community or similar group
- Faith-based organisation
- Community-based organisation
- Non-government organisation
- Other; give brief details:

If registered with IPA, please state IPA No.

Important Note: Private sector organisations and foundations are required to make a Counterpart Contribution. For more information see Page 5 of the Information Pack

2. Has the organisation previously applied for funding from the Incentive Fund?

- Yes
- No

If yes, please provide details.

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3. Has the organisation received an Incentive Fund grant in the past?

- Yes
- No

If yes, please provide details.

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Important Note: Any organisation that is a previous Incentive Fund recipient must provide a counterpart contribution of 10% for each grant already received. The total project cost in these cases should not exceed K10 million.

4. Provide a brief overview of the organisation (attach up to four A4 pages). Include:

- Purpose, goals and objectives of the organisation
- The budget within which it operates
- Organisation structure and staffing profile
- Legal status and governance arrangements, for example board composition

- A statement describing the organisation's main source/s of funding
- Sex-disaggregated data on recipients (beneficiaries) of the services your organisation has provided over time.

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5. Does the organisation have audited accounts? (Tick one and attach evidence)

Note: Only organisations that have audited accounts are eligible for funding. Audits should be conducted by independent auditors currently registered in PNG or the PNG Auditor General's Office.

- Independently audited accounts are available for two consecutive years in the last four years. Please state years. Yr 1 _____ Yr 2 _____
- Accounts available but have not been audited. **NOT ELIGIBLE**
- Accounts have been internally audited. **NOT ELIGIBLE**
- Accounts are not available. **NOT ELIGIBLE**

6. Does the organisation have a computerised financial management system?

- Yes
- No. Please note that a computerised system is required as a condition of any grant.
If yes, please provide details.

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7. Does the organisation have a successful track record of managing similar development activities?

- No
- Yes
- Please attach details of relevant projects (up to four (4) pages) managed by your organisation, including dates, name and value of project, degree of success, including outcomes of the project/s. Describe how the project/s were monitored and evaluated. Please provide details of referee/s that can be contacted to discuss the project/s.*

8. Does the organisation have written guidelines/policies/procedures for purchasing goods and services (procurement and tendering) and ensuring value for money?

*Note: Organisations must show that they use acceptable procurement procedures to be eligible for funding. If an organisation does not currently have procedures, it will be required to document procurement procedures as part of the development of the project proposal. **Please attach copy of procurement and tendering policies or procedures for purchasing goods and services.***

- Yes
- No

9. Does the organisation have written policies or guidelines that address issues relating to HIV/AIDS, gender equality, child protection and disability? Have these been implemented?

Please describe and attach relevant policies and guidelines and provide details of implementation.

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10. Will the project help to develop the capacity of your organisation to understand and promote gender equality, women's empowerment and social inclusion? If so, how?

Please describe briefly. You are encouraged to attach an annex with more information if available.

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11. Has the organisation sought funding for this Concept Proposal from any other organisation?

No

Yes (provide details):

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12. Provide any available information on the following:

- The quality of current financial management, accounting and auditing procedures.
- Disclosure of debts, compensation claims, tax assessments.

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This is the end of Section A.

SECTION B continues on the following page.

Section B: Concept Proposal Project Details

1. Description of the proposed project

Proposed project title	
Funding requested (approx.) (range K1-10 million)	K.....
Duration (approx.) months/ years
Location (province, district, town)	
Partners: list any partners that will be involved in the project, noting any contribution they will make	

2. What is the goal of your project? Describe how it will benefit Papua New Guineans.

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3. What national development priority will this project address if it is funded? (Medium Term Development Plan, sector policies/priorities, etc.)

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4. Are you seeking 100% funding?

[] Yes

[] No

If no - where is the balance of the funding coming from?

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5. Attach a description of the proposed project (up to five A4 pages). You should address the following points:

- Goal and intended outcomes of the proposed project. List the intended outcomes separately with the target and timeframe for their achievement
- Explain what change the project is intended to achieve and who will benefit. Why is the project needed? What are the issues that the project will address?
- List and describe all major activities to be undertaken, divided into the major project components. Provide an estimated budget and timeline for each component, noting the project management cost policy. List the major procurement items.
- The general nature and scale of construction activity
- A brief description of the local environment including local topography and natural drainage (note any streams or rivers close by), local vegetation or land-uses (gardens, roads and other infrastructure), and the use of local resources such as streams or rivers for domestic purposes.
- Who will be responsible for managing implementation of the project? List skills and experience.
- Support from relevant national or provincial government or authority/ sector agencies (provide evidence that consultations have occurred with district or provincial governments about the proposal). Attach recent letters of support from appropriate national and provincial and/or sector departments, addressing local development priorities where relevant. These should be less than one year old, specific to the project and include a commitment to recurrent funding if relevant.
- What is the community attitude to the project and how has this been assessed?
- Who was involved in developing the project concept? Have women participated in developing the project concept? What other individuals or groups were consulted?
- Have people with a disability or any accredited disability organisation been consulted in the development of this proposal and were the needs of people with a disability considered? Will your project enable active participation and contributions by people with disabilities (for example, inclusive education and accessible infrastructure)?
- Does the project consider how to deal with issues for people living with HIV/AIDS, in particular how to avoid negative outcomes for those people and for others? Have policy or activities related to child protection been discussed?
- How does the organisation intend to ensure the project is sustainable after funding from the Incentive Fund ceases? For example, how will recurrent costs be met?
- What lessons have you drawn on from past experience when developing this Concept Proposal?

Include any other information you feel may help us understand the project.

6. How will this project specifically empower women and girls? Please outline the practical benefits that women and girls will gain from this project, in terms of (i) access to resources and services (ii) leadership and decision-making opportunities (iii) gender-based violence and (iv) women's economic empowerment.

Please describe briefly. You are encouraged to attach an annex with more information if available.

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7. In what ways will the project involve the private sector?

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8. To determine the likelihood of significant environmental impact, please indicate:

Whether the proposed project site and the area around it (up to 2km from the site) will impact on:

- land protected by law (such as National Parks or other Protected Areas)
- animals or plants that are protected by law, or considered rare or endangered
- the site of significant cultural, traditional, historical or archaeological features or events
- none of the above
- don't know

Whether the proposed project activities will involve:

- generation of hazardous wastes (e.g. asbestos) which are dangerous to human health and safety, and which require special handling or treatment
- depositing of waste or discharge of untreated sewage, or wastewater contaminated with oils or chemicals into natural surface waters, coastal waters, ground-waters, or areas used by communities such as garden areas
- draining of lakes, ponds, wetlands, swamps, bogs or coastal lagoons
- cutting, felling or removal of swamp forest or mangroves
- excavation, removal or the risk of physical damage to coral reefs
- none of the above
- don't know

If any of these activities apply to your proposed project, please provide as much detail as possible in your project description. You are advised that if any of the above applies to your proposed project, you may be required to apply to the Conservation and Environmental Protection for an Environment Permit or Approval to carry out the activity.

9. If your project involves activities where land is required e.g. infrastructure, farming etc., please provide evidence of land ownership details for all sites involved. Tick the appropriate box (providing detail separately, if necessary).

Note: The Incentive Fund can only support projects involving land if the applicant organisation has secure land title, long-term lease (accepted as a traditional 99-year lease where land ownership reverts to GoPNG; generally, sub-leases are not acceptable) or legally-registered land-use agreement.

Government land

i. Do you have the land documents from the PNG Department of Lands and Physical Planning that record the original government acquisition from the traditional owners, and the compensation paid?

Yes (Please attach copies of land title documents: DO NOT SEND ORIGINALS.)

No

ii. Do you have a certificate authorising occupancy (CAO) of land or other authority?

Yes (Please attach copy of CAO)

No

Leasehold land

i. Give details of the owner (lessor) and the lessee.

(Please attach copies of land title documents: DO NOT SEND ORIGINALS.)

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ii. What type of lease has been issued? (Is it a private commercial lease, or a Special Purpose Lease from the Government, or some other sort of lease?)

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iii. If your lease is for a specific purpose, please state that purpose.

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What is the term (duration) of the lease?

iv. When did the lease commence?

Freehold land

The title document is available to confirm ownership of the land. (Please attach copies. DO NOT SEND ORIGINALS.) The land was purchased in (date of acquisition).

This is the end of Section B.

Attachments required to the CP application include:

- Brief overview of the organisation (up to four pages)
- Evidence of two years of independently audited accounts, including any qualifications, and the related financial statements
- Recent letters of support from relevant government bodies and community groups, specific to the project
- Details of relevant projects (up to four pages) managed by your organisation
- Copy of procurement policies or procedures for purchasing goods and services
- Relevant policies or guidelines that address issues relating to HIV/AIDS, gender equality, child protection, disability or environmental management issues
- Description of the proposed project (up to five pages)
- Land information including demonstrating the following, where relevant:
 - Government land – Copy of land documents from the PNG Department of Lands and Physical Planning that record the original Government acquisition from the traditional owners and the compensation paid. (DO NOT SEND ORIGINALS)
 - Freehold land - Copy of the title document to confirm ownership of the land. (DO NOT SEND ORIGINALS)
 - Legally-endorsed land use agreement (e.g., by a Level 5 magistrate)

Date of Concept Proposal submission

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Signed:

Name:

Position in the organisation: