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PART A: Overview of the KOHA-PICD

PART A

OVERVIEW OF THE KOHA-PICD

This part of the Handbook provides an overview of the KOHA-PICD system. It includes information on:

- eligibility criteria
- registration requirements
- how to apply for funds
- review, accountability and learning within KOHA-PICD.

1. THE KOHA-PICD SYSTEM

1.1 Eligibility Criteria and Organisational Requirements for KOHA-PICD Registration

In order to be eligible to apply for KOHA-PICD funding an NGO needs to be able to demonstrate that:

- it is non-governmental and non-profit
- it is clearly identified as a New Zealand organisation (this includes New Zealand branches of international NGOs)
- its activities are consistent with the community development principles and criteria established for the KOHA-PICD (shown, for example, by its constitution or mission statement)
- it can generate funds in New Zealand from which matching funds can be allocated for development projects or programmes
- it has appropriate project management and financial systems in place, including:
 - a project/programme decision-making body that has relevant knowledge and experience of development issues
 - a demonstrated and sound process for assessment and monitoring of projects/programmes
 - access to regular and accurate information from overseas partners
 - a system to maintain information on the partner and its projects/programmes
 - a set of annually audited accounts that clearly identifies receipt and transfer of the KOHA-PICD funds (and NGO's own matching funds) to partners overseas
 - an ability to provide adequate and accurate project/programme progress and financial reporting to the KOHA-PICD.

1.2 Getting Registered

1.2.1 Learning about the KOHA-PICD programme and requirements

Before applying for KOHA-PICD funding NGO members should attend “An Introduction to KOHA-PICD” training course. This KOHA-PICD commissioned course is run by CID on a regular cycle and provides key information on the nature of the KOHA-PICD programme, its aims, focus, processes and requirements. Further information and dates for these courses are available on the CID website at <http://www.cid.org.nz/training/index.html> or by contacting the CID Training and Capacity Building Manager.

1.2.2 Registration requirements

In order to be registered to receive funding from KOHA-PICD, the organisation must send the PMC:

- a letter requesting registration for access to the KOHA-PICD
- a completed organisational profile
- a completed organisational self-assessment form
- a copy of its constitution, mandate or objectives
- a copy of its most recent annual report
- a copy of its most recent audited financial statements, including assets and liabilities.

1.2.3 Organisational profile

Use the KOHA-PICD Form 1 to complete your organisational profile. The organisational profile should be accompanied by an organisational self-assessment, which provides more detailed and specific questions to help your NGO think through the obligations and responsibilities implicit in using KOHA-PICD funds to support your international community development work. You will need to provide a description of your NGO, its development approach and partners. The CID mentoring scheme can help you to complete both the organisational profile and self-assessment. Contact the CID Training and Capacity Building Manager phone: 04 496 9615.

1.3 The Registration Process

Applications for registration are considered by the PMC at the meeting following receipt of the application. In assessing an NGO's application for registration, the PMC looks to see that the NGO meets the minimum eligibility criteria as outlined in section 1.1. An NGO must be approved for registration by the PMC before it can submit any proposals for project and programme funding. However, registration does not mean an NGO will automatically receive KOHA-PICD funding. All project and programme funding applications must meet KOHA-PICD principles and criteria.

Once an NGO is registered it will be sent a letter confirming provisional registration. This letter will also inform the NGO of any steps that the PMC may recommend or require in order to address any shortcomings that the NGO may have identified in its self-assessment. Full registration occurs after certain conditions have been met. See section 1.5.2.

All KOHA-PICD registered NGOs, as well as those seeking registration, are assigned a liaison person from among the NGO members of the PMC. This person is intended to be a primary point of contact for registered NGOs between PMC meetings and when they are seeking clarification or guidance on:

- interpretation of the KOHA-PICD Handbook and criteria
- clarification of questions in application and report forms
- PMC decisions and the content of letters to their NGO from the PMC.

An approved organisational profile means the NGO can access KOHA-PICD funding and a representative of the NGO can vote at NGO/NZAID meetings where the PMC is elected.

Where an organisational profile is not approved by the PMC, reasons will be given to the NGO and it can either appeal the decision following the process set out below or reapply in the following year.

1.3.1 Revocation of KOHA-PICD registration

NGOs must continue to meet the requirements of the eligibility criteria throughout their engagement with the KOHA-PICD. In addition, they must meet the obligations detailed in their Letters of Grant and/or agreements. Under normal circumstances, the PMC will work with the NGO to ensure that it understands and continues to meet its requirements and obligations.

In some circumstances, however, it may be necessary for the PMC to consider revoking an NGO's registration.

Should an NGO fail to maintain registration standards, the following process is followed:

- the PMC identifies the problem and assesses the situation
- an organisational review is conducted following the procedures explained in Part F.

If the NGO is unable to satisfactorily address the issues raised by the PMC within 12 months, its registration will be revoked. The NGO can appeal the decision following the same process as for the organisational profile appeal process set out in Section 1.4.

1.4 Organisation Profile and Registration Appeal Process

In the event of an organisational profile not being accepted by the PMC, or where an NGO's registration has been revoked, an appeal process is available. This process is as follows:

- a two-person panel is convened, made up of a representative of NZAID nominated by the Executive Director of NZAID, and a representative of CID nominated by the Chairperson (neither of them can have been involved in the original decision to reject the organisational profile, or have had any involvement in the NGO applying for approval, or in the revocation process)
- the panel will not re-assess the application or decision to revoke registration but will seek information from the PMC about the basis for its decision and invite the NGO to comment on the decision
- the panel will check that a fair process has been followed and that the PMC has fairly applied the criteria for approval

- if the panel considers that a fair process has been followed it will confirm the PMC decision
- if the panel considers that the PMC has not followed a fair process, it will ask the PMC to reconsider its decision.

1.5 Registration Status

NGOs that meet the eligibility criteria for registration will first receive provisional registration. They will be eligible for full registration after two years on the basis of a successful record of applications and reports and an indication from the NGO of how it has responded to any recommendations or requirements that the PMC may have made at the time of informing the NGO of its provisional registration.

1.5.1 Provisional registration

For the first two years after a successful application for KOHA-PICD registration, organisations are provisionally approved. Provisionally registered organisations are initially placed in a funding band (\$0 to \$300,000) and cannot move into a higher band or seek Block Grant status until full registration is granted. During the period of provisional registration, the PMC may also decide, based on information provided through an NGO's self-assessment, to place an initial limit on the size of project budget for which an NGO may apply, or to require that an NGO start with one of more Partnerships for Development grants before moving to an application for project funding. A representative of an organisation with provisional registration can vote in the annual PMC elections.

An organisation's registration lapses if it does not access funding from KOHA-PICD for four years. The organisation can then resubmit an organisational profile and indicate its intention to apply for funds in the future.

1.5.2 Full registration

Full registration is granted after a two-year history of:

- successfully accessing, managing and reporting on KOHA-PICD funding
- demonstrating an understanding of KOHA-PICD criteria and principles
- undertaking any steps that the PMC may have required in order to address any shortcomings identified through the self-assessment process.

An NGO seeking full registration must write to the PMC to request full registration, explaining how it has met these criteria.

1.5.3 Funding levels and ceilings for KOHA-PICD registered organisations

NGOs receive funds on a project by project basis for the first two years of registration.

Project funded organisations are placed into a funding level based on their track record over the last two years. These levels are:

- 0 - \$300,000
- \$300,001 - \$600,000
- \$600,001 - \$1,200,000

- Banding increases of \$600,000 from \$1,200,000 onward.

Progress through the bands and increases in funding granted also depend on a number of factors outside the organisation, including the overall pool of KOHA-PICD funds available and the number of organisations seeking funding at that time. An NGO wishing to move from one funding level to the next should apply to the PMC in writing setting out its case for increased funding based on its track record and organisational capacity.

Block Grant funding

NGOs that have successfully applied for and reported on KOHA-PICD funding through individual project applications for two years following full registration can, if they wish, apply for Block Grant funding status. Project/programme funds are paid to approved organisations in a lump sum, i.e. a Block Grant, annually, usually in August each year.

Details of the application process can be found in Part E. There are different levels within which Block Grant NGOs receive funds. The levels are:

- up to \$600,000
- \$600,001 – \$1,200,000
- \$1,200,001– \$2,000,000
- \$2,000,001 – \$2,800,000
- \$2,800,001 - \$4,000,000
- \$4,000,001 - \$5,000,000

All Block Grant NGOs are placed in a particular level based on their use of KOHA-PICD funds over the last two years. NGOs can apply to move from one level to another as their capability increases and funds allow. Project funded NGOs that apply and receive a Block Grant will enter the scheme at the appropriate level, based on their use of project funding over the previous two years.

1.6 How to Apply for Project or Programme Funds

1.6.1 Application categories

There are two categories of applicants – those eligible for individual project or programme funding, and those eligible for Block Grant funding.

Application requirements vary, depending on which funding category the NGO applicant is in. There is more information about the requirements and procedures for applying for KOHA-PICD Projects in Part D and about Block Grants and Block Grant funding in Part E of this Handbook.

Registered organisations can also apply for grants to support and strengthen the work of their organisation (refer to Part B).

1.6.2 Appropriate forms

Applications for the various categories of support from KOHA-PICD must be typed and sent to the PMC on the appropriate forms. These forms are included in Part H and also on the NZAID website www.nzaid.govt.nz. Organisations should use the Internet

versions if possible, as these are the most up to date versions. A signed paper copy of the application is required by the PMC. It is recommended that NGOs send a completed form by email as a back up copy. This must be sent as an attachment to the message.

1.6.3 Closing dates for applications

To make sure the PMC has enough time to consider an application, the KOHA-PICD Administrator needs to receive the application by the specified deadline. Information on current deadlines is available from the KOHA-PICD Administrator, listed in the regular CID newsletter and posted on the NZAID website www.nzaid.govt.nz.

1.7 Financial Requirements

1.7.1 Responsibility for proper use of funding

NGOs that apply for and receive funding through the KOHA-PICD are responsible for ensuring that all such funds are disbursed and accounted for in accordance with KOHA-PICD criteria and requirements.

This includes:

- ensuring funds are used strictly for the purpose for which the funding was approved
- completing and sending accurate reports to the PMC on the appropriate forms and within the appropriate timeframes.

The NGO is liable for repaying any funds including GST that the PMC requests to be returned for any reason.

If any KOHA-PICD funds are stolen or embezzled in New Zealand, New Zealand NGOs should lay a complaint with the New Zealand Police and inform the PMC via the KOHA-PICD Administrator.

1.7.2 Matching funds

When an NGO applies for support for programmes or projects from KOHA-PICD it must provide evidence that it has the initial matching funds available. These funds, which are raised in New Zealand, are necessary to match and use KOHA-PICD funds for the implementation of the programme or project. Suitable evidence might include a statement by the NGO's treasurer or accountant, a copy of a bank draft or record of telegraphic transfer. If the PMC has deferred a programme or project until the next financial year while waiting for further information, the PMC will consider matching funds that were raised and/or sent to the project or programme partner in the previous financial year.

1.7.3 KOHA-PICD funds advertising policy

Acceptable advertising

Any NGO advertising referring to a KOHA-PICD funded project must recognise that KOHA-PICD funds contribute part-funding as matching funds to the project, with the organisation's own fundraising contributing the relevant proportion.

The following advertising guidelines were endorsed at an NGO/MFAT meeting in October 1992.

Individual Grant organisations

NGOs that apply for individual project funds under the KOHA-PICD may advertise that they are fundraising and that the project may be eligible for KOHA-PICD funds.

Block Grant organisations

NGOs receiving a KOHA-PICD Block Grant may advertise that they are fundraising so that they can apply part of their Block Grant to the project or programme. This is acceptable because it recognises that the KOHA-PICD funds are a contribution, matching the NGO's fundraising.

Unacceptable advertising

NGOs may not:

- use KOHA-PICD registration status to undertake or support their fundraising activities
- advertise projects as attracting KOHA-PICD funds before receiving KOHA-PICD funding approval
- advertise projects or programmes implying that they will automatically receive KOHA-PICD funding
- advertise for funds to match KOHA-PICD funds received through a Block Grant. This is not acceptable because the Block Grant matches funds raised by an NGO, not the other way round.

1.7.4 GST and the KOHA-PICD

There are two primary rules that apply to the treatment of GST in relation to KOHA-PICD grants to New Zealand NGOs:

- NZAID grant funding received by a New Zealand NGO without a requirement that it will be remitted overseas, will attract GST
- NZAID grant funding received by a New Zealand NGO and transferred to an overseas partner organisation may be exempt from GST if certain conditions are met.

This means that programme or project funding sent to partner organisations overseas will not attract GST. However, the following requirements must be met to fulfil the conditions of the grant:

- the NZ NGO must be GST registered
- the GST exempt funds must:
 - be transferred outside New Zealand and
 - be transferred to an overseas organisation that is operating overseas at the time the payment is received by them and
 - be used to acquire goods or services outside New Zealand.

All grant funds that are not required to be transferred overseas will be subject to GST. For example, GST should be paid on full Appraisal, Monitoring and Evaluation (AM&E)

grants, New Zealand NGO Organisational Support grants, and grant funding retained in New Zealand to cover administration and/or overheads.

All grant funding is paid GST inclusive, i.e. the GST is funded as part of the grant received by an NGO. The GST is made up of:

- 12.5% of the administration component, i.e. GST will be provided on top of the 8% administration grant an NGO applies for. The NGO will be paid 8% of the grant + GST.
- 12.5% of the AM&E component, i.e. GST will be provided on top of the AM&E grant an NGO applies for. The NGO will be paid the AM&E Grant + GST.

All applications from funded organisations and formal advice from NZAID will include a break down of the grant identifying:

- the administration amount
- the AM&E amount
- the amount of grant funding
- the GST on the grant.

On receipt of the total funding the organisation will be liable to account for and pay the GST that is funded within the total grant.

It is the responsibility of individual NGOs to clarify and satisfy their obligations to the IRD, depending on whether or not they are registered under the GST provisions of current tax legislation. NZAID cannot offer legal advice on these matters. However, NGOs may wish to view the Inland Revenue Department's website www.ird.govt.nz and the Goods and Services Tax (Grants and Subsidies) Amendment Order 2003.

1.7.5 Payment of funds

After a project application is approved, a formal letter of approval and the funds are sent to the NGO within two to three weeks. If the application is not approved, the NGO will receive a letter indicating the reasons for the decision.

1.7.6 Remittance of funds

The NGO is expected to send KOHA-PICD funds (together with matching funds) to its programme or project partner quickly, where this is in the best interests of the community members benefiting from the project. All KOHA-PICD funds received by a NZ agency must be remitted overseas in the same financial year in which the application is approved. These funds should then be spent by the overseas implementing partner within a 12 month period to ensure project timeframes are achieved. Funds are not to be held by developed country intermediary agencies. If there are any unexpected delays in sending funds the PMC must be informed immediately.

2. WHAT CAN THE KOHA-PICD SUPPORT?

2.1 Programmes and Projects

There is sometimes confusion between the words project and programme, and some people use the words interchangeably.

PART A: Overview of the KOHA-PICD

A project is normally seen as discrete and finite, involving a defined set of activities that have identifiable objectives, outputs, timeframes and implementation plans over a relatively short time.

A programme may be many different things in the context of ongoing relationships between two or more partners.

A programme is broader in scope than a discrete project. Development programmes typically have a higher level strategic goal or goals that are not achievable through one project. To achieve such goals they usually include a number of related projects or elements. For example, a programme could involve a community level project alongside interconnected research, advocacy and/or campaign projects or activities. Programmes may also be bound together, by promoting development in a particular geographic area (e.g. community, district, country or region) or by a theme. They can also be sectoral or multi-sectoral.

Programmes specify a goal, objectives and outputs at a strategic level, allowing for deeper engagement with a partner and community and having deeper impact. In order to achieve the strategic goals, a programme is typically carried out in a multi-year timeframe. In recognition of this KOHA-PICD can support programmes up to five years long.¹

In practice, the difference between a programme and a project approach is more of a continuum than two mutually exclusive boxes. The easiest way to highlight the differences is by way of example.

A micro-credit project may be a small loans scheme to support income-generating activities for a small women's group. It may be for one year only, with the expectation that the funding will give the participants an opportunity to improve their situations and repaying loans may enable others to benefit.

On the other hand, support for a partner organisation's micro-credit programme may involve a variety of activities over a number of years. These may include assistance to the partner organisation to develop appropriate management, financial and training systems for the programme, funds to provide loans to a number of women's groups for income generating activities, support for savings schemes, training in managing credit and small businesses and raising awareness about social and community issues. There is some overlap in the activities of the project and the programme, but the programme is more extensive and more likely to be funded over a number of years.

It is important that both projects and programmes are seen in a local context. The KOHA-PICD encourages NGOs to think about a variety of ways of supporting development activities that respond to local needs and contribute to sustainable development by the people involved. KOHA-PICD supports programmes that have been developed jointly by the New Zealand NGO and their partner(s). In this sense, it encourages NGOs to think about and develop ongoing partnerships with groups or networks and consider support for wider programmes over a number of years. KOHA-PICD programme funding is not intended to allow New Zealand NGOs to co-opt partner programmes as their own.

¹ Sound development practice would generally dictate that a programme evaluation and new design should occur within a 5 year timeframe. KOHA-PICD may support a programme with such a re- design beyond the initial 5 year funding time span.

2.2 A Summary of Funding Opportunities

The table 'Overview of KOHA-PICD Funding Opportunities' provides basic information about the different ways NGOs can access funding from the KOHA-PICD. These differ for Block Grant and individual project or programme funded organisations. Part B details the specific criteria, guidelines, procedures and funding limits that apply for each category and funding type. Part D covers more specific details relating to Individual Grant NGOs and Part E gives information on Block Grant funding requirements.

See guidance note in Part I 'Characteristics of Block Grant Organisations' for guidance on determining whether an Individual Grant Organisation should be considering applying for a Block Grant.

Overview of KOHA-PICD Funding Opportunities

Purpose of the Grant	Funding opportunity	Levels of KOHA-PICD support	Maximum KOHA-PICD funding	NGO funds required to match KOHA-PICD grant funds.*
Support for partners' projects or programmes or capacity building	Community development projects/ programmes	4:1 funding ratio	\$200,000 for Individual Grant NGOs. One fifth of total project/ programme for Block Grant organisations	Up to \$50,000
Support for NGOs to build or strengthen partnerships	Partnerships for development	Up to 100% of costs	Up to \$5,000 to establish a partnership \$10,000 for a joint activity	
Support to strengthen NZ NGOs	Administration	8% of the project cost or Block Grant	8% of the project cost or Block Grant	
	NGO organisational support	Up to 100% of cost	Up to \$15,000	
	Appraisal, monitoring and evaluation	5% of project cost or \$5, 000 whichever is the larger or 5% of Block Grant	5% of project cost or \$5,000 whichever is the larger or 5% of Block Grant	

* NGOs are free to raise more than this level of funding for each project they apply for, but any extra funds will not qualify for KOHA-PICD funds above the maximum stated.

2.3 A Summary of Accountability Requirements

The table 'Overview of KOHA-PICD Accountability Requirements for All KOHA-PICD Registered Organisations' provides basic information about the different ways in which NGOs are accountable within KOHA-PICD. As with applications, these differ for Block Grant and Individual Grant funded organisations.

Overview of KOHA-PICD Accountability Requirements for All KOHA-PICD Registered Organisations

	Requirements	Date required
Provisional registration	<ul style="list-style-type: none"> • completion of an Organisational Self-Assessment form and an Organisational Profile on KOHA-PICD Form 1 • a letter requesting registration for access to the KOHA-PICD • a copy of organisation's constitution, mandate or objectives • a copy of the NGO's most recent annual report • a copy of the NGO's most recent audited financial statements, including assets and liabilities • attendance at Introduction to KOHA-PICD training (strongly advised) 	Prior to the receipt of funds
Partnership for development (Pfd) reports	Report on the use of Partnership for Development Grants on KOHA-PICD Form 8	Within 3 months of the completion of the activity or within 15 months of funding approval, whichever is earlier
Organisational support grant reports	Report on the use of funds for one-off capacity building or organisational strengthening of their NZ NGO on KOHA-PICD Form 10	Within 3 months of the completion of the activity or within 15 months of funding approval, whichever is earlier
Organisational review	<ul style="list-style-type: none"> • aimed at confirming NGO compliance with KOHA-PICD criteria and requirements and the capacity to meet KOHA-PICD standards, and to assist NGOs improve their work with partners by identifying general areas of learning (See Part F of the KOHA-PICD Handbook) • may include a visit to partners 	To be expected every 4 - 5 years

PART A: Overview of the KOHA-PICD

Individual Grant Funded Organisation Requirements

	Requirements	Date required
Project applications	Apply on KOHA-PICD Form 2 (single and multi-year applications)	Submitted throughout the year by the deadline preceding a PMC meeting
Final project reports	Report on the use of KOHA-PICD funds for single or multi year projects on KOHA-PICD Form 3A	Within 3 months of project completion or within 15 months of project approval
Report on multi-year projects	Progress reports made on KOHA-PICD Form 3B Final report KOHA-PICD Form 3A	9 months after project funded in first year, and a financial acquittal 15 months from funding or within 3 months of completion of the project
Administration funding acquittal	A standard statement of expenditure signed by the office-holder responsible for finances as per the end of year report for Individual Grant NGOs (KOHA-PICD Form 6B)	The deadline for the first PMC meeting in the new financial year.

PART A: Overview of the KOHA-PICD

Block Grant Organisation Requirements

	Requirements	Date required
Gaining Block Grant funding status	<ul style="list-style-type: none"> • received and reported on KOHA-PICD funding adequately for a period of at least two years after full registration • demonstrated understanding and application of KOHA-PICD criteria • can confidently predict matching funds • an organisational review, including a partner visit <p>See Part E Handbook Apply on KOHA-PICD Form 4A</p>	Before moving to Block Grant funding status
Reinstatement of Block Grant if funding status lost	<ul style="list-style-type: none"> • Reapply for admission <p>See Part E Handbook Apply on KOHA-PICD Form 4A</p>	After two full years
Annual application for funding	Apply on KOHA-PICD Form 4A	The first PMC meeting deadline after the 30th June
Block Grant funding of over \$200,000 KOHA funds per project/ programme	<p>An organisational review, including a partner visit, considering an NGO's organisational arrangements for partnerships may be required before an NGO can apply funds of over \$200,000 KOHA funds per project or programme.</p> <p>Project or programme plan provided to the PMC following guidelines set out in KOHA-PICD Form 4B</p>	Submitted by the deadline for PMC meeting immediately preceding planned implementation
Annual Notifications on funding of under \$200,000 KOHA funds per project/ programme	Notification on use of KOHA-PICD project, programme or programme design phase funds on form KOHA-PICD Form 5	The deadline for the first PMC meeting in the new financial year.
In-depth Reports on Block Grant projects/ programmes of under \$200,000 KOHA funds & AM&E	<p>2-5 in-depth reports on Block Grant funded projects, programmes or programme design phases as requested by the PMC on KOHA-PICD Form 3A</p> <p>AM&E programme reports may be requested within this total</p>	Annually within 3 months of the PMC's request, usually November each year
Annual Block Grant Reports on Projects or Programmes of over \$200,000	Report covering year's activities following guidelines in Part E Section 5 of the KOHA-PICD Handbook	Annually at completion of annual project/ programme cycle

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KOHA funds		
Final Block Grant Report on Projects or Programmes of over \$200,000 KOHA funds	Full report on multi-year project/ programme following guidelines in Part E Section 5 of the KOHA-PICD Handbook	At completion of project/ programme, at least every 5 years
AM&E Reports	Report on the use of AM&E funds on KOHA-PICD Form 13	The deadline for the first PMC meeting in the new financial year.
Annual Report	A copy of the NGOs most recent Annual Report	The deadline for the first PMC meeting in the new financial year.
Organisation profile	Updated profile	The deadline for the first PMC meeting in the new financial year.
Audited financial statements	A copy of the NGOs most recent audited financial statements	As soon as they are available and, at the latest, by the deadline for the first PMC meeting in the new financial year.
Reconciliation	A reconciliation of Block Grant income against expenditure on projects/programmes, AM&E, administration and GST	The deadline for the first PMC meeting in the new financial year.
A letter from an independent accountant/ auditor	A letter from an independent accountant / auditor verifying that KOHA-PICD funds have been used for the purposes intended (if this is not included in the financial statement)	The deadline for the first PMC meeting in the new financial year.
Report on the use of administration funds	A financial acquittal of administration funds used, to be included with the organisation's audited accounts	The deadline for the first PMC meeting in the new financial year.

3. KOHA-PICD MANAGEMENT

The KOHA-PICD is managed by a Programme Management Committee (PMC). The PMC is made up of four representatives elected by NGOs at the annual NGO/NZAID meetings, and the NZAID Programme Manager, Civil Society.

The Minister of Foreign Affairs and Trade may appoint a person to liaise with the PMC, who will attend meetings as appropriate.

An independent chair works on a contractual basis, both to facilitate the meeting processes and to ensure that the strategic focus of the KOHA-PICD is maintained through external relationships, policy development and processes for continuous learning.

3.1 PMC Decision-Making Process

The PMC assesses applications against the KOHA-PICD criteria and guidelines outlined in the introductory part of this Handbook, as well as any specific criteria for the particular type of funding requested.

The decision-making process for Individual Grant organisations can be found in Part D of this Handbook.

The decision-making process for Block Grant funded organisations is discussed in detail in Part E.

The PMC recommends Block Grant applications and applications for funding to NZAID. Funding is approved within NZAID and the Minister of Foreign Affairs and Trade is informed where necessary. Further detail on how the PMC works is included in Part G.

3.2 NZAID

Within NZAID, the Programme Manager, Civil Society is responsible for the overall programme management of the KOHA-PICD and Humanitarian Action Fund (HAF) NGO Programmes. The NZAID Programme Manager:

- is a full member of the KOHA-PICD PMC decision-making processes
- is the primary point of contact between the KOHA-PICD PMC and NZAID
- participates in preparing policy documents for the PMC
- follows up decisions and issues within NZAID from the meetings
- coordinates (with CID) the annual NGO-NZAID meeting
- manages the budget together with the PMC and actions financial allocations
- prepares KOHA-PICD-related submissions for Ministerial approval.

3.3 Administration

Administration of the KOHA-PICD is undertaken by a contracted KOHA-PICD Administrator, who works wholly on KOHA-PICD programmes and is responsible to the PMC.

The KOHA-PICD Administrator is the first port of call for the following:

- all general enquiries regarding the KOHA-PICD
- requests for KOHA-PICD Handbooks and forms
- all correspondence, email, applications and reports intended for the PMC.

4. REVIEW, ACCOUNTABILITY AND LEARNING IN KOHA-PICD

The KOHA-PICD has a number of ways of encouraging and maintaining high quality community development initiatives that have positive and lasting impacts. The KOHA-PICD also encourages participating organisations to develop and maintain good processes and procedures to ensure that this occurs.

4.1 Review and Accountability

The following components support the evaluation of the effectiveness of the KOHA-PICD, and support learning by the organisations and partners involved:

- self evaluation by the NGO and sharing of experience among the NGOs
- regular monitoring and reporting to the PMC are the responsibility of the New Zealand NGO and are the primary basis of accountability for funds received from the KOHA-PICD
- organisational reviews are organised by the PMC in consultation with the NGO. They involve a New Zealand-based organisational review and may involve a visit to partner organisations;
 - the NGO is expected to ensure its partners are aware of the possibility of a review before they apply for KOHA-PICD funding and to liaise with them in setting up such a visit
 - the PMC will pay expenses incurred by the partner organisation to facilitate such a visit (e.g. telephone calls, faxes, use of vehicles)
 - more details about the organisational review process can be found in Part F
 - facilitated peer-based learning opportunities examine key development themes, for example, the impact of development projects and programmes on targeted communities, networks and alliances
 - this may be through in-depth focus on a selection of programmes or projects based around sectoral, thematic or regional issues
 - wider learning can be shared within the local and international NGO community
 - other evaluation activities that the PMC or NZAID may consider valuable or necessary from time to time.

4.2. Learning in KOHA-PICD

The KOHA-PICD puts a high value on providing opportunities to support learning that are separated from the compliance and accountability requirements of the programme. The key components of this learning approach for New Zealand NGOs include:

- funded training and mentoring provided through CID
- providing information and examples of best practice and tools through the CID Resource Kit and KOHA-PICD training
- providing access to funds for capacity building programmes and projects (See Part B for more details)
- providing access to funds to support and strengthen New Zealand NGOs (see Part B for more details)
- encouraging self-review (see Part F for more details)
- focusing on what learning can be shared with the PMC, New Zealand NGOs and their partners as a result of the annual organisational reviews (see Part F for more details)
- creating opportunities for facilitated peer learning initiatives within the sector that include learning with partners.