



Australian Government
Department of Foreign Affairs and Trade



AUSTRALIAN NGO COOPERATION PROGRAM (ANCP) MANUAL

2024

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ANCP MANUAL PART 1: Introduction to the ANCP

1. OVERVIEW OF THE ANCP

The Australian ANGO Cooperation Program (ANCP) has been supported by the Australian Government since 1974. It is the Government's longest running and largest NGO program, and a key mechanism to implement the priorities of Australia's International [Development Policy](#).

In 2024, the ANCP enables 59 accredited Australian Non-Government Organisations (ANGOs) to deliver development projects in approximately 50 countries and working with over 2300 local partners. Projects are delivered across a range of sectors including education, health, water and sanitation, food security, climate change and civil society strengthening. ANGOs contribute to stronger and stable institutions, empowerment of women and girls, and a reduction of inequalities.

The ANCP is a unique global program that supports accredited ANGOs through flexible annual grants for effective development projects overseas. DFAT sets the program policy and manages risks within the ANCP, whilst ANGOs are responsible for the design, delivery, monitoring, and evaluation of activities, submission of reports and acquittals, and for fully accounting for funds provided by DFAT.

ANGOs must be accredited by DFAT in order to receive funding through the ANCP. Accredited ANGOs are required to undergo a rigorous independent assessment of their organisational structure, systems, and philosophies. The accreditation process aims to provide DFAT and the Australian public with confidence that the Australian Government is funding professional, well managed, community-based organisations that are capable of delivering quality development outcomes.

The purpose of this document is to provide information to accredited ANGOs on the ANCP. Part 1 of the Manual provides an overview of the ANCP. Part 2 of the Manual provides further detail on the obligations of ANCP accredited ANGOs and gives guidance on processes required. Links to policy and reference documents can be found at the end of the Manual.

The ANCP can be reviewed at any time at the discretion of the Government or DFAT.

2. ANCP PROGRAM LOGIC

2.1 ANCP Goal

The goal of the ANCP is to support the objective of Australia's International Development Policy. To achieve this requires sustainable development and lifting people out of poverty. The International Development Policy, and the ANCP, can help to achieve the Sustainable Development Goals (SDGs) through supporting inclusive development, and open and transparent civil society.

2030 Agenda for Sustainable Development

The Australian Government is committed to the *2030 Agenda for Sustainable Development (2030 Agenda)* which brings the *Sustainable Development Goals (SDGs)* together with the *Addis Ababa Action Agenda (Addis Agenda)* on Financing for Development. It sits with the *Paris Agreement on Climate Change*, the *Sendai Framework on Disaster Risk Reduction* as well as the *World Humanitarian Summit's Grand Bargain*.

The 2030 Agenda and SDGs represent an agreed roadmap for sustainable development and growth, and our collective vision for minimum living standards for all, underpinned by full respect for international law and human rights. It applies equally to developed and developing countries.

Australia's approach to the 2030 Agenda is to integrate the SDGs into policies, strategies and programs led by Government agencies. Australia's International Development Policy reaffirms Australia's commitment to the 2030 Agenda and SDGs as the globally agreed framework for international development.

The SDGs are inter-linked, with all goals contributing to and mutually reinforcing the progress of others. The SDGs are designed to be complementary, rather than being implemented independently of each other. Each of Australia's developing country partners has development priorities that intersect with numerous SDGs, with each country differing according to their national circumstances and needs.

To the extent possible Australian ODA should address the SDGs as a complementary package rather than seeking to prioritise one SDG over another. While the SDGs are interlinked, within each SDG there are a number of cross cutting issues to consider.

2.2 Outcomes

The ANCP is an ongoing program, so the program outcome (usually termed 'end of program') should be considered 'ongoing', and is stated as: *"in partnership, ANCP seeks to contribute to Australian Government and partner country priorities to reduce poverty and promote sustainable and inclusive development"*.

There are three inter-related outcome pathways that ensure the ANCP is positioned to achieve this outcome and contribute to the overarching goal:

Pathway 1: ANCP Modality – flexible funding to ANGOs to deliver outcomes

Pathway 2: Development Outcomes – ANGOs work with and build the capacity of in-country partners to deliver inclusive development outcomes
Pathway 3: Public Diplomacy – communicating the impact of the ANCP in partner countries and in Australia

Pathway 1: ANCP Modality

Strategic partnerships for global programs are a specific action within the International Development Policy. The ANCP partners with ANGOs through an ongoing flexible funding modality to deliver the above program outcome and the below development outcomes. This pathway centres on the modality of the ANCP program as well as DFAT's management of the program, emphasising clear, transparent, and efficient program management systems.

ANCP projects support the objective of the International Development Policy and its overarching goals and priorities. ANCP projects align where possible or complement Australia's bilateral and regional Development Partnership Plan (DPPs). The ANCP represents value for money¹ in program delivery through its transparent and rigorous accreditation process.

The ANCP supports continuous improvement and learning in program delivery through sharing evidence and lessons within DFAT, other ANGOs, and the broader sector through engagement with the Australian Council for International Development (ACFID). The joint efforts of DFAT, ANGOs and ACFID aim to bring about improved effectiveness across the program cycle and includes flexibility in order to trial new program ideas.

Pathway 2: Development Outcomes

This pathway involves two domains:

The first domain involves ANGOs, with in-country partners, delivering effective development programs, with a focus on Gender Equality and Social Inclusion. This will enable, ANGOs, with ANCP funding, to progress selected SDGs, with a particular focus on groups whose vulnerabilities are greatest.

The second domain involves ANGOs building and maintaining quality and often enduring relationships with in-country partners to establish appropriate foundations for working with marginalised communities and facilitating collective action through locally led development processes. These partners bring intimate knowledge of the local context and both deep and wide networks. Ensuring this knowledge and learning is shared through consultation enhances the effectiveness of this engagement by strengthening the capacity of in-country partners and civil society more broadly.

The ANCP aims to promote transformational change in areas such as access to information and services, building knowledge and skills, making informed decisions, and building trust and respect. The sum of these pathways yields more complete and sustainable improvements to the living standards and well-being of individuals and communities in developing countries.

Pathway 3: Public Diplomacy

This pathway focuses on the ANCP supporting DFAT's objectives through engaging with a wide variety of accredited organisations (with different origins, public support bases, missions, organisational sizes and structures, skills, technical capacity, and partnerships) and the promotion of people-to-people links in partner countries and in Australia.

It enables the ANCP to communicate shared values (including political, economic, and religious freedom, democracy, the rule of law, disability inclusion and gender equality, and mutual respect) and the program's impact to the Australian public, communities, and in-country partners. It does this by tapping into and

¹ DFAT's Value for Money principles are Economy, Efficiency, Effectiveness and Ethics

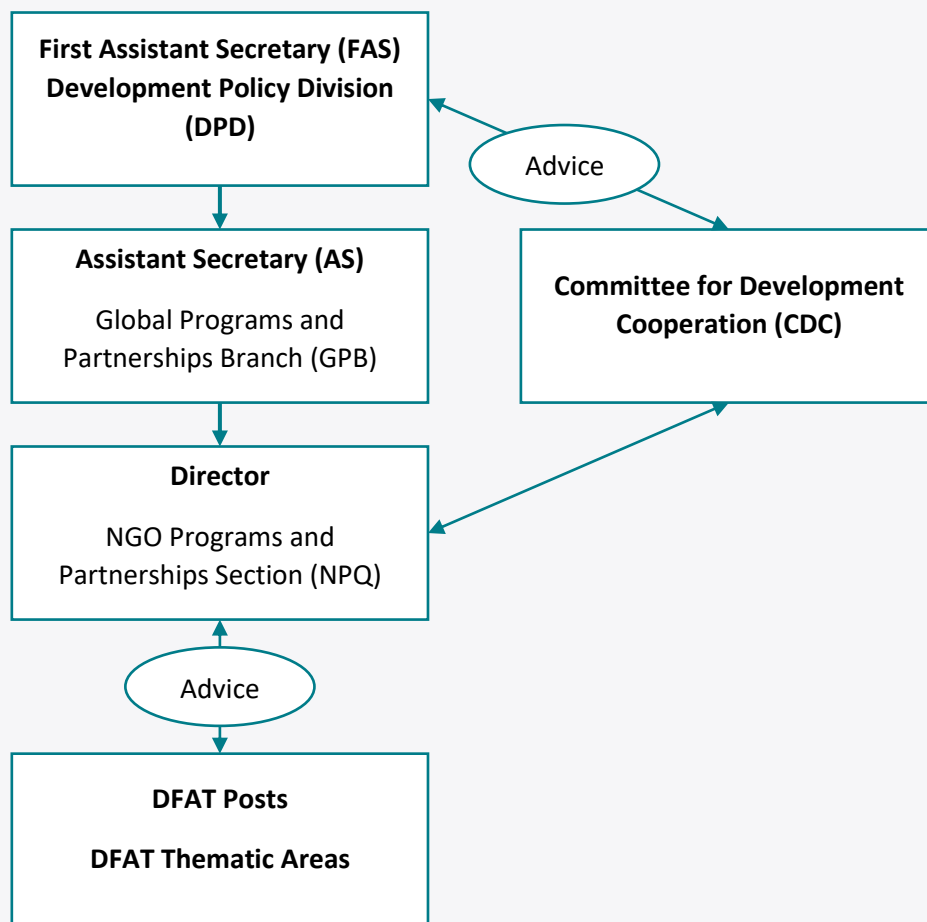


supporting existing linkages of ANGOs with the Australian public, global networks, and in-country partners, allowing the Australia's Development Program to have a broader reach.

It also recognises the importance of engagement with DFAT Posts and thematic areas to facilitate increased awareness of the ANCP and draw on these areas of expertise. In so doing, it promotes greater public awareness of Australia's development program and its benefits.

3. ANCP MANAGEMENT AND OPERATIONS

3.1 Governance Arrangements



ANCP Program Management Roles and Responsibilities

The ANCP is directly managed by the NGO Program and Partnerships Sections (NPQ) in the Global Programs and Partnerships Branch (GPB), and within the Development Policy Division (DPD).

DFAT Posts, Country Programs and Thematic Areas assist with the implementation of the centrally managed ANCP by setting overarching development program policy and providing advice on ANGO projects, aiming to ensure the best possible development and public diplomacy outcomes.

A breakdown of the key roles between NPQ and Posts, Country Programs and Thematic Areas in the ANCP include:

Posts, Country Programs and Thematic Areas	NGO Program and Partnerships Section
Nominate an ANCP focal point	Coordinate and oversee the management and operations of the ANCP
Review new, significantly amended, or high-risk project ADPlans	Provide briefings and training for ANCP focal points
Undertake monitoring of ANCP funded projects	Liaise with ANGOs on DFAT feedback to ADPlans.
Engage with ANGO implementing partners in-country through roundtables and individual meetings	Provide funding, tools and support for monitoring and engagement activities to Posts
Consider ANCP projects for public diplomacy activities	Undertake monitoring and engagement visits to projects in-country
	Circulate ADPlan and Performance Report data / information internally

Committee for Development Cooperation

The Committee for Development Cooperation (CDC), established in 1975, is a joint DFAT/ANGO advisory and consultative body made up of members from the Australian NGO community and DFAT.

The role of the CDC is to:

- review ANGO accreditation reports commissioned by DFAT; the Chair of the CDC makes recommendations to the Department delegate on accreditation of ANGOs.
- provide advice on accreditation criteria and ANCP policy; and
- act as an advisory and consultative body to the department.

CDC meetings are held a minimum of three times a year and are chaired by DFAT. ACFID and DFAT jointly provide secretariat services to the CDC.

3.2 Accreditation

Accreditation of Australian ANGOs is DFAT's front-end risk management and robust due diligence process to ensure DFAT is working with the most effective partners. The accreditation process requires ANGOs to undergo a thorough and independent assessment of their:

- governance and risk management;
- development approaches and management;
- approaches to partnership and collaboration;
- communications; and
- financial management.

Accreditation allows DFAT to assess Australian ANGOs' capacity to meet the terms and conditions of a Grant Agreement with DFAT. Accreditation is also a capacity building tool that enables ANGOs to reflect on and improve their own performance. ANGOs should ensure that the standard required to attain accreditation is maintained throughout the period of accreditation.

There are two levels of accreditation under the ANCP: Base and Full. The amount of ANCP funding for each level differs according to the level of accreditation. A copy of the [Accreditation Manual](#) along with additional information on the accreditation process is available on the DFAT website.

For assistance with accreditation, please contact the accreditation team at accreditation@dfat.gov.au

3.3 Recognised Development Expenditure (RDE)

Recognised Development Expenditure (RDE) is the annual eligible expenditure of an ANGO using contributions from the Australian community. Eligible expenditure is for the ANGO's own development assistance, humanitarian activities overseas, and development education in Australia. Eligible contributions include donations of cash, gifts-in-kind, and volunteer services. Up to half of the RDE can be from eligible gifts-in-kind and/or eligible volunteer services.

A three-yearly average of RDE is used to:

- determine eligibility for accreditation to the ANCP; and
- calculate the annual grant amount for each Full level accredited ANGO for the ANCP in line with the Funding Policy.

Accredited ANGOs are required to make an RDE Submission by **31 March** each year. Further information is available in the [RDE Explanatory Notes](#), which can be found on the [DFAT website](#).

RDE Spot Checks Purpose and Scope

RDE Spot Checks are conducted each year with accredited ANGOs to identify errors and/or anomalies of ANGOs' RDE submissions. DFAT engages an independent financial assessor to conduct RDE Spot Checks on DFAT's behalf.

The process is a more detailed analysis of ANGOs' financial records; however, Spot Checks are not an audit and do not assess the financial viability or effectiveness of an ANGO. RDE Spot Checks ensure that ANCP grant funding is fairly allocated and informs RDE guidance, forms, and processes.

Significant errors identified may result in adjustments to RDE amounts and grant amount calculations.

RDE Spot Check Procedures

RDE Spot Checks will be undertaken around May/June each year. Usually 10 to 15 ANGOs, accredited at Base and Full level, will be selected by DFAT to participate in the process. Selected ANGOs will receive a minimum of 10 days' notice and will need to nominate an authorised representative(s) to assist with the RDE Spot Check. The authorised representative(s) must be available during the RDE Spot Check.

After notification, communication regarding the RDE Spot Check will be between the independent financial assessor and the selected ANGO. The independent financial assessor will then brief the selected ANGO on the Spot Check procedures and as a matter of priority, a date for the one-day site visit will be scheduled.

RDE Spot Checks comprise of two components: a desk review and a one-day site /virtual visit.

Desk Review

The independent financial assessor will obtain the RDE worksheet, supporting Annual Financial Statements (AFS) and schedules. The assessor may request additional documentation from the ANGO.

The desk review will assist in identifying any particular areas or issues to be focussed on during the visit. The valuation of volunteer services and gifts will be verified, along with the RDE worksheet against the ANGO's records. A review of the principles for eligible and ineligible expenditure consistent with the ACFID guidelines will be conducted.

One-Day Site/Virtual Visit

The one-day visit is conducted on-site/virtually at the selected ANGOs' offices/online in consultation with relevant staff. Working with the authorised representative(s), the independent financial assessor will work through issues and anomalies identified as part of the Desk Review.

The objective of the on-site/virtual visit is to:

- confirm the information contained in the RDE submission back to original supporting documentation, including the general ledger;
- consider the allocation of costs between international programs, program support and administration cost centers. The reviewer may look at any overhead allocation methodologies and processes;
- review the consistency of the RDE figure across the three-year period and investigate any differences. Any significant differences may result in further investigation into prior years' submissions; and
- confirm and quantify any RDE differences identified and calculate an adjusted RDE.

An exit interview to debrief on the RDE Spot Check will be held.

The independent financial assessor will draft a RDE Spot Check Report, detailing the findings of the RDE Spot Check. Within five days of completion of the site visit, the ANGO will receive the draft RDE Spot Check Report. ANGOs have 10 days to provide comment. DFAT will receive the final RDE Spot Check Report within 15 days of completion of the one-day visit.

3.4 Funding Aims

Effectiveness

Working with ANGOs engaged in international development leverages networks, knowledge, and community support to extend the reach and effectiveness of Australia's development program. ANCP links performance to funding through accreditation and Partner Performance Assessment processes that ensure DFAT funds high performing ANGOs.

Fairness

ANCP funding aims to achieve fairness for Australian ANGOs, both in the process used to determine funding and the final distribution of funding.

3.5 Funding Principles

Consistency

Accredited ANGOs will have access to ANCP funding from year-to-year if their accreditation status is maintained.

- A consistent approach to allocating funding encourages good development practice, supports multi-year programming, assists long term planning, and allows ANGOs to build sustainable partnerships.

Transparency

- ANCP funding will be communicated clearly and is open to scrutiny. Transparency contributes to fairer processes and outcomes for ANGOs. It enhances trust and accountability.

Organisational capacity and community support

Funding will link to core foundations of ANCP's design including organisational capacity through accreditation level, and community support through RDE.

- Funding based on organisational capacity and level of community support increases effectiveness, mutual accountability, sustainability, and assists Australia's public diplomacy.

Flexibility

The ANCP allows ANGOs to determine the direction of their development programs and respects organisation autonomy.

- Flexible funding allows ANGOs to focus on their core competencies and complements other sources of funding. This facilitates innovation and increases the reach of Australia's development program.

3.6 Funding Policy

1. Funding is allocated to accredited ANCP ANGOs on an annual basis.
2. Each ANCP accredited ANGO will receive a minimum annual grant amount consistent with their accreditation tier:
 - a. **Base accredited ANGOs – Fixed Grant allocation of \$277,000; or**
 - b. **Full accredited ANGOs – Fixed Grant allocation of \$427,000 plus a proportion of the total remaining funding based on their respective RDE.**
3. RDE is averaged over three years and calculated by totalling an ANGO's eligible expenditure as outlined in the RDE explanatory notes.
4. Funding to ANGOs is subject to budget availability.
5. Funding is subject to ANGOs:
 - a. maintaining accreditation status;
 - b. meeting the RDE threshold for their accreditation tier (\$50,000 for Base ANGOs and \$100,000 for Full ANGOs);
 - c. meeting the terms and conditions of their grant agreement with DFAT; and
 - d. receiving satisfactory ratings under DFAT's Partner Performance Assessment (PPA) process (where applicable).
6. Funding to ANGOs reflects the changes to overall budget appropriation for the ANCP, the impact of ANGOs moving across accreditation tiers, and/or ANGOs entering or leaving the ANCP. Full ANGOs' grants will increase or decrease proportionate to these annual changes. To maintain a level of consistency, the

annual change to each existing Full ANGO's grant will be limited to a maximum 25% increase and 20% decrease.

7. New ANGOs entering the Full tier will receive the Fixed Grant allocation of \$427,000 in their first financial year in the ANCP. The ANGO will have access to their total eligible grant amount (i.e., including RDE) from their second financial year in the ANCP.
8. ANGOs upgrading from the Base tier to the Full tier will have access to their total eligible grant amount from their first financial year in the Full tier.
9. The total eligible grant amount for new and upgrading ANGOs entering the Full tier will be calculated based on existing Full ANGOs not exceeding the maximum annual grant decrease, in line with point 6.
10. No ANGO will be allocated more than 22.5% of the total available ANCP grant funding.
11. The ANGO must match one dollar for every five dollars that DFAT provides under the ANCP (20% match). The ANGO contribution to ANCP projects consists of funds raised from the Australian community. Counterpart ANGO and other donor contributions cannot be counted as matching funds. The match is applied to the entire ANGO's ANCP grant, not individual ANCP projects. The funding match required is based on the total grant amount received from DFAT for any financial year and cannot be rolled over.
12. Funding is provided to each ANGO in two payments:
 - a. 80% on DFAT approval of ADPlans (tranche 1); and
 - b. 20% on DFAT approval of Annual Performance Reports (tranche 2).
13. Newly accredited ANGOs will receive 100% of their grant funding on the submission and approval of ADPlans in their first year in the ANCP.
14. ANGOs may roll over a maximum of 10% of their grant from one financial year to the next or provide a written request to DFAT to roll over an amount in excess of 10% in line with the terms and conditions of their grant agreement with DFAT.
15. DFAT may consider, in exceptional circumstances and on a case-by-case basis, amendments to the application of the policy where appropriate and in consultation with the affected ANGO.

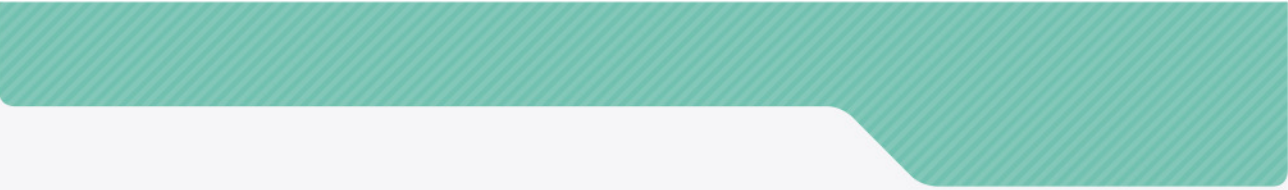
3.7 Funding Policy Review and Consultation

The Funding Policy remains under review. ANCP accredited ANGOs will be informed prior to any funding policy amendment.

3.8 Funding Match

The ANGO must match 20% or one dollar for every five dollars that DFAT provides under the ANCP (1:5 match), in the year in which the grant is provided, irrespective of the percentage of the grant which is expended by the recipient.

The ANGO contribution to ANCP projects consist of cash funds raised from the Australian community. Funds from DFAT, other Australian Government departments, other accredited ANGOs, overseas sources and in-kind goods and services cannot be counted as matching funds.



The ANGO contribution must be expended on project costs only and cannot be applied to administration costs. The match is applied to the entire ANGO's ANCP program (i.e. the total grant), not individual ANCP projects.

The funding match required is based on the total grant amount received from DFAT for any financial year and cannot be rolled over.

ANCP MANUAL PART 2: Program Guide for Accredited ANGOs

4. ANCP DEVELOPMENT ACTIVITIES

ANCP projects should support the International Development Policy's objective, and align where possible, or complement Australia's bilateral and regional DPPs. ANCP projects should contribute to delivery of a high quality, effective development program that is responsive to partner needs, achieves results, and is informed by robust monitoring, evaluation, and learning. ANCP projects should align with countries' and communities' own stated priorities and other relevant national and regional policies.

4.1 Eligible Projects

To be eligible for ANCP funding, activities must:

be a development project, with the primary objective to support developing countries consistent with [OECD DAC ODA eligibility rules](#).

- reach beneficiaries from the Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) List of Official Development Assistance (ODA) Recipients, with the following exceptions:
 - China: China (excluding Hong Kong) remains on the list of developing countries, however, DFAT will not support activities in China with ANCP funds unless they are in support of a regional project with beneficiaries in an eligible country.
 - India: India remains on the list of developing countries and although the Government of India elected to phase out bilateral aid from Australia, accredited ANGOs are still able to use ANCP funds for projects in India. ANGOs should be aware of India's Foreign Contribution (Regulation) Act and take steps to confirm whether the Act applies to any ANCP funded projects in India.
 - High risk or sensitive countries or regions: It is essential that ANGOs contact the ANCP team well in advance of submission of ADPlans to discuss the feasibility of new projects in sensitive or 'Do Not Travel' countries or regions as listed on the Smartraveller website (refer to 5.2 for further details);
- represent value for money;
- have a strategy to ensure the development outcomes will be sustainable by addressing issues such as implementing partner organisational capacity, financial sustainability and long-term resilience, including addressing potential climate change threats and impacts;
- encourage and facilitate community self-help and self-reliance through local participation in defining goals, formulating development strategies, contributing to costs (including contributions in-kind), and in the implementation and management of such activities;
- where possible, use existing community structures;
- provide channels for Australians to contribute directly and meaningfully in international development efforts through voluntary activities and/or financial support;

- be implemented by partners such as local or ANGOs acceptable to the national or local authorities of the country in which the activities are planned and be consistent with the country's development policies;
- proactively manage risks to the success of the project;
- ensure that the specific needs, interests, situations and priorities of persons of all genders are addressed, and diversity of decision makers and leaders in determining the objectives and types of activities;
- adopt a 'do no harm' approach including analysis, monitoring and mitigation of the potential risks of causing harm and unintentionally perpetuating or reinforcing inequities and inequalities;
- use successful conventional or innovative approaches to problem solving which have potential for wider application in other communities;
- strengthen local implementing partner organisations in developing countries to enable them to deliver effective programs (see section 7);
- benefit groups selected on the basis of need - not on religious, sectarian or political grounds;
- encourage sound environmental and ecological practices; and
- encourage good governance and respect for human rights.

Approval **will not** be provided for activities which:

- are determined reasonably to be contrary to the interests of the Commonwealth of Australia;
- subsidise religious activities or structures (refer to 4.2 for further details);
- support or promote a particular religion, including any activities undertaken with the intention of converting individuals or groups from one faith and/or denomination to another;
- support activities by partisan political organisations (refer to 4.2);
- support independence movements;
- provide direct assistance to unions to organise industrial action and give direct material assistance to striking workers (while not precluding activities in the areas of labour unions institution capacity building, training and advice, activities of this nature are subject to additional approval);
- are welfare activities (refer to 4.2);
- do not comply with partner country government laws, guidelines and policies;
- have a significant component of professional salaries at Australian or 'expatriate' rates;
- are for humanitarian response activities;
- are for recurrent costs - unless there is a sustainable plan to ensure the recipients will be able to take over those recurrent costs within the life of the activity;
- involve retrospective funding;
- provide medical or clinical services without:
 - established clinical governance arrangements for managing clinical risk and ensuring best practice standards.
 - medical liability insurance or equivalent in place; and
 - appropriate approval from the host country.
- are not compliant with the guidelines set out in the Family Planning and the aid program guiding principles: Guiding principles document available on the DFAT website;
- are primarily research focused and do not lead to tangible development results;
- are solely development awareness raising activities; or
- are primarily the provision of equipment, freight or buildings unless the assets to be supplied are clearly part of a broader development program.

4.2 Non-Development Activities

It is vital to ensure ANCP projects are not for the purposes of religious, welfare or partisan political objectives. Development assistance must be provided on a non-discriminatory basis. The acceptance of specific religious or political beliefs or membership in a particular religious or political group must not be a condition for receiving assistance or participating in development programs on an equal basis.

In many situations this may not be an either/or question. Nevertheless, the primary objective of any project needs to be clear and will determine eligibility. When there is doubt, the recommendation is that where multiple objectives are within an activity (e.g., church leaders' training including components of development training), then this should be funded from an ANGO's own funds.

Political Activities

Political activities are defined as supporting a political party, candidate or organisation affiliated to a political party. Examples include:

- ANGO staff being involved in party political activities;
- using funds or resources to facilitate or support a specific political party, candidate, or party political organisation in a local, regional or general / national election;
- using funds or resources to facilitate or support independence or separatist movements; and
- using funds or resources to facilitate or support a particular politician or faction to gain power within a government or within a political party structure.

Religious Activities

Religious activities are defined as supporting or promoting a particular religion, including activities undertaken with the intention of converting individuals or groups from one faith and/or denomination to another.

Activities that build up religious structures (including infrastructure, training or organisational activities) are also ineligible for ANCP funding, unless those structures are specifically designed to provide non-denominational development outcomes.

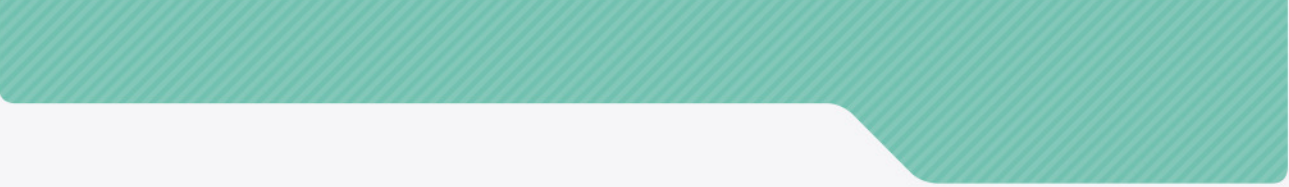
Welfare Activities

Welfare activities are defined as care and maintenance that aim to maintain people in a particular condition on a longer-term basis. Substantial and broad impact on social and economic conditions in the community is not normally expected from welfare programs.

Welfare is often provided to an individual or on a family basis including home-based and institutional care programs, such as those provided by orphanages, homes for the elderly, hospices and the provision of food for those who are destitute.

Welfare activities are typically:

- implemented independently of other sustainable community development activities;
- include no strategy for integration into broader community development programs;
- provided on an individual or family basis, rather than on a community basis, and are unconnected to emergency needs; and
- implemented on a long-term basis with no clear exit strategy.



This does not imply any DFAT opinion about the value of welfare activities. The Australian Government provides grants under the ANCP for community development purposes only, and not for ongoing care and maintenance activities. ANGOs are advised to fund such activities using their own resources.

5. PROGRAM RISK MANAGEMENT AND SAFEGUARDS

5.1 Risk Management

As per the Grant Agreement, ANGOs are responsible for, accept, and must manage all the risks of and associated with ANCP projects. ANGOs must employ a whole-of-organisation level risk management approach and apply appropriate risk management measures.

This includes preparing and maintaining risk management plans specific to each project. Project risk analysis must consider all relevant risks that may prevent the achievement of project outcomes including, but not limited to:

- developmental;
- quality;
- sustainability;
- political;
- reputational (both to the ANGO, DFAT and the ANGO sector);
- environmental (including crises and disasters);
- child protection;
- Preventing Sexual Exploitation, Abuse and Harassment;
- terrorism resourcing;
- fraud;
- corruption;
- financial/budget;
- schedule;
- resourcing;
- working in high risk locations and/or sensitive sectors; and
- downstream partners.

Risk analysis and management should be specific to each project and detail controls and treatments for risks, specifying ownership and responsibility for ensuring risk treatments are implemented and monitored. In-country implementing partners should be fully engaged in the analysis, monitoring, and treatment of risks.

In section 6.1, the ADPlan should include a detailed assessment of risks along with risk treatments that reduce the likelihood and/or the consequence of realising risks. This is especially important in high risk, unstable economic or security environments. ADPlans should include, but not limited to:

- risks to the delivery outputs (time, cost, quality), where treatments should include a strategy to monitor and address issues affecting implementation, contingency plans or alternative project output delivery;
- security risks to ANGO and in-country staff where treatments should include measures that could decrease the consequence and/or likelihood of a security incident affecting staff; and

Treatments listed in the ADPlan should include those that your organisation has as part of your strategies and protocols, and especially for high-risk locations, such as specific staff trainings, briefings, process for approving travel, support in-country, contingency plans and insurance. Treatments should go beyond monitoring the security situation or reading/subscribing to Smartraveller.

5.2 ANCP Activities in Sensitive and Higher Risk Regions/Countries

ANGOs considering ANCP projects in sensitive or high security risk locations must consult with the ANCP team early and prior to submitting new project proposals as part of ADPlans. DFAT will take additional consideration before supporting programming in these areas, including the need for Australian staff/contractors being required to travel to or be based in sensitive and higher risk regions/countries.

Countries, territories, or regions where the delivery of development programs may be considered sensitive include the areas deemed as 'Do Not Travel' on the Smartraveller website, or other areas where ANGOs face significant restrictions, risks, or challenges. DFAT travel advisories on the [Smartraveller website](#) are subject to change and ANGOs should ensure they are aware of the most recent travel advice.

New and continuing multi-year ANCP project proposals in high risk and sensitive locations will also be provided to the relevant country program and Post for review prior to project approval. ANGOs must provide an overview of how the project will be managed, monitored, and where relevant, evaluated, given the operating context. The ANCP team will liaise with ANGOs throughout the ADPlan process, seeking additional information and clarification as required. ADPlan project forms should include:

- in general, evidence of the prior approval of the proposed activity by an appropriate government authority;
- in section 6.2 of the ADPlan:
 - measures in place to ensure safety of local staff; and
 - detail on the need for Australian citizens or permanent residents travelling or being based in project locations and measures in place to ensure their safety

5.3 Environmental and Social Safeguard Policy

DFAT's *Environmental and Social Safeguard Policy* sets out the requirement to identify, assess and manage (including monitor and report) safeguard risks in the Australia's development program. The policy applies to all DFAT ODA funded investments, including ANCP activities.

The *Environmental and Social Safeguard Operational Procedures* and safeguard *guidance notes* set out best practice for operationalisation of the policy.

The policy sets out DFAT's legislated safeguard requirements and the Operational Procedures explains how to meet them. By implementing the policies, principles and mandatory steps, compliance with the Environmental Protection Biodiversity and Conservation Act (EPBC Act) and Work Health and Safety Act (WHS Act) will be achieved.

The policy covers five key safeguards:

- environmental protection;
- children, vulnerable and disadvantaged groups;
- displacement and resettlement;
- indigenous peoples; and
- health and safety.

In developing risk management plans for ANCP projects, ANGOs should:

- ensure that all activities are screened for environmental and social impacts against each of the five environmental and social safeguards;
- record a summary of safeguard risks in the project ADPlan;
- ensure proportionate assessment of environmental and social risks and impacts, and that proportionate management plans are developed and implemented to address the risks and impacts;
- monitor and report on the management of environmental and social safeguard issues in accordance with the safeguard policy and the Performance Reports; and
- ensure that ANCP activities comply with partner government environmental and social protection laws and policies.

5.4 Fraud Control

All DFAT funding recipients and their staff are required to actively prevent, detect, and report any suspected or actual incidences of fraud. The Australian Government has mandatory requirements for fraud control. Section 10 of the *PGPA Rule* provides clear, consistent, and unambiguous requirements for fraud risk management and control across the Commonwealth.

DFAT expects funding recipients to establish measures that prevent, detect, and respond to fraud. This includes designing and implementing programs that mitigate fraud risk and monitoring for fraudulent activity. All funding recipients should ensure they are familiar with their arrangements and have policies and procedures in place to comply with DFAT's fraud control requirements. DFAT's arrangements include standard fraud clauses which detail the responsibilities of DFAT's funding recipients.

Under standard DFAT arrangements, funding recipients are liable for the acts, defaults and omissions of the subcontractor as if they were the funding recipient's acts, defaults and omissions.

DFAT has developed a [Fraud Control Toolkit](#), as guidance in developing and implementing fraud control strategies that meet DFAT's contractual requirements. The toolkit is designed as a guidance document, is not intended to direct funding recipients on how fraud should be managed within their organisations. Funding recipients are responsible for developing their own fraud management strategies that meet their obligations as outlined in their specific arrangement/s with DFAT and are tailored to their specific fraud risks.

Funding recipients must conduct a project specific fraud risk assessment and produce a fraud control strategy within one month of commencement of an arrangement with DFAT. A fraud risk assessment and strategy must be completed for each project your organisation is engaged by DFAT to complete.

Funding recipients must report fraud to DFAT within 5 business days of your organisation being notified of or identifying the potential fraud. The fraud referral form can be found on the [DFAT website](#), this should be completed and forwarded to fraud@dfat.gov.au.

5.5 Prohibited Dealings

The ANCP Grant Agreement clause named 'Prohibited Dealings' reflects Australian laws. As per the Agreement (Clause 27), ANGOs must not directly or indirectly engage with, fund, or support any sanctioned

persons and organisations on the proscribed lists,^[1] or any persons and organisations associated with a terrorist organisation^[2] (listed or otherwise).

ANGOs must have regard to the Australian Government guidance “*Safeguarding your organisation against terrorism financing: a guidance for non-profit organisations*”, available from the Australian Attorney-General’s Department website. A list of ‘terrorist organisations’ for the purposes of the Criminal Code is available on the National Security Australia website and a list of proscribed persons and organisations (*the Consolidated List*) is available from the DFAT website.

ANGOs must also familiarise themselves the DFAT’s [*Terrorism Resourcing Risk Management Statement*](#). ANGOs, at any given time, should have documented evidence to clearly demonstrate they have considered the risk of terrorism resourcing and implemented appropriate controls in response to the risk profile. This evidence includes:

- any procedures that reflect these requirements; and
- any checks that have taken place to demonstrate compliance with these requirements.

Importantly, the ANCP Grant Agreement requires ANGOs to inform DFAT immediately if, in connection to the agreement, there is a suspected or actual association with, or provision of resources to:

- a proscribed person or organisation; and
- any other person or organisation associated with terrorism.

For the purposes of this requirement, an “association” is understood in its broadest terms, and “immediately” is understood as within 48 hours. Please send any notifications to the Development Risk Management Section (DRM) at: counter-terrorism.resourcing@dfat.gov.au

The ANCP Grant Agreement also requires ANGOs to ensure that any Subcontractors utilised in connection to the agreement also comply with these counter-terrorism resourcing obligations. ANGOs must, at any given time, be able to demonstrate they have checked the above-mentioned lists before entering into an ongoing arrangement or agreement.

There is no “one size fits all” with regards to these administrative practices; administrative practices need to reflect compliance with the requirements but should be fit for the organisation. For example, some organisations may place these administrative practices with due diligence policies, while other organisations may place these requirements with their financial policies.

For information on practical ways ANGOs can safeguard their resources, please see DFAT’s [*Fraud Control Toolkit for Funding Recipients*](#).

ANGOs may also take into account the [*Protecting your Charity Against the Risk of Terrorism Financing*](#) information provided by the Australian Charities and Not-for-profits Commission (ACNC).

^[1] The proscribed lists include the Australian Government’s List of Terrorist Organisations, DFAT’s Consolidated List of persons and entities subject to targeted financial sanctions, and the World Bank listing of ineligible firms and individuals

^[2] A ‘terrorist organisation’ is defined in division 102.1 of the *Criminal Code Act 1995 (Cth)*.

5.6 Child Protection

DFAT's Child Protection Policy is principles-based, articulates DFAT's zero tolerance of child exploitation and abuse, and includes expectations of DFAT staff and partners in the management of child protection risks.

All ANGO programs and activities must comply with *DFAT's Child Protection Policy*. ANGOs must also ensure that risk assessments include an assessment of the risks to children. General enquiries on the policy can be made to childprotection@dfat.gov.au or by calling 02 6178 5100.

Child exploitation and abuse attracts criminal penalties under Australian legislation. It is mandatory for ANGOs and their downstream partners to report any suspected or alleged case of child exploitation, abuse or policy non-compliance relating to DFAT business. Notifications must be made using the [*Child Incident Notification Form*](#) sent to childwelfare@dfat.gov.au or by calling 02 6261 9048.

The ANCP's Accreditation criteria also includes child protection requirements, as does the ACFID Code of Conduct.

Reports of sexual exploitation, abuse and harassment of adults is covered by DFAT's *Preventing Sexual Exploitation, Abuse and Harassment (PSEAH) Policy* (see Section 5.9).

5.7 The National Redress Scheme for Institutional Child Sexual Abuse Grant Connected Policy

The National Redress Scheme for Institutional Child Sexual Abuse (the Scheme) Grant Connected Policy (Redress GCP) came into effect in January 2021 and restricts access to Australian Government grant funding for non-government institutions that fail to join the Scheme.

The Scheme holds institutions accountable for past sexual abuse and operates on a responsible institution pays basis. Survivors cannot access redress through the Scheme unless at least one of the institutions responsible for the abuse is participating in the Scheme. The Redress GCP provides an incentive for non-participating institutions named in applications to join the Scheme. A significant number of institutions have already joined.

ANGOs must not provide DFAT funding to Australian organisations and institutions that fail to join the Scheme. Australian organisations that are in receipt of DFAT funds (including those in receipt of DFAT funds via sub-contracting arrangements) are required to be screened against the Scheme.

Institutions subject to the Redress GCP

Non-government institutions named in applications to the Scheme or the Royal Commission into Institutional Responses to Child Sexual Abuse that have not joined the Scheme or signified their intent to join, within the required timeframes, will be ineligible to access Australian Government grant funding.

Institutions subject to the Redress GCP are listed on the Scheme's website on the [*Institutions that have not joined or signified their intent to join the Scheme*](#) page. This page will be updated over time to reflect non-government institutions that have not joined the Scheme.

5.8 Photographs and videos

All photographs and videos used in publications, online and provided to DFAT must meet the DFAT [*Ethical Photography Guidelines*](#). Photographs or videos of children must adhere to standards within DFAT's [*Child Protection Policy*](#).

Along with meeting the above guidelines and standards, photographs and videos provided to DFAT must have consent for DFAT (ANGO donor) use.

The DFAT [*Child Protection Guidance Note on Use of Images and Social Media*](#) offers guidance for DFAT staff and partner organisations on how to address the protection and wellbeing of children and young people when using social media, including when taking and using their images for program promotion on social media.

5.9 Preventing Sexual Exploitation, Abuse and Harassment

DFAT does not tolerate inaction towards sexual exploitation, abuse or harassment (SEAH) of any kind. DFAT released its [*Preventing Sexual Exploitation, Abuse and Harassment \(PSEAH\) Policy*](#) in April 2019. The policy applies to DFAT staff and all partners, including downstream partners, delivering DFAT business.

The policy takes a risk-based, proportional approach to managing the risk of SEAH across the breadth of DFAT business. The ANCP's Accreditation criteria also includes PSEAH requirements, as does the ACFID Code of Conduct.

Incidents or concerns regarding SEAH can be made to seah.reports@dfat.gov.au using the [*SEAH Incident Notification Form*](#) available on the DFAT website. Reporting procedures are detailed in the PSEAH Policy.

Reports of sexual exploitation and abuse of children or concerns about child welfare are covered by DFAT's [*Child Protection Policy*](#).

6. INCLUSIVE DEVELOPMENT

The delivery of effective development outcomes with a focus on gender equality and disability and social inclusion, is one of the three intermediate outcome pathways of the ANCP Program Logic, placing the promotion of inclusive development at the ANCP's core.

Further guidance on strengthening reporting on gender equality and disability-inclusive development in the ANCP is available in [ANCP Online](#).

6.1 Gender Equality

Gender equality is about equality of opportunities and results, rights and responsibilities for women and men, girls and boys, and persons of diverse sexual orientation and gender identities. It does not mean that women and men are the same. Gender inequalities are a result of unequal power distribution sustained by ongoing discrimination, exclusion, and violence that exists in systems, structures and socio-cultural norms (e.g., laws, policies, institutions, communities, households). Work on gender equality therefore aims to address unequal gender norms.

DFAT's [Gender Equality and Women's Empowerment Strategy](#) applies across all work undertaken by DFAT, with a particular focus on priority areas of action:

- Enhancing women's decision-making and leadership;
- Promoting women's economic empowerment;
- Ending all forms of sexual and gender-based violence;
- Improving access to and influence on essential services, particularly education and health;
- Implementing the Women, Peace and Security agenda; and
- Protecting and fulfilling the human rights of women, girls, and persons of diverse gender identities.

The ANCP contributes to DFAT's *Gender Equality and Women's Empowerment Strategy* through the support and promotion of women's roles in decision making and leadership, ending violence against women and girls, women's economic empowerment and advancing equal access to gender-responsive health and education services. The ANCP will also contribute to the forthcoming International Gender Equality Strategy.

DFAT requires that investments over \$3 million include a gender equality outcome, regardless of sector. ANCP ADPlans should also aim to meet this requirement.

In 2023, the ANCP Gender Equality Working Group with representatives from DFAT and ANGOs developed an agreed approach for applying the new DFAT gender equality policy requirements to the ANCP. The approach included aligning ANCP reporting with the OECD/DAC gender markers; developing stretch targets for the percentage of projects with a principal/ significant gender equality focus; considering locally led development indicators related to gender equality; and undertaking a baseline gender equality meta-synthesis. A copy of the agreed approach can be found in *Guidance on Gender Equality and Disability Inclusive Development in the ANCP* in SmartyGrants Online (Gender Equality and Disability Inclusion sections in ADPlan and Performance Reports)

Gender equality must be considered by ANGOs at all stages in the ANCP and activity management cycle, including in partnerships, context analysis and design, budget and resourcing, risk management (including consideration of PSEAH risks), implementation, monitoring, and evaluation.

ANCP projects must take a 'do-no'-harm approach to avoid exacerbating existing inequalities and monitor for unintended consequences. Intersectional (the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation) and participatory gender analysis should be conducted for all projects, identifying and responding to the particular situations, needs, interests and priorities of women, men, girls, boys and persons of diverse gender identities.

Findings from gender analyses should be used to inform the development of gender objectives and project designs that underpin ANCP ADPlans. Gender equality should be incorporated throughout the design narrative, not relegated to a few stand-alone paragraphs.

Risk analysis should consider whether gender inequality could constrain progress towards the ANCP activity's outcomes and whether the approach outlined in the design could inadvertently exacerbate gender inequality. It should identify risks in relation to PSEAH.

Monitoring, evaluation and learning (MEL) plans should articulate how gender equality results will be measured and reported. At a minimum, the MEL system needs to collect **sex-disaggregated data** for all results relating to people. A good ANCP activity MEL plan will include gender-responsive (quantitative and qualitative) indicators that measure the changes experienced by women, men, girls, boys and persons of diverse gender identities, and how the gender inequalities have been addressed. Women stakeholders, particularly women's rights organisations, should be involved in design and MEL processes in projects with a principal or significant gender focus.

There are five ANCP Monitoring, Evaluation and Learning (MEL) indicators that are directly focused on gender equality:

- Number of management committees in which women are equally represented (former ADR)
- Number of people who participated in sessions on gender issues and women's equal rights (joint ANCP-AHP COVID Indicator)
- Number of women survivors of violence receiving services such as counselling (former ADR, joint ANCP-AHP COVID Indicator)
- Number of women supported to assume leadership roles
- Number of women's groups, organisations and coalitions actively involved with the project

DFAT has a range of resources that ANGOs can use to guide the embedding of gender equality through their contextual analysis, design, risk management, monitoring, evaluation and performance reporting processes.

The DFAT ANCP Accreditation process assesses the policies and practices of ANGOs that promote gender equality at the organisational and activity levels. ANGOs can also access gender equality resources through the ANCP Accreditation Manual and the ACFID Good Practice Toolkit.

6.2 Disability Inclusion

Around 16 per cent of the world's population, or an estimated 1.3 billion people, experience a significant disability. Nearly 80 per cent of people with disabilities live in developing countries.

For development to be effective, people with disabilities must be partners on an equal basis. Australia has been an active leader in disability-inclusive development, making a difference by supporting disability rights initiatives and considering disability equity in everything we do.

As outlined in the International Development Policy, Australia is developing a new International Disability Equity and Rights Strategy to ensure that we remain a strong and consistent advocate for disability equity and rights. Until the new Strategy is released, we will continue to implement [*Development for All 2015-2020: Strategy for strengthening disability-inclusive development in Australia's aid program*](#).

The [*Development for All 2015-2020 Strategy*](#) commits Australia to strengthening disability-inclusive development in our development program, and provides guidance on how the development program will meet the needs and priorities of people with disabilities. The Strategy aims to improve the quality of life of people with disabilities in developing countries through enhancing participation and empowerment, reducing poverty, and improving equality for people with disabilities in all areas of life. A core principle of this Strategy is supporting an active and central role for people with disabilities and their representative organisations in leadership, decision making and advocacy.

Australia ratified the *United Nations Convention on the Rights of Persons with Disabilities (UN CRPD)* in 2008 and remains a strong advocate for the rights and inclusion of persons with disabilities. Disability inclusion is a cross-cutting priority for Australia's international engagement in development, humanitarian action and human rights. Australia is a strong proponent internationally of human rights, including the human rights of persons with disabilities, and supports an active role for civil society, including organisations of persons with disabilities.

The Australian Government aims to ensure that people with disabilities are included in and benefit equally from Australia's development program, consistent with our obligations under the UN CRPD. Article 32 commits all states parties to ensuring that international cooperation, including development programs, are inclusive of and accessible to people with disabilities. Engaging people with disabilities meaningfully at all stages of the development program cycle – including planning, implementation, and review processes – to identify barriers and develop strategies to overcome them makes investments more inclusive and effective.

DFAT uses the following definition of disability: 'persons with disabilities include those who have episodic or long-term physical, mental, intellectual, or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others'.

DFAT takes a twin-track approach to disability inclusion, ensuring that mainstream programs are accessible and inclusive to people with disabilities, as well as investing in disability-specific programs.

DFAT requires data to be disaggregated by disability and recommends use of the Washington Group Questions to do so. Focus should be paid to the inclusion of people with disabilities with other intersecting marginalised identities, such as women and girls, Indigenous Peoples, or those from ethnic minorities.

6.3 Indigenous Peoples and Ethnic Minorities

The Australian Government is committed to delivering programs that benefit indigenous peoples to ensure that no one is left behind. Indigenous Peoples and Ethnic Minorities have diverse aspirations for development, based on their own values, needs and priorities, which may differ from those of the broader population. Indigenous Peoples and Ethnic Minorities are also at greater risk of exclusion, marginalisation and discrimination.

ANGOs should use the [*Reaching Indigenous People in the Australia's development program: Guidance Note*](#) to ensure DFAT funded programs, including the ANCP, are effectively reaching—and not inadvertently harming—indigenous peoples in partner countries. Indigenous peoples are defined by the United Nations as

those who inhabited a country prior to colonisation, and who self-identify as such due to descent from these peoples, and belonging to social, cultural, or political institutions that govern them. They have unique assets and knowledge that address global challenges such as environmental sustainability and that contribute to stronger regional and national economies.

ANGOs should start from a position of ethical engagement and ensure that projects are locally led and culturally informed. Where programs and projects may have an impact on Indigenous Peoples and Ethnic Minorities:

- Conduct projects with cultural competence to ensure that Indigenous Peoples' worldviews inform the concept, design and evaluation of the development investments;
- Work with Indigenous Peoples and Ethnic Minorities on decisions that affect them and provide meaningful opportunities for participation in the planning and delivery of programs;
- form partnerships with Indigenous and Ethnic Minorities organisations to provide feedback on, facilitate engagement and ensure that communities benefit from projects;
- engage with local sensitivities (including definitions and concepts) to ensure that projects do not cause harm to Indigenous Peoples and Ethnic Minorities;
- plan for project impact in partnership with Indigenous Peoples and Ethnic Minorities;
- identify and address barriers, on an ongoing basis, that may prevent Indigenous Peoples and Ethnic Minorities from accessing and equally benefiting from the development program, including women and girls and peoples living with disability;
- establish and monitor measures to mitigate adverse impacts of programs on Indigenous Peoples and Ethnic Minorities; and
- disaggregate reporting data so the impact of Australian development support on Indigenous Peoples and Ethnic Minorities is clear.

DFAT's foreign policy, international development, trade, public diplomacy and corporate priorities for Indigenous Peoples in Australia and around the world are contained in the Indigenous Diplomacy Agenda. The Indigenous Diplomacy Agenda will form the basis of a First Nations approach to foreign policy, to be led by an Ambassador for First Nations People.

7. AUSTRALIAN GOVERNMENT DEVELOPMENT PROGRAM & ANCP POLICIES

7.1 Climate Change and Disaster Risk Reduction Programming

The world has experienced disasters and conflict in the past, but intensity and confluence of today's challenges in an interconnected world are without precedent. Climate change is an unprecedented and systemic global challenge with the potential to reverse hard won development gains and increase poverty, instability and conflict. Communities and nations will experience more frequent and intense climate related disasters (flooding, inundation, fires, heatwaves, drought). Our region on the 'Ring of Fire' is already deeply challenged by the impacts of geohazards (earthquakes, tsunamis and volcanic eruptions) and the increasing impacts of climate change.

Australia reaffirms that climate change remains the single greatest threat to the livelihoods, security, infrastructure and wellbeing of the peoples of the Pacific and we underline our commitment to the *Paris Agreement*. Australia's ongoing support for the *2030 Agenda* (the *Sendai Framework for Disaster Risk Reduction 2015-2030*, *Sustainable Development Goals* and *Addis Ababa Action Agenda*), emphasise climate action and disaster risk reduction as integral aspects of sustainable development. Australia's International Development Policy recognises that climate change increasingly affects all countries, including our neighbours in the Indo-Pacific.

Australia's International Development policy identifies climate action and disaster risk reduction as key commitments. Australia places priority on disaster risk reduction and preparedness, recognising this saves lives and protects livelihoods and future proofs our development gains. In transitioning to a resilient, low-carbon future, development priorities need to integrate disaster risk reduction and climate action, addressing both increasing risks and the opportunities arising from climate change.

A key guiding principle for increasing the effectiveness of Australia's climate change and disaster risk reduction efforts is that DFAT seeks to work with international development implementing partners, including ANGOs, that have strong policies, expertise and practices in place and are integrating climate change and disaster risk reduction activities within their programs.

In addition to supporting the objective of the International Development Policy and aligning where possible, or complementing DPPs, ANCP climate investments should align with countries' and communities' own stated priorities (e.g. national plans including Nationally Determined Contributions) and other relevant national and regional policies (such as the *2050 Strategy for the Blue Pacific Continent* and the [*Framework for Resilient Development in the Pacific*](#)).

All investments under the ANCP should consider ways to integrate climate change (mitigation or adaptation) and disaster risk reduction into their activities. This includes considering whether the risks of disasters have the potential to undermine program goals and to explore what strategies can be adopted to prevent, mitigate or adapt to these risks.

Investments should have the view to optimising and protecting investments and building long-term disaster and climate resilience. Integrating climate change action and disaster risk reduction might involve understanding risks, building risk awareness, reducing emissions, strengthening disaster response

mechanisms, planning anticipatory action in advance of a hazard event, preventing or reducing disaster risks or adapting to the impacts of climate change.

Building climate and disaster resilience must include supporting locally led efforts of communities and institutions to be better prepared to withstand catastrophic and slow onset events, and to be better able to bounce back and emerge stronger from these shocks and stresses. Projects should also avoid exacerbating climate and disaster vulnerabilities while managing risks and building climate change adaptation and disaster risk reduction capabilities across their operations, ensuring they are locally led, and in line with Australia's International Development Policy.

During recovery, support should aim to “build back better”, i.e. to increase the resilience of countries and communities through integrating risk reduction measures into both infrastructure and societal systems, and into livelihoods, economies and the environment.

The active inclusion of women and girls, persons with disabilities, youth, the elderly, Indigenous peoples and other marginalised groups in decision making on risk-informed development, disaster risk reduction and climate policy and action is essential for disaster resilience and sustainable development. Groups and individuals subject to systemic inequalities are often disproportionately affected by the impacts of climate change and disasters, and yet they have unique capabilities to build their communities' resilience.

All investments under ANCP should consider whether the risk of disasters has the potential to undermine program goals and to explore what strategies can be adopted to prevent, mitigate or adapt to these risks. DFAT's [*Risk Factors Screening Tool and Risk Register*](#) supports regular consideration of contextual climate and disaster risks by DFAT, partners and stakeholders to support the achievement of outcomes. Multi-hazard risk assessments and climate projections can underpin these decisions.

DFAT's [*Environmental and Social Safeguard Policy*](#) also requires that the potential impacts of climate change and disaster risks be considered as part of environmental and social impact assessments and management plans for all development programs. Targeted projects could include, but are not limited to, governance, adaptation, capacity building, education, health, training, social protection, multi-hazard early warning systems, disaster risk financing including anticipatory action, community disaster management, awareness raising and mitigation, including renewable energy technology and climate and disaster resilient construction and land management.

In mainstreaming climate action and disaster risk reduction through ANCP projects, the ADPlan and project planning documentation must explicitly describe how climate change and disaster risk will be addressed in the project and should reflect whether climate is a primary or secondary objective of the project in line with [*OECD DAC Rio Markers for Climate*](#).

Further guidance on reporting climate finance in ANCP projects is available in the [*ANCP Disaster Risk Reduction and Climate Finance Guidance*](#), including definitions of primary and secondary objectives, and the approach to estimating climate finance.

The Annual Performance Report should describe what actually happened vis a vis climate related work, ideally including at least one case study. ANGOs are also asked to reflect the intention to address climate change impacts within the project objectives and to include an estimate of climate finance in the project ADPlan where relevant.

7.2 Private Sector Development and Engagement

The private sector is the primary source of economic growth, incomes and jobs in developing countries, and critical to reducing poverty. The private sector comprises all privately owned commercial enterprises and includes individual farmers and street traders, small and medium enterprises (SMEs), large locally owned firms and multinational corporations. Many of DFAT's private sector programs pay particular attention to women's economic empowerment and seek ways to support empowerment and equality for women led or owned SMEs, women in the workforce, in supply chains, and as consumers.

Private sector development (PSD) is used to describe ANCP funded activities that support the private sector to contribute to economic growth or recovery in our partner countries. Private sector development activities fall into three main categories:

- **Building better enabling environments for business:** including reform and implementation of business registration processes and contract laws; establishing institutions to provide support to business; enabling businesses to access finance; and investments in the hard and soft infrastructure essential for private sector led growth (e.g. transport networks, electricity and ICT). These activities benefit all businesses operating in a country.
- **Strengthening key markets and sectors that drive economic growth or poverty reduction:** including improving the function of particular markets by enhancing connectivity between different parts of the value chain (e.g. physical infrastructure or business to business connections); improving market access to information; or supporting the development of new products and services that benefit the poor. These activities benefit businesses and consumers.
- **Maximising the development impact of individual businesses:** involves partnerships with specific businesses chosen because of their potential to impact market behavior to create broader development benefits. These types of activities may include the use of co-financing to encourage businesses to invest or undertake their operations in a particular way.

Private sector engagement (PSE) can include a wide range of interactions between private sector stakeholders and ANGOS/implementing partners including consultation and strategizing but does not go as far as concrete interventions (PSD) but may be progress to this. For example, consulting businesses to understand market and skills demand to inform education and VET programs, or drivers and constraints in business and the local political economy and developing strategies with businesses or/and peak bodies to address constraints.

ANGOs are required to outline in project ADPlans if the project contributes to private sector development and/or involves private sector engagement. For additional advice please refer to DFAT's "[Guidance Note for Engaging the Private Sector](#)".

7.3 Financial Inclusion

At the individual level, access to appropriate and affordable savings, credit, insurance, and payment services enables people to better manage cash flows, start and expand businesses, invest in health care and education, manage shocks and receive government payments. Improving access to formal financial services also supports the more effective utilisation of domestic resources to drive economic growth as opportunities to engage in the formal economy and build individual economic resources are increased.

There are several ways projects can expand access to finance in a responsible manner, including:

- Supporting financial service providers and infrastructure that have the capacity to provide high quality financial services to the poor;
- Promoting innovative models of financial service provision that are used effectively to extend outreach to underserved regions and groups in particular women and MSMEs; and
- Increasing capacity of clients to understand and utilise financial services effectively.

Useful resources to guide project development include:

- While microfinance projects can present risks to the poor, in particular of over-indebtedness these challenges can be effectively managed. DFAT is a member of the *Consultative Group to Assist the Poor (CGAP)* who provide guidance to funders of financial inclusion and microfinance projects;
- The Smart Campaign, an initiative of the Centre for Financial Inclusion, is a global campaign to embed client protection practices into the institutional culture and operations of the financial inclusion industry. The Smart Campaign has developed core client protection principles for financial service providers, and developed detailed guidance on implementation of these principles, available on the Smart Campaign website: <https://www.smartcampaign.org/>; and
- Financial inclusion is measured in three dimensions: (i) access to financial services (ii) usage of financial services (iii) quality of the products and the service delivery. The use of relevant indicators is important in monitoring the effectiveness of initiatives: https://databank.worldbank.org/data/download/q20fidata/G20_Financial_Inclusion_Indicators.pdf.

7.4 Education and Training Programming

Recurrent Costs in Education and Training

DFAT will fund some recurrent costs for education and training activities that are subsidised by the ANGO. The basis for approval of inclusion of recurrent costs in project proposals is that such activities are clearly and demonstrably integrated into a broader community development activity and are implemented within an acceptable timeframe. ANGOs will be required to demonstrate to DFAT that they have a clear exit strategy that is reviewed periodically in line with changes in the project and external environment.²

In cases where an ANGO decides to include recurrent costs for education and training activities, the ANGO must also demonstrate that the recurrent costs involved are necessary to maintain the level of education and training activities delivered in a particular situation. Any training or education programs must be in line with the community development objective of the ANCP.

Training for a small number of individuals

For the purposes of the ANCP, the delivery of training (such as year-long specialist courses) to a small number of individuals must deliver benefits to a broader community in the longer term. For example, training an individual may be justified as part of a 'train the trainer' program, or when that training will deliver significant benefits to a broader community, such as in the case of medical training.

² Note reoccurring costs - unless there is a sustainable plan to ensure the recipients will be able to take over those recurrent costs within the life of the activity.

Some examples of ANCP activities funded by DFAT in which recurrent costs are a component:

- ANCP has supported ANGOS working in Papua New Guinea (PNG) to provide ongoing health and education services at the village level to meet the shortfall in the PNG Government's provision of these services. Activities include the training and support of education and health professionals. The focus of these activities are institutional strengthening and capacity building rather than support for individuals. These activities are integrated into the broader development context. Furthermore, even though these activities form part of a long-term program with no set completion date, there is a clear exit strategy that is reviewed periodically to ensure that the recurrent costs remain a vital component of the activity and contribute to the achievement of the long-term goal of the activity.
- The ANCP has also supported a community development program in Africa which includes the provision of short-term educational assistance (such as support for school fees, schoolbooks, and uniforms) to families while they participate in a range of programs which enables them to increase their incomes and capacity to meet basic and longer-term development needs. Most of the direct assistance provided to individual families and their children is provided to sustain children's education as part of the ANGO's overall, integrated community development program. As part of the exit strategy, school fee subsidies are designed to be reduced and their duration is not intended to exceed the three years for which the activity is being funded.

7.5 Agricultural Programming and Research

The Australian Government advocates a comprehensive approach to climate-resilient agriculture and food security that targets the immediate needs of the poorest, while also strengthening the foundations of agricultural industries through improving agricultural productivity, sustainability, and opening markets. The Australian Government has a strong focus on gender equality and women's empowerment, given the important role women play in agriculture and food security. The Australian Government also recognises the role climate-resilient agriculture plays in addressing the complex problem of improving nutrition and encourages nutrition-sensitive agricultural investments.

The Australian Government supports a range of agricultural initiatives across its bilateral, regional and global programs. Through innovative and catalytic use of the development program and expertise, the Australian Government contributes to partner countries' economic growth; help increase incomes for the poor; and enhances food, nutrition, and water security.

The Australian Government encourages aid investments in climate-resilient agriculture address long-term food insecurity challenges and resilience in our region that cover one or both of the following aspects:

- support adaptation to reduce farmers' exposure to short-term climate risks, while also building resilience, so they can cope with longer-term stresses;
- target mitigation, aiming to reduce greenhouse gas emissions associated with agricultural production.

Investments should consider gender and disability inclusive development and embed First Nations perspectives.

Australia also has world class capabilities in agricultural research and innovation which are being harnessed to improve agricultural productivity, sustainable use of resources and food systems resilience in developing countries. Through the Australian Centre for International Agricultural Research (ACIAR), the Australian Government funds partnerships between Australian and partner country researchers aimed at improving

local agriculture and food systems, in line with partner country priorities. The research also provides an evidence base to evaluate the impact of ACIAR's work and improve the quality of the Australia's agricultural development program.

ACIAR is the Government's specialist agricultural research-for-development agency and is a statutory authority that operates as part of Australia's development program. The mission of ACIAR is to achieve more productive and sustainable agricultural systems, for the benefit of developing countries and Australia through international agricultural research partnerships. ACIAR can provide valuable information and advice to ANGOs on agricultural research for development and country-specific background data and updates. ACIAR may also be able to help ANGOs partner with the global network of International Agriculture Research Centres.

The [ACIAR Ten-Year Strategy 2018-27](#) focuses ACIAR's research portfolio on six high-level objectives : improving food security and reducing poverty among smallholder farmers and rural communities;

- Managing natural resources and producing food more sustainably, adapting to climate variability and mitigating climate change
- enhancing human nutrition and reducing risks to human health
- improving gender equity and empowerment of women and girls
- fostering more inclusive agrifood and forestry market chains, engaging the private sector where possible
- building scientific and policy capability within partner countries.

The ACIAR can assist ANGOs by providing:

- High quality research outputs - ACIAR is well positioned to offer ANGOs agricultural research knowledge and expertise that can be utilised and synthesised in their own development programs.
- Networks – ACIAR has excellent and enduring relationships with a diverse range of stakeholders across the Indo-Pacific region. ACIAR has sound relationships with key organisations operating within agricultural systems at local, state, national and international levels, including technical experts, policy makers and diplomats.
- Credibility – ACIAR brokers and funds impartial, independent research that produces evidence-based solutions to key agricultural development problems. ACIAR's applies rigorous science and peer-review processes and is considered a trusted advisor across the Indo-Pacific region.
- Research outputs that deliver greater impact – ACIAR can deliver high-impact research by strategically commissioning 'real world' scientific research that contributes to improving livelihoods. Partnering with ACIAR allows ANGOs to use ACIAR research outputs to deliver greater impact in their own program. DFAT and ACIAR also work closely with research institutions such as the Consultative Group on International Agricultural Research (CGIAR), the Commonwealth Scientific and Industrial Research Organisation (CSIRO), and research organisations in developing countries to sustainably increase agricultural productivity and enhance rural livelihoods. For further information on ACIAR see <https://www.aciar.gov.au>.

For further information on Australia's Agricultural Development and Food Security Initiatives see <https://www.dfat.gov.au/aid/topics/investment-priorities/agricultural-development-and-food-security>.

7.6 Health Programming

Australia's development program's health portfolio focuses on strengthening national health systems to meet the needs of their specific populations and to build capacity to respond to existing and emerging health threats. Australia aims to ensure all people have equitable access to high-quality, affordable primary health services and live healthy and productive lives. This includes people with disabilities, women, gender diverse people and others experiencing disadvantage.

All ANCP health programming should respond to the host country's health priorities, strategies, policies and plans and consider the ability to sustain services beyond the life of the activity. Provision of medical or clinical services must be context appropriate to countries with low or limited resources for health and their ability to resource and continue the services after the project ends. Projects must ensure the sustainability of outcomes is addressed in the design, implementation, monitoring, evaluation and reporting of activities.

The project should incorporate an approach for capacity building of counterpart staff and local institutions to ensure services continue at the project's completion (subject to alignment with national clinical and regulatory guidance). The project should 'do no harm' in terms of compromising the quality or provision of other critical services/programs.

For activities that include direct delivery of health and medical or clinical services, evidence of the following must be provided to DFAT:

- host country approval to provide the services and to work with counterparts;
- established clinical governance arrangements for managing clinical risk and ensuring best practice standards;
- medical liability insurance or equivalent such as professional indemnity insurance that covers both the individuals and the organization; and
- meet all legal and ethical requirements of the host country and Australia.

Family Planning and Reproductive Health Programming

All reproductive health and family planning activities must comply with the DFAT's [*Family Planning and the Development program: Guiding Principles*](#). The DAC (Development Assistance Committee) code 13030 designates that an activity includes a family planning component (defined in the *Guiding Principles*). All ANCP activities that expend funds on family planning activities should be assigned this code.

Programs working to protect the lives and health of women and children should consider the importance of addressing the continuum of care along the life cycle – providing or ensuring referral to relevant maternal, neonatal and child health (MNCH) and nutrition services at different stages of life from infancy, childhood, adolescence to pregnancy and post-natal (for example, ensuring optimal nutrition for infants and adolescent girls, promotion of breastfeeding, improved access to family planning options). Best practice also requires a continuum of care in the progression of services from community to primary care level to secondary level care when complications arise.

Skilled attendance at birth is one of the most critical interventions for improving maternal and neonatal health outcomes. The World Health Organization (WHO) defines a skilled birth attendant as 'an accredited health professional – such as a midwife, doctor or nurse – who has been educated and trained to proficiency in the skills needed to manage normal (uncomplicated) pregnancies, childbirth and the immediate postnatal period, and in the identification, management and referral of complications in women and newborns.

ANGOs that intend to train traditional birth attendants, community health workers or other lay health workers or volunteers will need to provide DFAT with detail on the type of training, for example, training on how to refer women to the formal health system; post-partum follow-up family planning; or promoting newborn care. If training of traditional birth attendants is outside of the formal health system, DFAT requires strong justification and evidence that activities complement and do not undermine efforts to improve access to skilled birth attendants and that the activity is consistent with the host country's policy on traditional birth attendants. Programs that support the training of lay health workers, including traditional birth attendants, must comply with the WHO recommendations: [*Optimizing health worker roles to improve access to key maternal and newborn health interventions through task shifting*](#).

7.7 Water, Sanitation and Hygiene (WASH) Programming

Australia's International Development Policy recognises access to Water, Sanitation and Hygiene (WASH) as a key element of community's resilience. DFAT's Partnerships for a Healthy Region Initiative's Strategic framework also acknowledges access to safely managed WASH as an essential foundation for people's health and quality of life. WASH is critical to improving livelihoods, enabling poor people to participate in the economy, and lifting living standards. Access to sustainable WASH also contribute to additional development goals like education, economic growth, and gender equality.

DFAT encourages WASH investments to focus on:

- Access to safely managed water and sanitation services and hygiene promotion for households, schools and health centers;
- Sustainable, affordable and good quality WASH services including through private sector provision;
- Policy and regulatory frameworks for private sector provision of WASH, thus helping to mobilise private sector finance; and
- Improvement of institutional and governance arrangements at local, provincial and national levels to ensure governments can sustain WASH services.

Programs that simply build WASH infrastructure will not deliver sustainable results. There are situations where the provision of emergency WASH services is needed in humanitarian responses. However, in most cases and in the case of ANCP programming, WASH services should be planned with a thorough understanding of the local context. Rather than concentrating solely on building infrastructure, an approach that involves and raises the capacity of local communities, government and the private sector will not only result in more enduring services but also has the potential to maximize gender equality and social inclusion outcomes. WASH services should also be planned in coordination with other sectors like food, agriculture, livelihoods, and water resources.

Climate change is a major risk to equitable and sustainable access to WASH services in low and middle-income countries across the region. WASH investments and programs must consider addressing impacts of climate change as it disproportionately affects women, people living in extreme poverty, people with disabilities and socially marginalised groups. The Climate change and disaster risk reduction programming section discusses implementation strategies to integrate climate change and deliver meaningful results both in mitigation and adaptation. WASH investments should help build resilient systems and communities as well as consider opportunities to mitigate against climate change. Integration of climate change adaptation and mitigation in WASH should be done thoughtfully with a focus on practical measures that deliver impact, firmly based on the local context and take a 'do no harm' approach. For more information see 7.1.

7.8 Partner Capacity Building Programming

Building the capacity of in-country implementing partners and communities is a key objective of the ANCP. By improving the technical and non-technical performance of local partners, ANGOs can assist them to achieve their objectives, become more financially and technically independent, and sustain their activities beyond the cessation of ANCP and ANGO assistance.

Capacity development assistance must be provided in ways that support a partner organisation's own mandate and objectives. As far as possible, Australian partners must ensure that decisions about what capacities to support are made based on a genuine understanding of partner organisations and their commitment to building capacity. These decisions should be based on engagement and partnerships with local organisations rather than solely on formal proposals or designs.

Support for capacity development should also align as far as possible with current evidence on good practices for assistance to Civil Society Organisations (CSOs) and community organisations.

Partner capacity (including financial and operational performance, policy compliance, safeguarding and risk management) should be assessed and documented and must be clearly aligned with the partner organisation's objectives. Tools are available to assist with capacity assessment of ANGOs and CSOs, including [*PACT's Organizational Capacity Assessment tool*](#).

ANCP funding can be applied to projects that work directly to build the capacity of in-country partners to implement ANCP projects - either as a component of a larger project or as a stand-alone capacity building project. Where capacity building is part of a larger project, the ADPlan should list the capacity building outputs.

Capacity building ADPlans must demonstrate value for money, impact, and sustainability. Recurring capacity building activities should be submitted as multi-year ADPlans. Performance reports should clearly identify the changed capacity and/or behaviours and should expand on beneficiary numbers by detailing the impact of the capacity development activities on individuals and the organisation. Where the outcomes from capacity development assistance are less tangible (for instance, improved leadership, changing gender norms, relationship brokering, etc.) ANGOs should use appropriate MEL methods to highlight the nature of the changes supported by ANCP assistance.

ANCP capacity building projects should primarily benefit staff of organisations in ODA countries, and should not primarily benefit Australian ANGOs, broader international affiliates/networks, or Australian or other expatriate staff. Where the activities do benefit ANGO or expatriate staff there should be clear justification for their participation (such as involvement in activities to support or build coalitions).

7.9 Locally Led Development

Locally led development is a key component in Australia's International Development Policy. The process of localisation is a powerful means of leveraging Australia's development assistance to achieve improved development impact and build capability in partner countries. It progresses Australia's strategic foreign policy interests and development objectives, as it empowers local leadership to implement priorities and deliver essential services. This in turn builds sovereign state capability, legitimacy, enabling economic growth and resilience. Investing in local partners and local systems can also maximise value for money by eliminating parallel systems, strengthening local institutions, and developing improved delivery mechanisms.

The International Development Policy commits Australia to:

- take a more flexible and innovative approach to program planning and implementation, including design, contracting and delivery arrangements, and monitoring and evaluation approaches that increase participation from local actors;
- provide multi-year funding and capacity development to local organisations, with support as needed to meet policy requirements; and take risk-informed opportunities to provide direct financing to partner governments to support them in achieving their economic and social development aspirations.

As an evolving field of practice in both development and humanitarian action, there is no single definition of locally led development. DFAT's working definition is: *Sustainable and effective* development co-operation is locally led when *diverse local leaders and local actors have as much agency and decision making as possible in framing, design, delivery and accountability* in given local and operating contexts. Most importantly, progress is driven by an intention to localise.

There is no single set of requirements for implementing partners given the diversity of Australia's development assistance portfolio, across multiple development objectives, sectors, country contexts, fragility and conflicted environments. DFAT's approach is to consider opportunities as a cross cutting method at the investment level, through the program cycle (strategy, concept, design, procurement and agreement stages, mobilisation, implementation, monitoring and evaluation) as well as through risk management.

Locally Led Development guidance is being developed by DFAT for this purpose, with a Locally Led Development Continuum and a menu of indicators for ANCP partners to use. This guidance is expected to be released in May 2024.

A first step is to map existing programs against the Locally Led Development Continuum. A localisation plan at country level can establish the level of intent regarding progressive localisation. It is also important to measure progress over time, in line with intent. Localisation needs to be carefully managed to meet DFAT's legislative and policy commitments (e.g., the PGPA Act (2013) and actively identifying and managing risk is critical to success.

In order to support locally led development, DFAT is piloting a mandatory funding pass down to local partners. See section 10.2 for further information.

7.10 Innovation

ANCP funding can be applied to projects that pilot or trial innovative technologies or approaches. This may be through applying new approaches to aid delivery, different partnerships and collaboration, or applying innovative processes. DFAT recognises that most innovation is based on incremental improvements to policy, programs and systems based on trialling ideas, learning from failures, and progressively adapting to achieve improved outcomes.

DFAT expects that pilot or trial ANCP projects will demonstrate a strong learning focus and that the lessons are made available for others to learn from. ADPlan submissions for pilot or trial projects should clearly articulate how, when and by whom the success and effectiveness of the trialling and testing process within the project will be measured and evaluated, and how the lessons learned will be disseminated to a broader audience, including DFAT.

8. ACKNOWLEDGEMENT AND ENGAGEMENT

A summary of this Section – created for ANCP in-country partners – is available on the [DFAT website](#) for ANGO use as appropriate.

8.1 Strategic Communications Framework

ANGOs should look to demonstrate the value and achievements of Australia’s development program in their ANCP communications, including through traditional and social media content, and other digital and print publications. Opportunities include when ANGOs are:

- communicating about an ANCP project;
- running or attending an event (conference/workshop/roundtable) that relates to ANCP;
- conducting M&E visits to ANCP projects;
- visiting any ANCP projects; and
- receiving a visit by an Australian Government Minister (or they are visiting an implementing partner).

This list is not exhaustive but shows opportunities for communicating about Australia’s development assistance and that the ANCP can take many forms. Where possible, communications should focus on concrete achievements and results and highlight the priorities of Australia’s development program.

DFAT develops an annual ANCP content schedule to communicate the impact of the program. The schedule brings together high-level program information and descriptions of project outcomes. It aligns with UN International Days and related DFAT campaigns for the department to share on relevant corporate channels. Each year, ANGOs will be asked to contribute to this schedule. Content provided will also be used by DFAT for multi-faceted campaigns across digital, social, and traditional media to carry the key messages of Australia’s development program.

8.2 Acknowledging the Australian Government

ANGOs must acknowledge the support of the Australian Government through their ANCP-funded work. Acknowledgement should be upfront and obvious, so that people in Australia and overseas are clearly informed of Australia’s contribution. This transparency shows where and how Australian Government funds are being used.

All references to ANCP projects should include the correct branding and acknowledgement. Communication materials include – but are not limited to – signage; publications such as Annual Reports and brochures; electronic presentations such as PowerPoint slides; digital media such as video clips, blogs, websites, and social media; and communications to draw media attention such as media releases. Verbal acknowledgement should occur in speeches and interviews.

Judgement should be exercised in all instances, and an exemption may be granted if there is a compelling case or an identified security risk. Contact ancp@dfat.gov.au to request an exemption.

Branding

Branding is a key mechanism for enhancing the visibility of the Australian Government’s international activities and initiatives. Correct and consistent branding maximises recognition of the development role played by the Australian Government.

ANGO must follow the [DFAT Logos and Style Guides](#) when presenting the Australian Government's funded ANCP programming. The correct branding for all ANCP projects is the Australian Aid identifier (the kangaroo). The Australian Aid identifier must be used on all aid-related products and activities funded by the Australian Government.

In co-branding situations, the logos of additional donors or participants (ANGOs, not-for-profit/multilateral) may appear alongside the Australian Aid identifier. In most cases, the Australian Aid identifier should be in the most prominent place (usually on top left). However, ANGOs should ensure the co-branding is relative and appropriate to the funding provided.

Logos of commercial and for-profit organisations cannot appear alongside the Australian Aid identifier. This includes situations when ANCP funds are combined with for-profit corporate responsibility funds. If logo/s of commercial and for-profit organisations are required in your communications product, they must be clearly separated from the Australian Aid identifier.

If a partner government logo is to appear alongside the Australian Aid identifier, the Australian Government logo OR the relevant Australian Embassy/High Commission logo can be used immediately to the left of the Australian Aid identifier. The scale and importance of each situation, along with local diplomatic sensitivities, should decide which of these options is most appropriate.

For Annual Reports and other publications generated in Australia, the DFAT logo can be used alongside the Australian Aid identifier if desired. Care should be taken to ensure that the use of the DFAT logo does not imply the Australian Government endorses the views or information contained in the publication. Disclaimers for reports and publications, funded by DFAT but not authored by DFAT, are available in the [Logos and Style Guides](#). ANGOs should check with ancp@dfat.gov.au before using the DFAT logo.

All versions of the Australian Aid identifier the Australian Government logo and the DFAT logo are available for download from the [Logos and Style Guides](#). For Australian Embassy and High Commission logos, contact the relevant DFAT Post.

ANGOs should note that separate branding guidelines apply for ANCP partners operating in PNG. ANCP ANGOs and their in-country partners operating in PNG should use the PNGAusPartnership logo to brand all DFAT funded projects in PNG. Any questions regarding the PNGAusPartnership branding arrangements should be directed to public-affairs-PortMoresby@dfat.gov.au. In the first instance if Port Moresby Post is unable to respond due to competing priorities, ANGOs can direct the query to ancp@dfat.gov.au.

Merchandise

Permission to use the Australian Aid identifier and/or a supporting statement on any merchandise (e.g. program clothing, mugs and drink bottles) must first be obtained from DFAT. ANGOs must provide an example of the merchandise along a written request outlining the positive benefits for the project and for Australia's development program. Only where this can be demonstrated will permission be granted. Contact ancp@dfat.gov.au for permission.

If permission is granted, the preferred placement for the Australian Aid identifier on clothing (t-shirts, shirts, etc.) is the back or the side, rather than the front.

ANGOs must not use the Australian Aid identifier on any stationery (including business cards), as this can incorrectly imply that the organisation acts with the authority of the Australian Government or that staff are Australian Government employees.

Written and verbal acknowledgement

In addition to using the correct branding, in all communication materials ANGOs must provide written acknowledgement (including the Australian Aid identifier) of Australian Government funding and the ANCP.

ANGOs can adapt any of the following sentences to suit the purpose:

- In [Financial Year], [ANGO] was supported by the Australian Government through the Australian NGO Cooperation Program (ANCP).
- [NGO /Project] is supported by the Australian Government through the Australian NGO Cooperation Program (ANCP).
- [NGO /Project] receives support from the Australian Government through the Australian NGO Cooperation Program (ANCP).
- [NGO] acknowledges the support of the Australian Government through the Australian NGO Cooperation Program (ANCP).
- With support from the Australian Government through the Australian NGO Cooperation Program (ANCP), [Project/ANGO]
- [Project or initiative name] is delivered in partnership with the Australian Government through the Australian NGO Cooperation Program (ANCP).

When ANCP funding is combined with funding from a corporate partner, the following wording (or similar) is suitable:

- [Project or initiative name] is delivered in partnership with the Australian Government through the Australian NGO Cooperation Program (ANCP) and with support from our corporate partner XX.

If the reference is online, the words Australian NGO Cooperation Program should link to the ANCP webpage on the DFAT website.

Verbal acknowledgement must also go to the Australian Government. Ideally, the program is also referenced. For example, in a speech or interview, the spokesperson should say the activity is “supported by the Australian Government (through the Australian NGO Cooperation Program).”

All signage should say 'supported by the Australian Government'. Signs should be in the local language and, where possible, include the English version.

Accreditation text

ANGOs that want to mention their accreditation through DFAT should use one of the following:

- [ANGO] is accredited by the Australian Department of Foreign Affairs and Trade (DFAT), responsible for managing the Australian Government’s development program. [ANGO] receives support through the Australian NGO Cooperation Program (ANCP).
- [ANGO] is accredited by the Australian Department of Foreign Affairs and Trade (DFAT), responsible for managing Australia’s development program. To maintain accreditation, [ANGO’s] systems, policies and processes are rigorously reviewed by the Australian Government. [ANGO] receives support through the Australian NGO Cooperation Program (ANCP).

Funding text

Whilst ANGOs are encouraged to acknowledge ANCP funding in publications, they must ensure that the

wording is not misleading. Acknowledgment related to matched funding must not imply that the Australian Government will match all public contributions, or that there is a 'multiplier effect', as this is incorrect. ANGOs should consider using one of the following statements:

- We are a valued partner of the Australian Government, receiving flexible funding under the Australian NGO Cooperation Program (ANCP) each year to implement development and poverty alleviation programs overseas.
- Every donation you make to this project will be combined with funding from the Australian Government to reach more people. We have committed to contribute \$1 for every \$5 we receive from the Australian government. Your donation will allow us to extend our programs.

If ANGOs would like to use wording other than the two statements above, they can email ancp@dfat.gov.au with the proposed statement. If the wording accurately reflects how ANCP funding is allocated, the text will be approved for use.

8.3 Social Media

DFAT promotes ANCP activity on official social media accounts, including X/Twitter ([@dfat](#), [@AusHumanitarian](#), [@AusAmbGender](#) and [@AusAmbEnviro](#)), Facebook and Instagram. There is also [DFAT LinkedIn](#) Company Page and the DFAT YouTube channel [Australian Aid playlist](#).

ANGOs are encouraged to contribute content customised to each social media platform by emailing ancp@dfat.gov.au.

ANGOs are also encouraged to send country-specific content to relevant Australian Embassies and High Commissions (Posts) and/or engage with Posts on social media opportunities in-country.

The ANCP-related hashtag and handles are:

- #ANCP; and
- @dfat (X/Twitter and Instagram), @AusHumanitarian @AusAmbGender and @AusAmbEnviro (Twitter), @dfat.gov.au (Facebook) and @department-of-foreign-affairs-and-trade LinkedIn.

On social media ANGOs should:

- post positive stories that highlight outcomes achieved under the ANCP;
- tag these posts with the appropriate ANCP-related handle (listed above) and the [handle of the relevant social media account managed by Australian Embassies and High Commissions](#);
- include the hashtag #ANCP in these posts (projects operating only in PNG should also use #PNGAusPartnership); and
- share all DFAT posts that include your ANGO's handle.

ANGOs are asked to be clear about the ANCP's support in their message. The preference is that the text includes some explanation, and that this is worked into the content naturally rather than a point at the end. Some examples are:

- in partnership with @dfat's #ANCP;
- together with @dfat's #ANCP;
- through @dfat's #ANCP;
- with @dfat's #ANCP; and
- supported by @dfat's #ANCP.

Alternatively, include all relevant ANCP-related handles and the ANCP hashtag at the end of the message. ANGOs should encourage implementing partners to use these handles and hashtag as well.

Using the hashtag and handles confirms that ANCP supports the project and allows DFAT to capture posts about ANCP. It allows DFAT to cross promote the message and further the reach.

ANGOs are encouraged to:

- like and comment on DFAT posts that include your ANGO's handle and tag implementing partners in the comment. NB: ANCP will tag the accredited AANGO partner in DFAT social media posts;
- follow all relevant [DFAT social media accounts](#) and keep up to date with the latest news;
- email ancp@dfat.gov.au with any significant (major achievement, project recognition or popular broadcaster) online articles that reference ANCP, so they can be shared as appropriate;
- email ancp@dfat.gov.au with any ANCP videos, so they can be shared as appropriate. Refer to ANGO access to the DFAT Media Library I section 8.3 below; and
- email ancp@dfat.gov.au with a list of your social media accounts details (if new to ANCP).

Examples of ANCP achievements are published on the [ANCP Impact Stories page](#) on the DFAT website. If DFAT has requested images as part of your work, images can be supplied directly to DFAT using the [DFAT Media Library](#). Access can be provided upon request – email ancp@dfat.gov.au.

The ANCP recognises ANGOs' organisational independence to communicate about Australia's development program in other ways – including any advocacy, campaigns, or fundraising activities. In these instances, please do not use the DFAT handles or hashtags if it could imply you are speaking in partnership with DFAT on that topic. Please use the handles and hashtags provided within this Manual when communicating specifically about your DFAT-funded ANCP project/s.

Broader acknowledgement

Acknowledgement should also extend beyond branding and standard text. Opportunities for wider acknowledgement include:

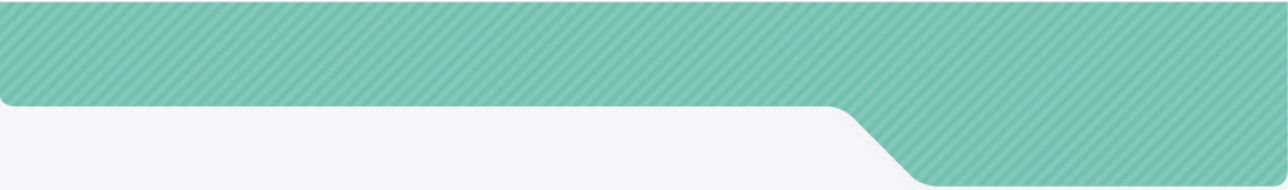
- receiving visits by Australian officials;
- engaging with Australian posts overseas;
- supporting in-country publicity through the local press;
- ensuring beneficiaries understand where support is coming from; and
- awareness raising during trip visits, training, global meetings, partner workshops, etc.

8.4 Engaging with Australian High Commissions and Embassies

DFAT strongly encourages ANGOs and in-country implementing partners to establish and maintain contact with relevant High Commissions and Embassies (Posts). By building relationships with the Posts where they work, ANGOs and in-country partners can best determine individual priorities and needs.

Posts are engaged in the review of ADPlans and partners should discuss new project designs and significant project changes with Post prior to the ADPlan submission. This is especially important for ANCP programming planned or implemented in high-risk locations.

ANGO and implementing partners are also encouraged to engage with Posts on public diplomacy opportunities, including social media and events (virtual or physical).



DFAT has up-to-date contact details for ANCP focal points in Posts overseas. Due to the rotation of responsibilities and the differing requirements at each Post, DFAT keeps these details on file and will share as requested – email ancp@dfat.gov.au for current Post details.

DFAT recommends that partners provide Post with as much notice as possible when requesting meetings and provide Post with a clear purpose and agenda for the meeting. If necessary, DFAT can provide guidance on the approach to Post – email ancp@dfat.gov.au for engagement advice and support.

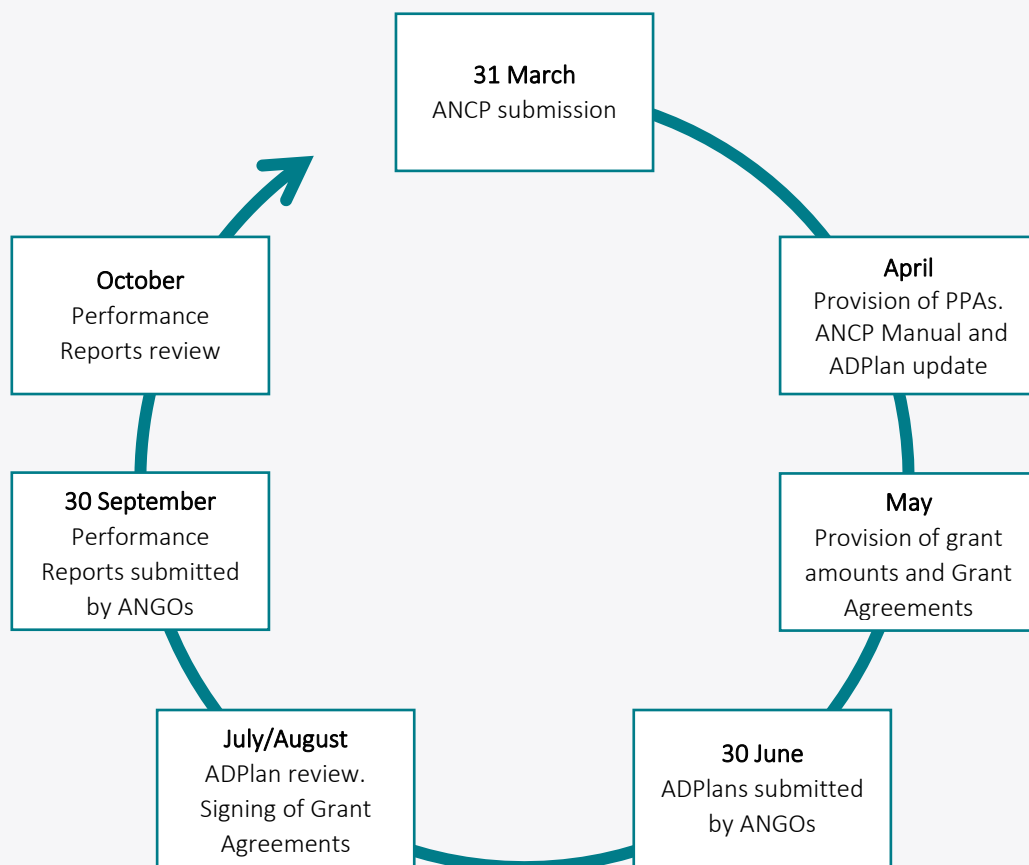
9. ANCP PROGRAM MANAGEMENT, PLANNING AND REPORTING

9.1 Program Cycle

Under the ANCP, ANGOs deliver programs according to an Australian financial year, from 1 July to 30 June.

A breakdown of key dates is below:

31 March	ANGOs to submit RDE worksheets to DFAT
April	DFAT prepare PPAs for ANCP grant recipients with a grant greater than \$3 million
	DFAT updates ANCP Manual and ADPlan form of SmartyGrants
May	DFAT advises each ANGO of their annual grant funding for the upcoming financial year, approximately one week after the federal Budget is handed down
	Annual ANCP Grant Agreements provided to all accredited ANGOs for execution
30 June	ANGOs submit ADPlans to DFAT
July/August	DFAT review ADPlans and seek to respond to the ANGO within 6 weeks
30 September	ANGOs to submit Performance Reports and Financial Acquittals for the financial year ending on the preceding 30 June
October	DFAT review of Performance Reports and seek to respond to the ANGO within 4 weeks



9.2 ANCP Online

RDE worksheets, ADPlans, Annual Performance Reports and Financial Acquittals are submitted through ANCP Online (SmartyGrants).

Each ANGO will have one unique username and password that will provide a single point of access for ANCP Online for RDE, ADPlans or Annual Performance Reports. ANGOs will access ANCP forms through a URL that will be emailed to each ANGO when each round (RDE, ADPlans and Annual Performance Reports) is opened in the system. ANGO information published internally and on the DFAT website contain usernames. Usernames must, therefore, be the name of the ANGO and not the name of a staff member.

If required, multiple users from the same ANGO can access ANCP Online at the same time, by using the same log on information. There are no messages generated by the system to indicate multiple users are logged into the same form at the same time.

If an ANGO chooses to allow multiple users, it is important to ensure that separate users are not working in the same form (e.g., same Project form or same Program form) at the same time, as this may cause data loss. ANCP Online does not have a recovery function if data is lost due to multiple users working on the same form at the same time.

9.3 Annual Development Plans (ADPlans)

An ADPlan is a plan of development programs and projects put forward by an ANGO in order to receive funding through the ANCP. ADPlans outline the delivery for the ANGOs ANCP portfolio development projects and programs over the 12-month period, although the program or project itself could be implemented over a longer timeframe (refer below for definitions of *program* and *project*).

An ANGO may present a common set of projects in the ADPlan each year or they may wish to change some or all of the projects in the ADPlan each year. For continuing projects where the scope or objectives remain mostly the same, these should be entered in ANCP Online as multi-year projects (not as single year projects) and updated each year to reflect annual outputs.

If an ANGO is implementing several projects with varying implementation schedules crossing financial years (e.g. one project might be implemented from May to February, another from December to November) then the ADPlan should identify only the outputs to be delivered in the 12-month ANCP funding period (e.g. July to June). Activities for projects that are implemented or completed after 30 June would need to be funded out of the following year's ANCP allocation.

Programs and Projects

DFAT acknowledges that ANGOs use a variety of terminology to define their development work. To be able to accurately capture information about the ANCP, it is important that consistent definitions relating to 'program' and 'project' are applied. ANGOs are not required to adjust their internal systems to align with the ANCP definitions. However, information provided in ADPlans and Annual Performance Reports should be consistent with the explanation provided below.

Program: Programs are overarching development approaches and initiatives that set priorities and guide project outcomes, results, and activities. Programs constitute a coherent set of development projects that pursue a single focus, which may be regional, sectoral, or country based.

Project: Projects are the practical implementation of an ANGO's overarching development approach or program. Projects are discrete investments in particular countries, contexts and/or sectors, with a specific start and end date and identified funding.

Multi-year Projects

The ANCP supports the design of multi-year programs and projects, though operates within the Government's annual appropriations (see section 10 for further detail). DFAT encourages ANGOs to submit multi-year ADPlan projects for ongoing activities, rather than single-year projects on an annual basis. Each year the outputs and outcomes can be updated but the description should clearly articulate the long-term outcomes the project plans to achieve.

In ANCP Online, the project form will ask if the ADPlan is in its first year of implementation or a continuing ANCP project. If continuing, all data from the previous ADPlan year will migrate to the current project form. ANGOs will only need to make changes if there are updates to the project's sections (e.g. countries, funding, outputs, etc.).

ANCP Online will also ask if the continuing project is in a new phase or has significant amendments, or if it is in the final year of the project. This will be used for DFAT tracking purposes only.

Portfolio Considerations

DFAT acknowledges that ANGOs often plan development activities at a program level, or on a geographic or thematic basis. The ADPlan template in ANCP Online supports ANGOs to provide an overview of program approach in the Program Form, and also provide details on the country/context specific ways in which this program is implemented.

ADPlan submissions can benefit from using a program approach to group a number of projects into programs. This also aligns with the DFAT Accreditation criteria: B 2.7 – an ANGO can demonstrate a strategic approach to programming and has country, regional and/or sectoral strategies relevant to the size and complexity of its programming. The program approach is defined and managed by the ANGO.

It is also possible for parts of programs to be captured in the ADPlan as projects. For example, included in the ADPlan may be the nutrition component of a broader health program, or the Vietnam component of a Mekong Water and Sanitation program. In these cases, DFAT encourages ANGOs to provide information at the program level, to the extent possible, as well as providing the required project information, to give a clear picture of the ANGO's work and overall approach to development.

Phased Projects

DFAT acknowledges that ANGOs have projects that are implemented in phases. To ensure the project details are recorded appropriately, ANGOs should keep the existing ADPlan project form, and indicate that the project is in a new phase. Where the next phase of a project is a combination of two or more ANCP projects, ANGOs should use judgement as to which ADPlan project form should end, and which ADPlan project will continue as the new phase. Variations to the next phase of the projects must be detailed accordingly throughout the ADPlan from to provide a clear picture of the direction of the new project.

Pilot and Trial Projects

When considering projects for inclusion in ANCP ADPlans, ANGOs should ensure a balance between pilot or trial projects and more established programming.

Pilot or trial project ADPlans should clearly describe how the project will be monitored and/or evaluated to determine if the trial has been successful and inform decisions on the continuation of the project.

Consortium Projects

For the purpose of ADPlans, ANGOs should only declare they are working in consortia when the consortia are made up of other ANCP ANGOs, and where all ANCP ANGOs are using ANCP funds. Each ANGO must be able to provide details of the consortia arrangement, such as each ANGO's responsibilities and contributions to the project, and what proportion of the project (e.g. outputs or dollars contributed) each ANGO is responsible for to give a clear picture of the entire project.

To ensure projects are not over-reported, details reported in the ADPlan for consortia projects (e.g. project value, participant numbers, and outcomes/outputs etc.) must be related to each ANGO's respective part of the project, and not the project as a whole. Each NGO should only report pro rata participant numbers (i.e., proportion of funds provided to whole project).

DFAT acknowledges that ANGOs may be working in consortia with ANGOs/other organisations outside of the ANCP, however, for the purpose of ADPlans, these projects are not classified as consortium projects and partnerships can be detailed in other sections of the ADPlan form.

Structure of ADPlans in ANCP Online

In ANCP Online, the ADPlan has been separated into a three-tier structure:

- *Header Form*: The overarching application form, which contains the ANGO's executive summary, contact details (including authorised officers) and ANCP funding summary. It also contains the certification document. **The Header Form is mandatory.**
- *Program Form*: The Program Form supports ANGOs both to report in line with a programmatic approach to development and provide structure to the ADPlan. **The Program Form is optional.** ANGOs that do not use programs, or which have projects that are not otherwise linked to a program, should answer 'no' to the program question and leave the program title blank. Where ANGOs have multiple projects that do not operate under a program structure, the relevant projects should be clustered under one blank program (e.g. do not set up multiple blank programs to host multiple projects).
- *Project Form*: The Project Form is completed after the Program Form has been completed (or identified as not being applicable). The Project Form contains all information on a project, such as financials, implementing partners, project description and outcomes/outputs, etc. **This form is mandatory.**

ANGOs submit one Header Form, Program form(s) (if relevant) and at least one Project Form (depending on the number of projects an ANGO would like to submit) for the upcoming financial year. This ADPlan can be varied if required throughout that period subject to the caveats below.

ANGOs then submit one Annual Performance Report for the full funding period (e.g. the previous financial year). The Annual Performance Report also consists of a Header Form, followed by sub-forms containing more detailed program and/or project information.

The entire ADPlan or Annual Performance Report forms should be submitted at the same time. The ADPlan must be reviewed and approved by the relevant ANGO Authorised Officer. The ANCP Program Certification must be signed by an Authorised Officer in hard copy, scanned, and uploaded to ANCP Online. ADPlans will not be considered final without this Certification being completed and attached to the Header Form.

In March/April of each year, DFAT will migrate data from the previous year's ADPlan to use as a basis for the next year. ANGOs will be able to update information for ongoing projects rather than re-entering data. ANGOs will be able to add new projects or remove projects as required.

ADPlan Approval Process

ADPlans are due by 30 June each year. DFAT will generally commence assessment of ADPlans once all ADPlans are received. However, ANGOs are encouraged to advise DFAT if their ADPlans contain no new projects or significant changes. In these instances, DFAT may be able to provide early approval of ADPlans. DFAT will not commence review of an ADPlan if a signed Grant Agreement has not been received.

Step 1: ANGO completes ADPlan information in ANCP Online. ANGOs will have access to the ANCP Online system from April (exact date to be confirmed by DFAT each year) to 30 June.

Step 2: DFAT will run an automated report on all submitted ADPlans after 30 June. The report checks financial and data information to ensure that all necessary sections have been completed. If any inconsistencies are detected, the ANGO will be notified and asked to revise the ADPlans as necessary and then resubmit to DFAT.

Step 3: DFAT appraises the ADPlan to ensure all sections have been completed correctly and are consistent with key DFAT policies. For example, DFAT will ensure:

- projects adhere to the ANCP Manual and other key DFAT policies;
- projects are being implemented in DFAT approved regions and sectors;
- project data and is correct; and
- project information in the ADPlan is sufficient for DFAT to understand the project and may a decision to support its inclusion in the ANCP.

DFAT Country and Thematic teams and/or Posts also review ADPlans, particularly focusing on new, high risk or significantly changed projects.

Projects operating in high risk locations will require additional information on risk management and treatment. These projects will be submitted to the DFAT Delegate (FAS DPD) for approval.

Step 4: DFAT will prepare a feedback and assessment report, collating the feedback from all DFAT areas. DFAT will approve the ADPlan if no issues arise. If any issues are detected, DFAT will notify the ANGO and provide a report explaining what additional information or changes are required. The relevant forms will be 'unsubmitted' in ANCP Online system so that they are available to the ANGO for editing. Once updated, the ANGO should then 'Submit' the revised ADPlan for approval.

Step 5: DFAT will review the resubmitted ADPlan and liaise with ANGOs and other areas of DFAT to ensure all required information is captured in the ADPlan. Once an ADPlan has been 'fully approved', ANGOs will be invited to submit an invoice for their first ANCP tranche payment.

Revising ADPlans

ANGOs should exercise judgement and draw upon their experience when considering whether a project variation needs to be brought to DFAT's attention in writing (to ancp@dfat.gov.au) as soon as practical. When liaising with DFAT on amendments to projects, ANGOs should notify DFAT of the Project Online Identification Number/s and submit the completed ADPlan Variation Request form via ANCP Online.

Changes after ADPlan approval that should be advised to DFAT typically include:

- Major change to project scope:
 - changed project objectives;

- additional or different sector focus/DAC code;
 - different project activities.
- Changes to ANCP contribution to or total project budget where increase or decrease is 20% or more.
- Change to expected beneficiary numbers where increase or decrease is 20% or more.
- Changes to implementing partner.
- Project delays:
 - Delay in proposed commencement date greater than three months;
 - Project closure where more than three months earlier than planned closure date.
- Changes to project location:
 - Change to province/city or other community.

Consideration should be given to the full impact of the project revision, e.g., will a project budget change impact timeframe, impact other ANCP projects, or will a change in implementing partner impact the project activities or location.

DFAT will advise whether amendments should be made to the ADPlan, or a variation recorded in the Annual Performance Report. ANGOS must have received written approval of the changes from DFAT before changes may be implemented.

When delays are likely to be encountered in forwarding funds to the project delivery organisation/partner, the funds must be put in a secure, interest-bearing account.

Additional or different countries and new projects can only be submitted as part of the ADPlan process. Please contact DFAT if there are exceptional circumstances outside the control of the ANGO.

9.4 Annual Performance Reports

ANGOs submit Annual Performance Report in ANCP Online three months after the annual funding period has finished (by 30 September). The Performance Report contains the annual progress, achievements and challenges of the ADPlan and the annual financial acquittal.

The acquittal component of the Performance Reports is a periodic accounting to DFAT for the use of DFAT funds, supported by the ANGO keeping records that show all spending of every part of every payment received from DFAT. To be accurate, acquittals must be a record of how and where money has been expended on a project, not simply a record that money has been sent from the ANGO to the partner organisation.

ANGOs must be able to fully account for all Australian Government funding provided. Annual reporting enables DFAT to be confident that all Australian Government funds provided have been applied and acquitted as agreed. DFAT may request that ANGOs provide additional financial details for projects where questions arise.

The Annual Performance Report component provides information on the specific achievements of ANGOs at the overall agency-wide level, the program level, and the project level. This includes both qualitative and quantitative information, through the narrative on lessons learnt, participant values and indicator reporting. Performance reports should be frank assessments of implementation and include an assessment of both the achievements as well as the challenges or issues encountered and track progress against targets, outputs and outcomes identified in the ADPlan.

Annual Performance Reports are required to be certified by an authorised officer within the ANGO. DFAT will review a sample of the project level performance reports. Unless there are significant errors or omissions, DFAT will not request changes to the reports, but ANGOS are asked to incorporate feedback received into future reporting.

In instances where there are ongoing delays to project implementation, significant underspends or other issues which impact on the ANGO's ability to implement a project, DFAT may instigate a performance management process to monitor the project progress. This may include regular consultations with the ANGO and a request that the ANGO submit ad-hoc project reports on a quarterly or half-yearly basis. These reports should provide an update to DFAT on progress in relation to activity implementation and budget expenditure.

9.5 ANCP Indicators

A [*Performance and Delivery Framework*](#) was released with Australia's International Development Policy in August 2023.

Australia's International Development Performance and Delivery Framework includes an indicator framework comprising on three tiers:

- **Tier 1: Indo-Pacific development context** – these indicators present selected issues central to achieving sustainable development outcomes for the Indo-Pacific. Improvements over time for Tier 1 indicators are the outcome of collective efforts by countries and their development partners, including Australia.
- **Tier 2: Australia's contribution to development** – these are annual results directly attributable to Australian development efforts, organised against the four focus areas of the development policy.
- **Tier 3: How we work** – these are selected measures of the DFAT's operational approach to delivering Australia's development program.

ANCP will report on select Tier 2 and 3 indicators. Most of these are covered by existing ANCP indicators related to health, education, food security, climate change, gender equality, disability equity, social protection and economic empowerment. The ANCP indicator set will be updated in 2024 to include additional indicators under the new Performance and Delivery Framework.

ANCP developed a number of indicators under the ANCP Monitoring, Evaluation and Learning Framework (MELF). The use of ANCP indicators is a way for DFAT to capture quantitative information about the contribution ANGOS are making to the Australia's development program's strategic goals. These indicators allow DFAT to communicate ANCP achievements in a quick and simple way and support more in-depth analysis of the qualitative information provided by ANGOS.

ADPlan – For the ADPlan, ANGOS are not required to identify expected indicators projects will report against, as indicators are only captured in the Annual Performance Report. However, DFAT expects that ANGOS have complete appropriate baselines and targets and would be able to provide these values for projects if required.

Annual Performance Report – ANGOS are required to report against the indicators for each project in the Annual Performance Report. In the Annual Performance Report, the information in the indicators section should be consistent with the information provided in the projects and beneficiary tables. ANGOS should

report on *actual* results against the selected indicators in the Annual Performance Report and must disaggregate indicator values. At a minimum, and where relevant, DFAT expects disaggregation into men, women, boys, girls, or where appropriate sex indeterminate/intersex/unspecified, as well as people with disability.

When completing the Performance Report for each project, ANGOs should select the relevant indicators from the list provided for each project. After making this selection, the next page of the Performance Report will ask ANGOs to enter the relevant values. Please refer to ANCP Online for further details.

If there are any questions or concerns around how to calculate values or respond to particular indicators, ANGOs should contact the ANCP team at ancp@dfat.gov.au for advice.

9.6 Development Assistance Committee (DAC) Codes and Sustainable Development Goals (SDGs)

DAC codes are developed by the Organisation for Economic Co-operation and Development (OECD). They are also known as Creditor Reporting System (CRS) codes, purpose codes or sector codes. DAC sector codes are reviewed annually and updated by the OECD-DAC to reflect new and emerging realities of international development.

DFAT uses DAC codes to generate data for the development program as a whole to inform policy, use in corporate reporting and to meet its reporting obligations to the OECD DAC. NPQ uses DAC code data for both internal and external reporting and program management. ANGOs are asked to report on the DAC codes their projects are contributing towards including proportionate expenditure against each code.

The sector classification does not refer to the type of goods or services provided. Sector specific education or research activities (e.g. agricultural education) or construction of infrastructure (e.g. agricultural storage) should be reported under the sector to which they are directed, not under education, construction, etc.

ANGOs should enter all relevant DAC codes to ANCP projects - at a minimum this must include primary and secondary codes. In accordance with DFAT's Family Planning Guiding Principles, all ANCP activities that expend funds on family planning activities should be assigned this code (13030).

The [DAC code lists and guidance](#) provides information on how to select the appropriate code.

In addition to DAC codes, each project will be required to report against Sustainable Development Goals (SDGs) with estimated expenditure. The *SDG Indicators* provide further information on how to identify the correct SDG/s.

9.7 Additional Information

ANGO Contact Details in ANCP Online

To ensure receipt of updates and advice from the ANCP team and DFAT executives, ANGOs should ensure that their contact details of all positions (i.e. CEO through to M&E Contact) in ANCP online are current. Staff changes must be updated as soon as practicable.

Publication of ANCP Information

In line with DFAT's commitment to transparency and accountability, a summary of the ADPlans and Performance Reports will be published on the DFAT website and complete ADPlans and Performance Reports are available internally to DFAT staff. ANGOs should ensure that information is suitable for

publication and that sensitive information is not included in sections of the ADPlans which are made publicly available.

ADPlans must be easy to read and understand. Project level ADPlans and Performance Reports will be read as stand-alone documents. Avoid confusing, lengthy statements or sentences. Similarly, ensure information can be understood by someone without an international development background. Give projects meaningful and self-explanatory titles and spell out acronyms fully when first used.

Ad Hoc Reports

Throughout the program cycle, DFAT may request ad hoc reports of any type, e.g. mid-year progress or safeguard reports, in relation to any significant developments, delays or difficulties encountered in undertaking project/s or in relation to the ANGO's organisational programming and/or structure.

9.8 Partner Performance Assessments

Partner Performance Assessments (PPAs) are completed for all commercial suppliers, ANGOs and multilateral organisations delivering development activities with agreements valued at \$3 million and above. PPAs assess how well ANGOs are delivering the services required in development agreements. The focus of the PPA is on the performance of the ANGO, as distinct from the quality of the investment itself. PPAs cover performance against five standard criteria over a 12-month period.

PPA information is valid for five years and used in tender/grant evaluations; to inform the awarding of future grant agreements; and inform funding decisions. The PPA report is prepared by DFAT and sent to the relevant ANGO for comment.

For fairness, transparency and in accordance with the principles of natural justice, ANGOs must be given at least 15 working days to review and endorse PPAs. Where a partner disagrees with the assessment and an agreed position on performance is not shared, the partner may submit a written statement declaring its objections.

10. FINANCIAL REQUIREMENTS

ANGOs have a series of financial obligations in addition to those set out in 3.6.

ANGOs should note that approval of ADPlans for multi-year programming does not imply a forward financial commitment for those activities. Funding is allocated annually in accordance with the funding policy and ADPlans are assessed and approved annually.

10.1 Administration Costs

ANGOs can allocate up to 10% of their annual ANCP grant to administrative costs in any financial year. Administration costs must be fully expended in the financial year and cannot be rolled over.

Administration costs are expenses associated with the operations of an ANGO and are listed in the administrative costs table below.

Project-related administrative costs may be charged to project budgets. However, ANGOs should remember that value for money is a significant aspect of the assessment of activities for funding. General overheads and pre-project costs (such as recurrent expenses at headquarters, membership costs, administration fees and maintenance costs of basic operations) would not normally be charged to project operations, whether they occur in Australia or elsewhere.

Fundraising costs are not eligible to be included in administration costs.

ANGOs are required to have auditable records of their actual expenditure of ANCP funds on administration but will not be required to acquit them. The expenditure should be signed off by the ANGO's auditor as part of the ANGOs annual audited financial statements.

Administrative costs attributable to the ANCP

Administrative & Support Costs	The salaries and associated overheads of annual leave, long service leave, payroll tax, superannuation and workers compensation payments for administrative, clerical and other support personnel not involved in chargeable project/program work, but who support DFAT related activities such as ADPlans, Performance Reports and RDE calculations.
Management Costs	The salaries, bonus payments and associated overheads of annual leave, long service leave, payroll tax, superannuation and workers compensation payments for any management personnel not involved in chargeable project/program work, but who support ANCP related activities such as ADPlans, Performance Reports and RDE calculations.
Office Accommodation	Office rental payments, power and light and leased office furniture, depreciation of office furniture and equipment, but excluding any capital costs, to cover management, technical, support and other personnel.
Office Expenses	Printing and stationery, leasing or depreciation costs for computers, photocopiers and other office equipment that are not directly chargeable to project work, to cover management, technical, support and other personnel.
Operating Expenses	Includes items such as audit fees, legal fees, fees for other professional services, bank charges, bank interest, membership of various associations (excluding ACFID) advertising (not fundraising), brochures, staff recruitment costs, repairs and maintenance, office cleaning, staff amenities.
Communication Costs	Telephone, facsimile rentals and operating costs, internet connection and operating costs, courier costs, air freight costs and postage to cover management, technical, support and other personnel.
Travel Expenses	Air, <u>land</u> and sea travel costs which are not directly chargeable to a project/program, to cover management, technical, support and other personnel.
Insurance & Professional Indemnity	The costs of any general insurance, public <u>liability</u> and professional indemnity cover.

10.2 Partnerships

There are multiple areas to outline project partnerships within the ANCP Online form:

Section 2.1 Partners: List all *direct* (contractual financial, contractual non-financial, or non-contractual) partners of the project, including their country, partner type, and budget (if applicable).

Section 2.2 Consortiums: Provide details of the consortia arrangement for the project i.e., the ANCP NGO you are working with, each NGOs responsibilities/contributions to the project and what proportion of the project (outputs or dollars contributed) each NGO is responsible for.

Section 5.4 ANCP funds to local partners: List all local partners that will receive ANCP funding, through a financial contractual/grant arrangement for the purposes of implementing ANCP projects. This can be directly from the ANGO or indirectly through another partner (e.g., through a country office of an international network). This can again include the local partners listed in Section 2.1.

Local partners will be defined as partner organisations that are registered nationally (not a country office of an international network). Do not include the mandatory minimum \$10,000 funding provided to partners under the “Mandatory minimum \$10,000 funding to local partners for locally identified needs” section in the Header form.

This data will inform one of the Tier 3 indicators under [*Australia’s International Development Performance and Delivery Framework*](#): Number of local partners supported through ANCP, and funding (amount and proportion) to local partners through ANCP organisations.

Mandatory funding to local partners for locally identified needs

ANGOs must allocate a minimum of \$10,000 of their annual ANCP grant, received this ADPlan period, to pass down to local implementing partners within ANCP projects. ANGOs are able to allocate more than the \$10,000, but it must not exceed 10% of their annual grant. This funding does not form part of the 10% allocation for administrative costs noted above.

The funding can be used by local partners for their self-identified priorities. This could include capacity building/organisational strengthening activities, project activities (related to their ANCP project), or administrative and overheads costs (a list of what constitutes administration expenses can be found in the ANCP Manual).

The purpose of the initiative is to further DFAT’s commitment to the locally led development agenda. This is a pilot approach which will inform future learnings on locally led development in the ANCP.

10.3 Rolled over funds

If an ANGO does not spend the full grant amount by the end of the financial year, it may roll over up to 10% of the funds to the next financial year. ANGOs may roll over to the next financial year an amount greater than 10% with prior (before 30 June) written approval from DFAT. If it is forecasted that an ANGO will roll over more than 10% of their grant allocation, they should advise DFAT in writing as early as possible detailing:

- the amount and percentage of grant funds to be rolled over;
- the factors that have contributed to the rollover greater than 10%; and

- the measures in place to ensure the rolled over funds will be fully expended in the following ADPlan period.

Once a roll over above 10% has been approved by DFAT for the following ADPlan financial year, the ANGO must advise DFAT prior to 31 December of that year whether the ANGO expects to disburse the funding.

Funds allocated to a specific project can only be rolled over once, and therefore funds rolled-over must be fully expended in the following financial year. Rolled over funds must be allocated to projects and cannot be used for administration costs (see 10.1) nor DM&E costs (see 10.6). The ANGO contribution (matched funds) must be fully expended in the financial year, regardless of the grant amount expended, and cannot be rolled over.

If DFAT has declined approval to roll over funds, DFAT will request repayment of the unexpended funds. If an ANGO will not be receiving any funding in the next financial year, it must repay any unexpended funds to DFAT within 28 days of DFAT's final acceptance of the final Annual Performance Report.

10.4 Interest

The estimated amount of interest earned on DFAT funds must be recorded in ADPlans and the final amount reported as part of the financial acquittal. Interest earned should include interest earned in Australia and overseas. Any interest earned should be expended and acquitted during that financial year, rolled over or refunded to DFAT.

10.5 Currency Fluctuations

Currency fluctuations during the course of an activity may affect project budgets planned at the time the project was designed. ANGOs should consider the possibility of such fluctuations when preparing budgets.

Where there is a gain from exchange rates, that gain should be used for ANCP project purposes, rolled-over or refunded to DFAT. Exchange rate losses need to be factored into project design and implementation where practicable.

In cases where an unexpected exchange rate loss occurs, ANGOs should contact DFAT to discuss any required variations to project ADPlans.

10.6 Project Design, Monitoring and Evaluation Costs

Design, monitoring and evaluation (DM&E) are essential parts of the project management cycle and ANGOs may use up to 10% of their annual ANCP grant funds for DM&E, across the entire grant allocation. DM&E costs must be directly attributable to ANCP projects. DM&E activities should be guided by the [DFAT Aid Evaluation Policy](#) and [DFAT Monitoring and Evaluation Standards](#). Further detail of DM&E costs are listed in the table below.

DFAT defines evaluation as the systematic and objective assessment of an ongoing or completed investment, program or policy. It is an in-depth process which takes place on a periodic basis. Evaluation aims to provide credible evidence which can inform major program management and policy decisions and highlight important development lessons.

Evaluation is distinct from, but related to, monitoring. Monitoring is a continuous process that examines whether an investment, policy or program is on track to achieve its intended results. Monitoring helps

organisations track achievements by a regular collection of information to assist timely decision making, ensure accountability, and provide the basis for evaluation and learning. Evaluation will generally use data gathered through monitoring as one source of evidence. Evaluations should contribute to future project design and analysis and therefore may not be appropriate for all ANGO activities.

Evaluation costs are eligible for ANCP expenditure to assist the ANGO to conduct feasibility studies, baseline surveys and evaluations of similar activities, where the lessons learnt can be readily adapted and incorporated into the existing project or activity.

DM&E costs attributable to the ANCP

Situation/needs analysis and baseline studies	Costs associated with undertaking baseline studies and situational and/or needs analysis including staff salaries, engagement of consultants, travel costs.
Project design, development of a program logic/ theory of change	Costs associated with the development of a project design including theory of change and development of a monitoring and evaluation plan including staff salaries, engagement of consultants, travel costs.
Project Monitoring	Costs associated with monitoring ANCP projects including staff salaries, travel costs.
Project Evaluations	Costs associated with the evaluation of ANCP projects including staff salaries, engagement of consultants, travel costs.
Meta-Evaluations/Impact Assessments	Costs associated with undertaking meta-evaluations including staff salaries, engagement of consultants, travel costs.
Learning Events	Costs of workshops or similar activities aimed at sharing practice, informing new project designs, or as part of regular monitoring or evaluation.

10.7 Assets

Assets are defined as non-consumable items valued at or over \$5,000 using funds provided by DFAT through the ANCP; and for the purposes of delivering activities in the ANCP ADPlan. Refer to clause 13 of the Grant Agreement for further information.

Assets may include:

- vehicles (including boats);
- office equipment;
- IT and communications equipment;
- software; and
- buildings and land.

Asset purchases and disposal with ANCP project funds should be carefully considered to ensure value for money and sustainability:

- Any construction must be an integral part of an overall development plan rather than the primary purpose of the ANCP activity. The construction of buildings will only be supported if the ANGO demonstrates that it is necessary to meet broader development objectives and must comply with climate resilient infrastructure standards (where relevant and available). DFAT encourages the use of renewable technology and energy.
- ANGOs must provide details (including rationale and disposal process) within the ADPlan of any assets to be purchased that comprise a significant proportion of the project budget. This is in addition to the Asset Register (Clause 13.3 of the Grant Agreement).
- The assets to be purchased or supplied must be appropriate to the environment in which they are to be placed.
- Ownership of any assets purchased, or part-purchased with ANCP funds, must pass to in-country partners during, or at completion, of the project.
- Where an asset is disposed of through sale, or the asset generates a profit, the funds should be reinvested back into the project or other ANCP project.
- The asset recipients (following asset disposal) must have the capacity to maintain the asset concerned and to meet recurrent costs (e.g. in the case of a hospital, funding the medical salaries and supplies, utilities, maintenance etc.).
- Asset registers and associated documentation such as import documents, invoices and warranties must be available for audit by or on behalf of DFAT at any time.

11. MONITORING, EVALUATION AND LEARNING FRAMEWORK

DFAT conducts monitoring and evaluation of the ANCP under the [*Monitoring, Evaluation and Learning Framework \(MELF\)*](#). The aims of the MELF are to provide information about the overall program performance of the ANCP, the range and scope of ANCP funded work and the high-level outcomes achieved. It also aims to provide shared learning about development effectiveness.

The MELF comprises:

- The Annual Performance Reporting system that captures data submitted by ANGOs;
- A Meta-evaluation report conducted every two years on ANGO evaluations; and
- A biennial thematic review on a topic of relevance to DFAT and ANCP ANGOs.

In addition, DFAT staff undertake a number of field visits in person or remotely to selected ANCP projects.

The MELF is primarily designed as a tool to ensure satisfactory and consistent monitoring and reporting by ANGOs funded under ANCP. It does not replace the more complex monitoring and evaluation systems of the ANGOs or their in-country partners. Rather the framework draws from those systems to present a summary of information primarily for the DFAT purposes of accountability, learning, communication, and overall improvement of the ANCP.

The ANCP MELF specifies that ANGOs are responsible for evaluating their own ANCP projects in line with the [*DFAT Design and Monitoring and Evaluation Standards*](#). DFAT requires a copy of the full report of any evaluation conducted on an ANCP activity which can be attached to the relevant project in ANCP Online when completing the Annual Performance Report.

11.1 DFAT Monitoring Visits

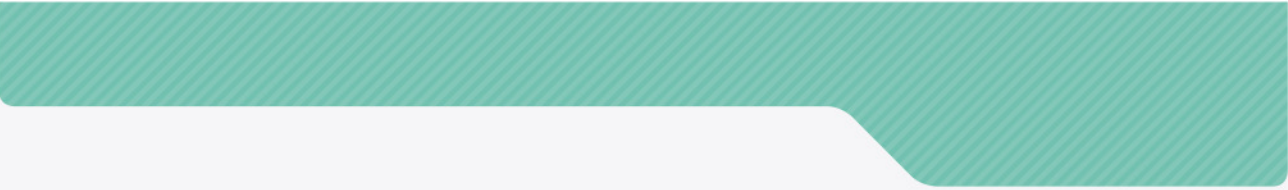
As part of managing the ANCP, each year NPQ and DFAT colleagues from Posts and/or Thematic teams may visit a number of projects in person or remotely to meet local partners, engage with project participants and triangulate information provided in ADPlans and Performance Reports. Draft Terms of Reference and Reporting templates for M&E visits can be found in the MELF.

When hosting a visit, ANGOs and their in-country partners should consider an itinerary which includes:

- an overview about the project and how it fits within the ANCP portfolio;
- interviews with in-country staff;
- discussion with a range of project stakeholders, including implementing partners and project participants (and space to conduct these privately);
- time to view any relevant assets purchased or built as part of the project; and
- time to debrief and discuss visit findings.

11.2 Child Safeguarding and DFAT Monitoring Visits

DFAT staff visiting ANCP projects as part of ANCP monitoring are visiting in a DFAT capacity, and not in the capacity of an ANGO visitor. Therefore, during the visit all DFAT staff are bound by the Australian Public Service Code of Conduct and DFAT Values.



It is DFAT's expectation that ANCP monitoring visits are accompanied/supervised by the implementing partner or the ANGO, and that DFAT staff will have minimal 'contact' with children during monitoring visits. Any images taken by DFAT staff will be in accordance with DFAT's Ethical Photography Guidelines and will not be used without appropriate permissions being given.

It is appropriate for ANGOs to ask for all visiting DFAT staff, both A-based and locally engaged, to sign a ANGOs' Child Protection Policy or Code of Conduct which outlines the appropriate behaviours and expectations for people visiting projects and engaging with communities. It is not necessary to ask for any additional security clearance statutory declarations/criminal checks etc., as DFAT has rigorous recruitment practices for all staff.

12. FURTHER INFORMATION

12.1 ANCP Team Contact Details

For assistance with program management or administration (e.g. ADPlans, Performance Reports, project issues), please call the ANCP Hotline on (02) 6178 5888 during business hours or email ancp@dfat.gov.au

For assistance with accreditation, please contact the accreditation team at accreditation@dfat.gov.au

12.2 Acronyms

ABN	Australian Business Number
ACFID	Australian Council for International Development
ACIAR	Australian Centre for International Agricultural Research
ADPlan	Annual Development Plan
ANCP	Australian NGO Cooperation Program
CDC	Committee for Development Cooperation
CRPD	Convention on the Rights of Persons with Disabilities
DAC	Development Assistance Committee
DFAT	Department of Foreign Affairs and Trade
DGR	Deductible Gift Recipient
DM&E	Design, Monitoring and Evaluation
DRM	Development Risk Management
DRR	Disaster Risk Reduction
EMS	Environmental Management System
IETs	International Environmental Treaties
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MELF	Monitoring, Evaluation and Learning Framework
ANGO	Australian Non-Government Organisation
POI	Program/Project Online Identification
PPA	Partner Performance Assessment
RDE	Recognised Development Expenditure
UN	United Nations
WASH	Water, Sanitation, and Hygiene
WHO	World Health Organisation

12.3 Resources and Links

Further information on the ANCP can be found on DFAT's website at:

<http://dfat.gov.au/aid/who-we-work-with/NGOs/ancp/Pages/australian-NGO-cooperation-program.aspx>

ANCP Resources and Links

[ANCP Accreditation](#)

<http://dfat.gov.au/aid/who-we-work-with/NGOs/ancp/Pages/accreditation.aspx>

[ANCP Accreditation Manual](#)

<http://dfat.gov.au/about-us/publications/Pages/australian-NGO-accreditation-guidance-manual.aspx>

[ANCP Monitoring, Evaluation and Learning Framework](#)

<http://dfat.gov.au/aid/who-we-work-with/NGOs/ancp/Pages/monitoring-and-evaluation.aspx>

[ANCP Performance Snapshot 2021-22](#)

[Australian NGO Cooperation Program \(ANCP\) Performance Snapshot 2021-22 | Australian Government Department of Foreign Affairs and Trade \(dfat.gov.au\)](#)

[Gender Equality and Social Inclusion in the ANCP 2019-20](#)

<https://www.dfat.gov.au/publications/development/gender-equality-and-social-inclusion-in-the-ancp-2019-20>

[ANCP Thematic Review: Agricultural Development and Food Security](#)

<https://www.dfat.gov.au/publications/people-people/ancp-thematic-review-agricultural-development-and-food-security>

[Localisation and the ANCP 2019-20](#)

<https://www.dfat.gov.au/publications/development/localisation-and-the-ancp-2019-20>

[Committee for Development Cooperation](#)

<http://dfat.gov.au/aid/who-we-work-with/NGOs/cdc/Pages/committee-for-development-cooperation.aspx>

[Recognised Development Expenditure](#)

<http://dfat.gov.au/about-us/publications/Pages/recognised-development-expenditure-worksheet-explanatory-notes.aspx>

General Resources and Links

Further information on DFAT's key strategies, policies and other relevant publications are available as below:

2050 Strategy for the Blue Pacific Continent

<https://www.forumsec.org/2050strategy/>

ANCP Disaster Risk Reduction and Climate Finance Guidance

[DRR and Climate Finance in ANCP Projects - Guidance Note - Mar 2022 Final.docx \(live.com\)](#)

Australian Council for International

<https://acfid.asn.au/code-of-conduct>

Development (ACFID)
Code of Conduct

Climate change –
UNFCCC

[Nationally Determined Contributions \(NDCs\) | UNFCCC](#)

Climate Change Action
Strategy

<https://dfat.gov.au/about-us/publications/Pages/climate-change-action-strategy.aspx>

Consultative Group to
Assist the Poor
(CGAP) FinDev Gateway
(microfinance)

<https://www.findevgateway.org>

Counter Terrorism
Resourcing (Financing)

[List of Terrorist Organisations:](#)

<https://www.nationalsecurity.gov.au/what-australia-is-doing/terrorist-organisations/listed-terrorist-organisations>

[DFAT Consolidated List:](#)

[Consolidated List | Australian Government Department of Foreign Affairs and Trade \(dfat.gov.au\)](#)

[\(DFAT\) Counter Terrorism Resourcing Statement:](#)

<https://dfat.gov.au/international-relations/security/counter-terrorism/Pages/terrorism-resourcing-risk-management-statement.aspx>

[\(DFAT\) Australia and sanctions](#)

<http://dfat.gov.au/international-relations/security/sanctions/Pages/sanctions.aspx>

[Dealing with Terrorists-information for Australians and Australian businesses:](#)

<http://dfat.gov.au/international-relations/security/counter-terrorism/Pages/dealings-with-terrorists-information-for-australians-and-australian-businesses.aspx>

[\(ACNC\) Protecting Charities from Terrorism Financing:](#)

<https://www.acnc.gov.au/tools/topic-guides/risk-management>

[\(Home Affairs\) Safeguarding your Organisation Against Terrorism Financing:](#)

<https://www.homeaffairs.gov.au/criminal-justice/files/safeguarding-your-organisation-against-terrorism-financing.pdf>

	Australian National Security:
	https://www.nationalsecurity.gov.au/Pages/default.aspx
Development Assistance Committee (DAC) Codes	http://www.oecd.org/dac/stats/dacandcrscodelists.htm
DFAT CBM Disability-Inclusive Development Resources	https://www.dfat.gov.au/aid/topics/development-issues/disability-inclusive-development/Pages/disability-initiatives.aspx
DFAT social media	http://dfat.gov.au/news/social/pages/social-media.aspx
DFAT's Child Protection Guidance Note on Use of Images and social media	https://www.dfat.gov.au/sites/default/files/Images and Social Media.pdf
DFAT's Child Protection Policy	https://www.dfat.gov.au/international-relations/themes/child-protection/Pages/child-protection.aspx
DFAT's Design & Monitoring & Evaluation Standards	http://dfat.gov.au/about-us/publications/Pages/dfat-monitoring-and-evaluation-standards.aspx
DFAT's Disability-Inclusive Development Strategy	http://dfat.gov.au/about-us/publications/Pages/development-for-all-2015-2020.aspx
Disaster Risk Reduction	https://dfat.gov.au/aid/topics/investment-priorities/building-resilience/drr/Pages/disaster-risk-reduction-and-resilience.aspx
Economic Infrastructure	http://dfat.gov.au/about-us/publications/Pages/strategy-for-australias-investments-in-economic-infrastructure.aspx
Environmental and Social Safeguard Policy for the Development program	https://www.dfat.gov.au/about-us/publications/Pages/environmental-social-safeguard-policy.aspx
Environmental and Social Safeguards guidance notes	https://dfat.gov.au/aid/topics/aid-risk-management/Pages/environmental-and-social-safeguards.aspx
Ethical Photography Guidelines	http://dfat.gov.au/about-us/publications/corporate/Pages/consent-for-use-of-images-videos.aspx
Family Planning Guidelines	http://dfat.gov.au/about-us/publications/Pages/family-planning-and-the-aid-program-guiding-principles.aspx

Framework for Resilient Development in the Pacific	http://gsd.spc.int/frdp/
Fraud and Anti-Corruption	https://dfat.gov.au/about-us/corporate/fraud-control/Pages/fraud-control.aspx
Fraud Control Toolkit	https://dfat.gov.au/about-us/publications/Pages/fraud-control-toolkit-for-funding-recipients.aspx
Fraud Referral Form	https://dfat.gov.au/about-us/publications/Pages/suspected-or-detected-fraud-referral-form.aspx
Gender Equality	http://dfat.gov.au/about-us/publications/Pages/gender-equality-and-womens-empowerment-strategy.aspx https://www.dfat.gov.au/publications/development/gender-equality-and-womens-empowerment-aid-program DFAT Gender Equality, Disability and Social Inclusion analysis - Good practice note https://www.dfat.gov.au/about-us/publications/gender-equality-in-investment-design-good-practice-note https://www.dfat.gov.au/publications/development/gender-equality-investment-level-strategy-development-good-practice-note https://www.dfat.gov.au/about-us/publications/Pages/gender-equality-in-monitoring-and-evaluation-good-practice-note https://www.adb.org/sites/default/files/institutional-document/34063/tool-kit-gender-equality-results-indicators_0.pdf https://acfid.asn.au/good-practice-toolkit/quality-principle-2/commitment-2-3/ DFAT PHR - GEDSI and First Nations Engagement Guidance Note Sep2023 v2.0.docx (live.com) SURGE Knowledge Hub – gender equality resources: https://surge4genderequality.com.au/knowledge-hub
Gender Equality, Disability and Social Inclusion guidance note	https://www.dfat.gov.au/sites/default/files/disability-inclusive-development-guidance-note.pdf
Engaging the Private Sector	https://www.dfat.gov.au/publications/aid/guidance-note-engaging-private-sector

Health Security Initiative Disability Guidance Note	Health Security Initiative Disability Guidance Note V2.0.pdf (dfat.gov.au)
Health Security Initiative Gender Guidance Note	Health Security Initiative Gender Guidance Note V2.0.pdf (dfat.gov.au)
Indigenous Peoples	http://dfat.gov.au/about-us/publications/Pages/dfat-indigenous-peoples-strategy-2015-2019.aspx Reaching indigenous people in the Australian aid program: guidance note Australian Government Department of Foreign Affairs and Trade (dfat.gov.au)
Investing in the future: Evaluation of Australia's climate change assistance (2018)	International cooperation on climate change Australian Government Department of Foreign Affairs and Trade (dfat.gov.au)
Logos and Style Guides	http://dfat.gov.au/about-us/corporate/Pages/logos-and-style-guides.aspx#aid-logo
Making Performance Count: enhancing the accountability and effectiveness of Australian aid Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC)	http://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/dacandcrscodelists.htm
PACT's Organizational Capacity Assessment tool	https://www.pactworld.org/library/pacts-organizational-capacity-assessment-handbook
Preventing Sexual Exploitation, Abuse and Harassment	https://dfat.gov.au/international-relations/themes/preventing-sexual-exploitation-abuse-and-harassment/Pages/default.aspx http://www.oecd.org/development/stats/daclist.htm
Private sector partnerships	https://www.dfat.gov.au/publications/aid/guidance-note-engaging-private-sector
Reaching Indigenous Peoples guidance note	https://www.dfat.gov.au/about-us/publications/Pages/reaching-indigenous-people-in-the-australian-aid-program-guidance-note
Reaching Indigenous peoples in the Australian	https://dfat.gov.au/about-us/publications/Pages/reaching-indigenous-people-in-the-australian-aid-program-guidance-note.aspx

development program:
guidance note

Sendai Framework for Disaster Risk Reduction 2015-2030	https://www.undrr.org/implementing-sendai-framework/what-sendai-framework
Smartraveller	http://smartraveller.gov.au/Pages/default.aspx
Social Protection	http://dfat.gov.au/about-us/publications/Pages/strategy-for-australias-aid-investments-in-social-protection.aspx
Sustainable Development Goals	http://dfat.gov.au/aid/topics/development-issues/2030-agenda/Pages/sustainable-development-goals.aspx
The National Redress Scheme for Institutional Child Sexual Abuse	https://www.nationalredress.gov.au/institutions/institutions-have-not-yet-joined
Transforming our World: the 2030 Agenda for Sustainable Development	http://sustainabledevelopment.un.org/post2015/transformiNGOurworld
United Nations (UN) Convention on the Rights of Persons with Disabilities (CRPD)	https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html
WHO guidance on skilled birth attendants	Births attended by skilled health personnel (who.int)
WHO: Optimizing health worker roles to improve access to key maternal and newborn health interventions through task shifting (2012)	WHO Optimizing health worker roles for maternal and newborn health
World Health Organization	World Health Organization (WHO)