



Australian Government  
Department of Foreign Affairs and Trade



## DFAT and NGOs

Effective Development Partners



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### **Cover images left to right:**

The Women's Development Centre in Cambodia provides training to women to enable them to establish viable businesses in their home village. Photo: UAA – Apheda; Youth drama group prepare food at Wan Smol Bag Youth Centre in Vanuatu. Photo: Connor Ashleigh/DFAT; Smallholder training is allowing Nepalese farmers in improve their livelihoods. Photo: Harka Bahadur Maga/Transform Aid International

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# Introduction

This framework outlines the Department of Foreign Affairs and Trade's approach to working with non-government organisations (NGOs) to support development.

Section one, **Australia's development policy**, outlines the Australian Government's policy and performance framework for DFAT's development activities. Section two, **Working with NGOs**, outlines the internationally recognised role NGOs play as civil society and development actors, and the value DFAT wants NGOs to bring to Australia's development efforts. Section three, **Principles of engagement**, details the principles that guide DFAT's engagement with NGOs over the full range of our work together in policy dialogue and program development and implementation. Section four, **Our engagement objectives**, identifies the objectives that underpin our engagement with NGOs.

DFAT works with NGOs every day. We often share the same goals, working together to support development by promoting prosperity, reducing poverty and enhancing stability. We share knowledge and information when developing policy, we collaborate on program design and implementation, and we share lessons when evaluating the success or otherwise of our endeavours. Together we seek to support the poorest of the poor – including the marginalised such as people with disabilities, ethnic minorities, indigenous people, and women and girls – to take up the opportunities provided by a dynamic growing economy.

The number of NGOs around the world is large and increasing, and the capability of NGOs is diverse, requiring DFAT to be selective in how, when and with who we engage.

This framework has a practical focus on guiding DFAT's engagement with NGOs. It does not seek to provide a comprehensive analysis of the role of civil society in development. It outlines how DFAT wants to work with NGOs to leverage their knowledge and expertise to achieve the Australian Government's development priorities. It reflects the breadth of DFAT's engagement with NGOs across our development activities, including local NGOs, international NGOs, and Australian NGOs. Where relevant to DFAT's objectives, a distinction is made between different types of NGOs.

# 1. Australia's development policy

The Australian Government's development policy is outlined in ***Australian aid: promoting prosperity, reducing poverty, enhancing stability***, with the accompanying performance framework ***Making Performance Count: enhancing the accountability and effectiveness of Australian aid***.

The Government's aid program will promote prosperity, reduce poverty and enhance stability with a strengthened focus on our region, the Indo-Pacific.

The purpose of the aid program is to promote Australia's national interests by contributing to sustainable economic growth and poverty reduction. DFAT does this by focusing on achieving two development outcomes: strengthening private sector development and enabling human development.

## INVESTMENT PRIORITIES

The aid program invests across these priority areas:



Agriculture, fisheries and water



Building resilience: humanitarian assistance, disaster risk reduction and social protection



Education and health



Effective governance: policies, institutions and functioning economies



Gender equality and empowering women and girls



Infrastructure, trade facilitation and international competitiveness

Our focus on private sector development reflects the fact that the private sector is the engine of economic growth. It recognises that people leave poverty when they have the opportunity to develop and use their skills more productively, through self-employment or securing a wage.

We know that a focus on the private sector alone is not enough. Promoting economic growth and poverty reduction requires a foundation of strong human development. Improving education, health, gender equality and women's empowerment are essential to building a skilled and competitive workforce and lifting living standards.

While increasing economic opportunities are necessary for sustainable poverty reduction, they still may be insufficient. Some people – the poorest of the poor, people with disabilities and ethnic minorities – can remain trapped in poverty and miss out on the opportunities provided by a growing economy. Our investments will support the poor to become participants in, and contributors to, stronger economic development.

Our approach to implementing our investment priorities is outlined in investment strategies<sup>1</sup>.

1 DFAT's strategies for investment priorities can be found at <http://dfat.gov.au/aid/topics/investment-priorities/Pages/investment-priorities.aspx>

At a country level, our objectives and our implementation approach are contained in Aid Investment Plans that describe how our aid promotes economic growth and human development in ways that provide pathways out of poverty<sup>2</sup>.

Complex development challenges require partnerships between government, the private sector, civil society and others. The new global *2030 Agenda for Sustainable Development* emphasises that the knowledge, expertise and finance of all must be harnessed to achieve our goals.

DFAT works with effective partners who are aligned with our priorities, sharing ideas, expertise and finance to maximise the impact of our development activities.

Our choice of partner type is informed by value for money, including an analysis of the benefits of working with different development actors in pursuing our objectives in a particular context<sup>3</sup>.

When we work with NGOs we want to maximise the benefits outlined in the next section to assist us achieve our development objectives.



Building community Infrastructure has provided community members with a space to exchange knowledge with other community members and improve their livelihoods. Photo: Dam Van Khoa/ADRA Vietnam

2 DFAT's Aid Investment Plans can be found at <http://dfat.gov.au/aid/where-we-give-aid/Pages/where-we-give-aid.aspx>, under the relevant country.

3 DFAT Value for Money principles can be found at <http://dfat.gov.au/aid/who-we-work-with/value-for-money-principles/Pages/value-for-money-principles.aspx>



## 2. Working with NGOs

### NGOs within civil society

NGOs are a part of civil society. Civil society refers to a wide and growing range of non-government and non-market organisations through which people organise themselves to pursue shared interests or values in the public domain<sup>4</sup>. Examples include community and village-based groups, labour unions, indigenous groups, diaspora groups, charitable organisations, cooperatives, womens' organisations, faith-based organisations, professional associations, chambers of commerce, independent research institutes and the not-for-profit media.

DFAT recognises the distinct and independent nature of civil society actors.

Many civil society actors can be powerful agents for change. Working alongside government and the private sector, civil society can contribute to sustainable economic growth and poverty reduction by

- > improving economic opportunities and livelihoods
- > fostering active citizens, and making governments and the private sector more effective, accountable and transparent
- > enabling social inclusion and gender equality
- > building community resilience, peace and stability and managing conflict
- > delivering essential services to communities, including humanitarian assistance and protection, particularly to the poor and marginalised<sup>5</sup>.

*The Istanbul Principles for CSO Development Effectiveness* outline an approach to development which is based on values<sup>6</sup>. Core elements of this approach include a commitment to working with the poor and marginalised; to addressing the structural causes as well as symptoms of poverty, inequality and marginalisation; and to the participation and empowerment of communities in development processes.

### NGOs as a development partner

NGOs, as development actors that are part of civil society, can bring particular value to the Australian aid program.

NGOs can bring strong connections to local communities. Locally, NGOs emerge from and are embedded in their communities, while international and Australian NGOs often have a

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4 DFAT recognises the widely used definition of civil society from the OECD Development Assistance Committee's Advisory Group on Civil Society and Aid Effectiveness. OECD DAC, *How DAC members work with CSOs in Development Cooperation*, 2011, p.1.

5 Office of Development Effectiveness, *Working Beyond Government: Evaluation of AusAID's engagement with civil society in developing countries*, 2012 <http://dfat.gov.au/aid/how-we-measure-performance/ode/odepublications/Pages/working-beyond-government.aspx>

6 *Istanbul Principles for CSO Development Effectiveness* can be found at <http://cso-effectiveness.org/-istanbul-principles,067-.html>

long established presence in and commitment to local communities. NGOs work with and through local communities, and can have a strong national staff and volunteer base. These established connections can provide a valuable base for DFAT to mobilise a quick response to emerging issues. They can also make Australian support highly visible within communities.

These connections also bring strong in-country capacity and commitment to implement programs and deliver humanitarian assistance and protection, using trusted relationships, local networks and knowledge, and established infrastructure. NGOs offer integrated, community-based approaches informed by and responding to the needs of the poor, and focused on building local capacity and empowering communities to manage their own lives. This approach supports the poor, and vulnerable and marginalised groups to participate in society and the economy, and to take advantage of development opportunities. It also brings people together to achieve common goals, and strengthens local systems, improves governance and builds local service delivery capacity.

NGOs often work in areas that others don't or can't reach, such as in remote, fragile and conflict affected areas, building on deep knowledge of local context. This is particularly the case with the delivery of humanitarian relief where other actors can face barriers to access.

NGOs can bring a range of perspectives to government and others working in development. NGOs often have comprehensive knowledge of the poor in particular contexts and can provide advice on how to effectively respond to the needs of the poor. NGOs are also active in international fora, providing civil society perspectives on development. NGOs can play a convening role, facilitating relationships between local NGOs and communities and other development actors.

Many NGOs – particularly larger international NGOs – also have deep development expertise, with sophisticated models that guide their understanding of and approach to development. These NGOs can have tried and tested approaches. Partnerships with universities and research institutes inform many large NGOs' evidence-based approaches through piloting new ideas and supporting innovation.

Australian NGOs can bring additional benefits to DFAT's development activities. They mobilise public support and voluntary contributions for development. In 2014, members of the Australian peak body for development NGOs, the Australian Council for International Development (ACFID), raised \$838 million from the Australian community for their development and humanitarian work. More than 140 Australian NGOs operate under ACFID's self-regulatory and highly regarded *Code of Conduct* which defines standards of good development practice for its members. ACFID also supports valuable policy engagement with the Australian Government, as the primary entry-point for collaboration and collective action by development NGOs in Australia.

Over fifty Australian NGOs have also met comprehensive due diligence requirements through accreditation under DFAT's *Australian NGO Cooperation Program*<sup>7</sup>. Accredited Australian NGOs are trusted partners who have demonstrated they have the organisational capacity to be effective and deliver results<sup>8</sup>. These Australian NGOs enable DFAT to work with assurance with local NGOs and communities in low capability environments.

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7 Information on accreditation for Australian NGOs can be found at <http://dfat.gov.au/aid/who-we-work-with/ngos/Pages/accreditation-for-australian-non-government-organisations.aspx>

8 Office of Development Effectiveness, *Evaluation of the Australian NGO Cooperation Program*, 2015, p. 11.

## 3. Principles of engagement

DFAT's engagement with NGOs is guided by the following core principles. These principles guide DFAT whenever we work with NGOs, and apply to the full range of our development activities, including knowledge sharing and policy dialogue, as well as program development and implementation.

### Open communication and dialogue

We value constructive dialogue with NGOs that leads to better programs and policies, supporting our objective of promoting Australia's national interests through sustainable economic growth and poverty reduction.

NGOs, through their work with poor, vulnerable and marginalised communities, can contribute valuable perspectives to DFAT's policy and program development. We value the ability of NGOs to represent the perspectives and needs of the poor, women and girls, people with disabilities and other marginalised communities.

When we consult with NGOs we will ensure we provide genuine opportunities to participate and to have an influence on policy and program design. We acknowledge that we will at times have divergent views, and we respect the important contribution of independent NGO voices to public debate.

### Shared objectives

Our engagement with NGOs is built on shared objectives and aligned interests. We will work with NGOs where our objectives align.

The priority we place on shared objectives and aligned interests reflects our respect for the independence of NGOs as civil society actors and our respect for the mandate of individual NGOs. At times our objectives will not be aligned. We respect the right of NGOs to hold and prosecute independent positions. But when we do work together, it is based on the understanding that we are working towards common goals with NGOs bringing more to a partnership than that of a basic service delivery provider. That is, we seek to fully realise the added benefits working with NGOs should bring, including building on local knowledge and connections, expertise, and ability to influence change.



Tutu Rural Training Centre-for Young Farmers assists young Fijian men and women to develop and maintain successful businesses in rural communities. Photo: Andrew Garrick and Drew Morrison/Caritas

## Effective partners

We work with effective NGO partners.

We work with NGOs who have demonstrated their ability to deliver results against our objectives, who offer value for money, and who have strong local partnerships that support collaboration, capacity building and sustainability. Effectiveness goes beyond program delivery, and we will engage with NGOs who can influence change, and who can effectively partner with local actors, including businesses and local authorities, to strengthen institutions and bring about needed reform.

NGOs are diverse, differing in the issues they focus on, the strategies they use to progress their goals, and in their size and organisational capacity.

We respect that NGOs may be at different levels of organisational development. Some of our programs are designed to strengthen the capacity and effectiveness of local NGOs and other civil society actors, as implementing partners and as agents of change through networks and coalitions for broader reform. DFAT uses due diligence processes, including accreditation under the ANCP, to ensure we select effective NGOs as implementing partners<sup>9</sup>. Our due diligence framework requires NGO partners to meet organisational capacity, risk management, safeguards and policy requirements<sup>10</sup>.

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9 An independent review found that ANCP accreditation is an effective means of identifying strong partners who have the organisational policies and systems to deliver quality development outcomes. Office of Development Effectiveness, *Evaluation of the Australian NGO Cooperation Program*, 2015, p. 11.

10 DFAT's due diligence requirements include specific requirements on child protection, fraud control, and the management of risks to workers' safety in conflict environments.

## Effectiveness and diversity of funding arrangements

We use a diversity of funding mechanisms, giving consideration to the context, the purpose of the program and NGO partner capacity.

We believe that the great diversity amongst NGOs in Australia and in developing countries is a strength that responds to the needs of communities living in poverty. It is important for DFAT to have a mix of funding mechanisms that allows us to work with a range of NGOs of different size, capabilities and interests. We recognise that predictability in funding facilitates NGO planning and long term commitments to poor communities, and can enable enhanced performance and results. We will strive for funding predictability where appropriate to context, program objective, and NGO capacity. We will continue to use a range of funding mechanisms that support working with local NGOs in low capability environments and that strengthens their capacity.

***Making Performance Count: enhancing the accountability and effectiveness of Australian aid*** outlines DFAT's commitment to linking funding to partner performance so that funding increasingly flows to the most effective organisations<sup>11</sup>. We assess the performance of NGO partners and use this information to ensure performance is linked to funding and we are selecting the most effective NGO partners.

## Accountability for results

We work with effective NGO partners who share our commitment to demonstrating results and transparency.

DFAT has a responsibility to the Australian public for the results achieved through our development assistance. We are committed to transparency with our stakeholders and beneficiaries. Our approach is contained in DFAT's performance framework for the Australian aid program, ***Making Performance Count: enhancing the accountability and effectiveness of Australian aid***. We work with NGOs that have the capacity to track change, and measure outcomes and impact.

We recognise that NGOs, as civil society and independent development actors, may have their own frameworks for reporting their results to communities and other stakeholders. We value the contribution this can make to DFAT's own accountability structures, for example in demonstrating development results at the community level, and where appropriate, will seek to incorporate existing mechanisms into our accountability processes.

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11 Working with the Most Effective Partners is one of ten strategic targets which the Australia Government will use to ensure the aid program is well managed, achieving value for money and making progress in delivering key government priorities.

## Strengthening local systems and ensuring sustainability

We value the NGO approach of empowering individuals and communities and building capacity in local groups, organisations and networks. We want to strengthen local systems and build sustainable outcomes to have a lasting impact on the poor.

We work with local NGOs that are genuinely representative of the communities they serve, and that have demonstrated capacity and a focus on performance. When we work with Australian and international NGOs we expect them to demonstrate that they have strong relationships with local partners, to build the capacity of local partners and increase the process of self-reliance and local ownership.



Business owner tending to her fish raising business in Cambodia. Photo: Karen Young/ Assisi Aid Projects Inc.

## 4. Our engagement objectives

The previous section outlines the principles that guide DFAT's engagement with NGOs across the breadth of our development work. There is strength in the breadth of our engagement. This section outlines the objectives of DFAT's engagement with NGOs to progress our development policy priorities.

### Enabling economic growth: Improving economic opportunities and livelihoods

DFAT is committed to inclusive growth and assisting the most disadvantaged to find pathways out of poverty. Complementing the work of the private sector in generating growth and jobs, and governments in creating environments for private sector development, we work with NGOs to assist the poor to fully participate in the economy and benefit from economic growth.

We value the work of NGOs in supporting communities to create and access income-generating opportunities, particularly in the informal private sector. Often referred to as 'livelihoods strategies', these activities can include supporting small-holder farmers to raise agricultural productivity; helping poor communities to access markets for their products; providing business development support to small and micro enterprises; and facilitating access to financial services for the poor.

We encourage NGOs to continue to focus on these activities, and to assist us to ensure the most-disadvantaged are not left behind. We particularly encourage NGOs to focus on systemic change to make markets work for the poor, and on women's economic empowerment, acknowledging the critical role women play in lifting their families and communities out of poverty. We are committed to ongoing policy dialogue to learn from the approaches and outcomes achieved by NGOs.

### Engaging communities in development, and supporting public diplomacy

Australian NGOs are a visible presence in many developing countries, as well as being a bridge between the Australian aid program and the Australian community. The positive outcomes they drive, and the strong relationships they forge, can help build a deeper understanding of development and Australia's role in and commitment to the Indo-Pacific region, and promote Australia as a contemporary, creative, successful, diverse and tolerant nation<sup>12</sup>.

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<sup>12</sup> *DFAT Public Diplomacy Strategy 2014-2016*, p. 2. <http://dfat.gov.au/people-to-people/public-diplomacy/Pages/public-diplomacy-strategy.aspx>

We support activities to showcase the work and dedication of Australian NGOs and their effectiveness. We expect NGOs to acknowledge Australian Government funding.

## Promoting gender equality and empowering women and girls

DFAT will build on our long history of collaboration with NGOs to empower women and girls and promote gender equality.

Australian NGOs are part of a global effort working to overcome persistent challenges, and are an important partner for DFAT in enhancing women's voice in decision-making, leadership and peace-building, women's economic empowerment, and ending violence against women and girls. We encourage NGOs to continue to promote and advocate, in Australia and internationally, for gender equality. DFAT values our existing policy dialogue with NGOs, including through the biannual *DFAT-ACFID Gender Equality Workshops*, and we will continue to encourage open and inclusive dialogue in international forums where NGO voices can be heard.

Local NGOs and civil society groups have a key role to play. In each of the countries where we work, women's organisations and coalitions are committed to promoting gender equality. DFAT supports local women's organisations and coalitions wherever possible and appropriate, recognising the lead role of these organisations in creating change.

## Fostering effective collaboration, partnerships and multi-stakeholder approaches

Collaboration and partnerships are essential in our development and humanitarian work. Complex challenges require the resources and expertise of actors across government, the private sector and civil society. We will work with NGOs to strengthen multi-stakeholder approaches to development.

NGOs are key to achieving DFAT's objective of enhanced engagement of the private sector across all areas of the aid program<sup>13</sup>. Private sector actors are interested in expanding partnerships with NGOs to support shared value activities that deliver both commercial and development outcomes<sup>14</sup>. NGOs bring valuable capabilities to these partnerships, including their knowledge of local communities and their development expertise. These partnerships can yield valuable outcomes for communities, with businesses bringing in goods, access to markets and income opportunities. Leveraging the resources and funds of business can also provide NGOs with a pathway to increased impact at scale.

We encourage NGOs to embrace the benefits of private sector partnerships in bringing value to communities. We will use our convening role to support NGOs to increase these partnerships. Some NGOs are already well advanced in partnering with the private sector, and DFAT encourages the sharing of lessons across NGOs, and will seek to learn from their experiences.

NGOs also play an important convening and brokering role, bringing stakeholders together to understand and respond to community needs. DFAT supports partnerships between

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<sup>13</sup> See *Creating Shared Value through Partnership: Ministerial Statement on engaging the private sector in aid and development*, p. 3- 4.

<sup>14</sup> For an explanation of the concept of shared value, see *Creating Shared Value through Partnership: Ministerial Statement on engaging the private sector in aid and development*, p.3.



Australian NGOs and local NGOs and grassroots organisations that can provide information to assist other actors to develop appropriate responses. Fostering these connections with local NGOs can also strengthen local systems.



Women Leaders from the Sahaasee Urban Women's Empowerment Project in India. Photo: Hailey Bartholomew/ TEAR

## Supporting humanitarian advocacy and response, building resilience

The scale of the humanitarian challenge facing the world is large and growing, with the Indo-Pacific region one of the most disaster prone regions in the world. NGOs are an essential element of Australia's response to humanitarian crises, alongside local communities, affected governments, the Red Cross and Red Crescent Movement, UN agencies and the private sector. Australian NGOs also play an important role in mobilising public support and voluntary contributions for emergency assistance.

We will continue to work with NGOs to enhance the effectiveness of our emergency response and stabilisation and recovery work, and of our efforts to build the resilience and preparedness of local communities and national governments. We also want NGOs to work with us in improving their work in the protection of vulnerable peoples in emergencies, including preventing and responding to gender-based violence, protecting people with disability and being accountable to affected populations.

We encourage NGOs to engage with us to identify innovative approaches in our humanitarian efforts, particularly in the Pacific. We are seeking new technologies, better processes and coordination, and new partnerships. We are particularly interested in opportunities for innovative partnerships with the private sector that deliver both humanitarian and commercial outcomes.

DFAT acknowledges the experience and expertise that NGOs bring to efforts to reduce disaster risk and build resilience to future events. We work with NGOs as advocates for resilient communities and for inclusive disaster risk management in the Indo-Pacific region. We encourage NGOs to raise public awareness of disaster risk, to promote a culture of prevention at all levels, and to harness traditional knowledge and practice in order to better mitigate, prepare for and “build-back-better” after natural and other disasters.

## Fostering innovation

New and practical ideas, approaches and partnerships are needed to solve entrenched development problems. NGOs are well placed to identify innovative approaches to sustainable economic development and poverty reduction. NGOs can leverage the ideas of communities, and tap into their rich understanding of local context. Working directly with communities, NGOs can also access real time feedback and rapidly iterate, adapt and learn.

We are committed to talking and working with all development stakeholders, including NGOs, to find innovative ways to improve outcomes and opportunities for poor people and to foster shared learning. Collaboration is central to innovation and we will explore with NGOs how their partnerships, and in particular partnerships with the private sector, can drive innovative approaches.

We will support and encourage NGOs to identify how to create an enabling environment for learning and innovation within the NGO sector, including through our program management and funding frameworks. We want to incentivise agile, effective and innovative organisational behaviour.

## Effective governance: Building coalitions for reform, accountability and inclusive decision making

An informed and engaged civil society is a development outcome in its own right, enabling poor people to fully participate in the economy and society, and helping them to shape policies and partnerships and oversee their implementation.

NGOs play an important role in building coalitions and opportunities for discussion across government, business and civil society to improve public policy, build expectations for accountability, foster environments in which citizens and organisations can make legitimate demands of their governments, and increase demand for open and competitive markets. We support the role of local NGOs to, for example, identify and fight corruption; advocate for reform; support dispute resolution; and expand women’s opportunities to participate effectively in decision making and leadership.

We recognise that in some contexts the space for civil society to play this important role is diminishing. Where appropriate, DFAT will support efforts to build human rights capacity within governments and civil society organisations, and to develop appropriate frameworks for the protection and promotion of civil society.

## Enhancing NGO performance and effectiveness

DFAT is committed to enhancing the capability of the NGO sector as development partners. We value the focus of NGOs on building their own performance and effectiveness. We will continue to support the *ACFID Code of Conduct* as a key mechanism to build the capability of Australian NGOs through standards for good development practice. We want to strengthen our dialogue on NGO effectiveness, and will continue to focus on identifying how our program and funding arrangements can support enhanced NGO effectiveness.

We demand high standards of effectiveness, accountability and transparency – poor and disaster affected communities require the best possible support and outcomes. We are strengthening our mechanisms to assess partner performance so we can work with the most effective NGOs. When aligned with our country-level objectives, we will also continue to invest in building the capacity of local NGOs to support their role as civil society actors and agents of change.

We also encourage NGOs to explore new business models, including innovative funding relationships with DFAT and with others working for development including the private sector. Many NGOs are already exploring social enterprise, social franchise and impact investing models. We support a strong and independent civil society and encourage NGOs to strive for financial sustainability outside of government grant funding.

## 5. Conclusion

This framework will guide DFAT's engagement with NGOs for effective development. It identifies the value we want NGOs to bring to Australia's development efforts, the principles guiding our engagement with NGOs, and the objectives underpinning our engagement with NGOs.

We value collaborative learning and innovation and commit to maintaining close engagement with NGOs as we work together to give effect to this framework. We will use existing mechanisms, including our partnership with ACFID as the Australian peak body for development NGOs, to monitor the effectiveness of our engagement under this framework.

# References

*Australia's Development Policy — Australian aid: promoting prosperity, reducing poverty, enhancing stability*

<http://www.dfat.gov.au/about-us/publications/Pages/australian-aid-promoting-prosperity-reducing-poverty-enhancing-stability.aspx>

*Making Performance Count: Enhancing the accountability and effectiveness of Australian aid*

<http://dfat.gov.au/about-us/publications/Pages/making-performance-count-enhancing-the-accountability-and-effectiveness-of-australian-aid.aspx>

*Creating Shared Value Through Partnership: Ministerial Statement on Engaging the Private Sector in Aid and Development*

<http://dfat.gov.au/about-us/publications/aid/Pages/creating-shared-value-through-partnership.aspx>

Australia's development priorities

<http://www.dfat.gov.au/aid/topics/investment-priorities/Pages/investment-priorities.aspx>

Strategies for Development investment priorities

<http://dfat.gov.au/aid/topics/investment-priorities/Pages/investment-priorities.aspx>

Aid Investment Plans

<http://dfat.gov.au/aid/where-we-give-aid/Pages/where-we-give-aid.aspx>

DFAT Value for Money principles

<http://dfat.gov.au/aid/who-we-work-with/value-for-money-principles/Pages/value-for-money-principles.aspx>

Accreditation for Australian NGOs

<http://dfat.gov.au/aid/who-we-work-with/ngos/Pages/accreditation-for-australian-non-government-organisations.aspx>

*Working Beyond Government: Evaluation of AusAID's engagement with civil society in developing countries* (Office of Development Effectiveness, 2012)

<http://dfat.gov.au/aid/how-we-measure-performance/ode/odepublications/Pages/working-beyond-government.aspx>

*Evaluation of the Australian NGO Cooperation Program* (Office of Development Effectiveness 2015)

<http://dfat.gov.au/aid/how-we-measure-performance/ode/odepublications/Pages/evaluation-of-the-australian-ngo-cooperation-program.aspx>

*Istanbul Principles for CSO Development Effectiveness*

<http://cso-effectiveness.org/-istanbul-principles,067-.html>

the 1990s, the number of people in the UK who are employed in the public sector has increased from 10.5 million to 12.5 million, and the number of people in the public sector who are employed in health care has increased from 2.5 million to 3.5 million (Department of Health 2000).

There are a number of reasons for this increase. One of the main reasons is the increasing demand for health care services. The population of the UK is ageing, and there is a growing number of people with chronic conditions such as diabetes, heart disease, and cancer. This has led to an increase in the number of people who need to be treated in hospitals and other health care settings.

Another reason for the increase is the expansion of the public sector. The government has invested heavily in health care over the past few decades, and this has led to the creation of new jobs in the public sector. For example, the number of people employed in the NHS has increased from 2.5 million in 1990 to 3.5 million in 2000.

There are also a number of other factors that have contributed to the increase in the number of people employed in the public sector. For example, the number of people who are employed in the public sector has increased because of the increasing number of people who are employed in the public sector who are employed in health care.

There are a number of challenges that the public sector faces in the future. One of the main challenges is the increasing demand for health care services. The population of the UK is ageing, and there is a growing number of people with chronic conditions such as diabetes, heart disease, and cancer. This has led to an increase in the number of people who need to be treated in hospitals and other health care settings.

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