

Agency Profile Full Accreditation

Agency Acronym

Agency Name in Full

prepared for the AusAID/NGO
Committee for Development Cooperation

AUSTRALIAN AGENCY FOR INTERNATIONAL DEVELOPMENT

Canberra

Month Year

Agency Profile Full Accreditation

AGENCY PROFILE GUIDELINES

How Profile is organised:

1. Overview of Agency
2. Background Data
3. Section A: Agency Identity and Structure
4. Section B: Development Philosophies and Management Practices
5. Section C: Approaches to Partnership and Development Collaboration
6. Section D: Linkages with the Australian Community
7. Section E: Financial Systems and Risk Management

This Agency Profile is designed to contain crucial information about any Agency applying for Accreditation. Accreditation through this system will enable agencies to be eligible for Australian government funding.

The Profile is organised into seven sections. Sections 3 to 7 correspond to the criteria for Accreditation. Each section progresses through the relevant criterion, explaining what is sought under each criterion and then asking for information relating to the criterion. The questions are a guide to the type of information on which an Agency's suitability for accreditation will be judged. Please write the answers succinctly in narrative form.

Guidelines for Completing the Agency Profile

Read through each section carefully before answering the questions. Supporting documents are requested through the body of the Profile: these are to be attached as Annexes to the Profile. Other supporting documents, not specifically requested, may be offered as further support of the application and these may be attached as addenda to the Profile. The Agency Profile format is available via email from Community Programs Section, AusAID or from the AusAID website.

Answer questions and provide information that best presents your Agency's position. There may be some overlap between questions/sections: in such cases please cross-reference your answers. It is important that as much relevant information as possible is provided in the Profile, as this will enable the Accreditation Reviewers to produce a more comprehensive Desk Assessment. Any discrepancies or anomalies found during the Desk Assessment can be addressed by the Agency prior to the ORA. For additional background about answering the questions refer to the Accreditation Criteria Table. It should be noted that in many cases examples of indicators and possible ways of verifying those indicators given in the Criteria Table and throughout the Profile are suggestions only. It is up to each Agency to best decide how it can fulfil the criteria given its own situation. Approached in the right way, the preparation of this Agency Profile can provide an Agency with a powerful tool for analysis and enhancement of its organisational development.

1. OVERVIEW OF THE AGENCY

1.1 Provide a brief overview of your Agency. (1 - 2 A4 pages) The Overview should include:

- current accreditation status of the Agency and the level of accreditation being sought
- brief description of the Agency detailing its creation or evolution, the type of Agency it is, and any unique or unusual aspects it may have
- size and complexity of the Agency, staffing and volunteer structure and the total amount of funds sourced from AusAID in the last three years.

2. BACKGROUND DATA

2.1 General Details:

2.1.1 Official name of Agency

2.1.2 Preferred name or acronym

2.1.3 Date when Agency established

2.1.4 Street address of head office

2.1.5 Postal address of head office (if different from above)

2.1.6 Telephone

2.1.7 Fax

2.1.8 Email

2.1.9 Details of other offices

2.2 Key Personnel:

2.2.1 Details of Agency's Chief Executive Officer. (include official title, name of incumbent and start date).

2.2.2 Details of main contact person between Agency and Accreditation Review team. (include official title, name, telephone, fax and email details).

2.2.3 Name and title of other contacts for liaison with the CDC and AusAID. (include title, name, telephone, fax and email).

3. SECTION A: AGENCY STRUCTURE CRITERIA

3.1 Criterion A1: Agency is voluntary, not-for-profit and non-government.

This criterion seeks to establish that the Agency's Governing Body and membership do not profit from the Agency's assets, that members are not remunerated for their services on the Governing Body, and that the Agency's Governing Body is independent of government. These operating principles are ideally documented in the Agency's governing documents.

3.1.1 Provide copy of governing documents showing incorporation status and clauses establishing voluntary and not-for-profit credentials of membership, and election/appointment process of Governing Body eg: Memorandum and Articles of Association or Constitution or Trust Deed or other appropriate documents. (Annex 1)

3.1.2 Provide minutes of your Agency's last two Annual General Meetings. (Annex 2)

Possible Verifiers:

- *Governing Instrument ie. Constitution, Memorandum and Articles of Association, or Trust Deed : clauses dealing with voluntary, not-for-profit status, election of governing body, responsibilities of governing body, conflict of interest.*

- Minutes of AGM where governing body office holders were elected / appointed.
- Minutes of Board meeting where conflict of interest issue was managed.

3.2 Criterion A2: Agency is a legal entity with identified office holders with a documented structure of responsibilities and appropriate systems to ensure accountability, including to its supporters.

This criterion seeks to understand the legal structure of the Agency and the functions and accountability of its Governing Body. The process by which the Governing Body is elected/appointed should be transparent, and the Agency should be governed in an accountable fashion. These operating imperatives are ideally documented in the Agency's governing instrument. Where an Agency is part of an international network, this criterion seeks to establish the level of the Australian Agency's independence, and accountability to its Australian membership.

Legal Status:

3.2.1 What date was your Agency incorporated as a legal entity?

3.2.2 Provide copy of documents showing incorporation status eg. certificate of incorporation. (Annex 3)

Agency Governance:

3.2.3 What does your Agency call its Governing Body? eg. Board of Directors, Executive Committee, National Council.

3.2.4 List Governing Body Office Bearers' names, board positions and occupations. (Annex 4)

3.2.5 How does your Agency define membership? List formal members by state.

3.2.6 How are members of this body elected/appointed?

3.2.7 Briefly describe the responsibilities (including decision-making roles) of your Agency's Governing Body.

3.2.8 Provide minutes for two recent meetings of your Governing Body. (Annex 5)

3.2.9 Do members have access to decisions of your Governing Body or office holders? If yes, describe the procedure.

3.2.10 How can members have a role in determining the policies and programs of your Agency?

3.2.11 How does your Agency respond to requests from supporters or the public for information regarding decisions taken by the Agency's Governing Body?

3.2.12 What are the links between the Governing Body and the staff and the Governing Body and the Agency's management.?

3.2.13 Does your Agency have a policy to deal with Conflict of Interest and explain how you implement it?

Advisory Committees:

3.2.14 Please list any advisory committees.

3.2.15 How are these committees formed and who sits on them?

3.2.16 What are their responsibilities and to whom do they report?

Agency Affiliations and International Funding Arrangements in relation to governance:

3.2.17 Does the Agency operate as part of an international network? If yes, what are the implications of this membership/affiliation on the way your Agency is governed? e.g. are there shared activities relating to: policy development and advocacy work; program

implementation and management; fundraising and marketing; or other activities to which your Agency contributes and by which it may be bound?

3.2.18 If your Agency shares in the costs of maintaining these activities, list amounts and purposes for the last three years.

3.2.19 If your Agency provides funds for administrative support for an international parent body or affiliate, list amounts and purposes for the last three years.

3.2.20 Provide copies of any formal agreement(s) related to these affiliations. **(Annex 6)**

Note: Implications of these arrangements for 'Program Management' are covered under B3, and for 'Partnerships' under C1.

Possible Verifiers:

- Certificate of Incorporation, CAN, ABN, or IA number.
- Governing Instrument i.e. Constitution, Memorandum and Articles of Association, Trust Deed, or Appropriate Act of Parliament: clauses dealing with voluntary, not-for-profit status, election and responsibilities of Governing Body, conflict of interest.
- Evidence that appropriate procedures have been followed if conflict of interest issues have arisen (eg. Board minutes).
- List of Governing Body members' names and occupations.
- Evidence of access to copies of minutes of AGM, Board meetings, audited financial statements etc by members.

3.3 Criterion A3: Agency has formally adopted and is compliant with the ACFID Code of Conduct for Non-Government Development Organisations.

This criterion seeks to establish that the Agency is committed to and is operating within current, good practice, sector guidelines.

ACFID Code of Conduct:

3.3.1 When was the ACFID Code of Conduct formally adopted by your Governing Body? Give specific date.

3.3.2 Provide minutes of Governing Body meeting ratifying decision to adopt the Code of Conduct. **(Annex 7)**

Note: AusAID contacts ACFID to check adherence to the ACFID Code of Conduct prior to the ORA.

Note: Agencies newly applying for membership of the ACFID Code of Conduct should allow adequate time for approval process to take place.

Possible Verifiers:

- Minutes of Governing Body or evidence of ratification by the Board.
- ACFID advice that Agency is registered and compliant.

4. SECTION B: DEVELOPMENT PHILOSOPHIES AND MANAGEMENT PRACTICES

4.1 Criterion B1: Agency has a demonstrated record of undertaking aid projects/programs consistent with the objectives of the Australian Aid Program of poverty alleviation and sustainable development.

This criterion seeks to establish that the Agency has implemented projects or programs over at least the last two years which have achieved demonstrable development outcomes. The Agency must demonstrate that it understands the objectives of the Australian Aid Program, in particular poverty alleviation and sustainable development, and demonstrate similar objectives in their projects/program. The Agency should demonstrate their consideration of geographic and sectoral focus in planning.

For Global Programs:

For programs that are implemented through a shared management arrangement with other international partners, alliances or affiliates ('global programs'), as opposed to a direct relationship between the agency and an implementing partner, the agency has approved the strategic framework and assessed the proposed use of funds within this framework as being consistent with its own strategic plan

Agency Experience and Track Record:

4.1.1 Outline the development objectives of your Agency.

4.1.2 If your Agency did not begin with an overseas aid focus, explain how overseas aid became part of the Agency's mandate.

4.1.3 List Development Projects/Programs supported over your Agency's last two completed financial years. Large agencies should provide a representative selection and, in addition, indicate the total number of programs/projects in last two years. Please specify your financial year, eg: April 1st - March 31st; July 1st - June 30th; January 1st - December 31st). Please use table format under the following headings, and preferably correlate with your Agency's audited annual financial statements.

Year	Country	Project/Program	Expenditure	Donors	AusAID Window (If applicable)	Sectors

4.1.4 Provide a brief description, including objectives, partner, beneficiaries and expected outcomes, of three current projects/programs which you believe reflect your Agency's overall development approach.

Sources and expenditure for development assistance and/or development education.

4.1.5 List amounts and percentages of total income and expenditure on development assistance and/or development education for your last three accounting periods.

Source of Funding	Year		Year		Year	
	\$	%	\$	%	\$	%
AusAID						
ANCP						
Country Programs/Cooperation Agreements						
Small Grants Schemes						
Other						
Total Funds Distributed						

4.1.6 Give details of the outcomes of your Agency's funding applications to AusAID for the last three financial years.

Applications for period ending	Funded (yes/no)
ANCP	
Country Programs/Cooperation Agreements	
HES	
Small Grant Schemes	
Other (specify)	

Agency's main fields of operation:

4.1.7 What is the historical background to and current rationale for your Agency's sectoral focus?

4.1.8 Have there been changes in sectoral focus over time? If so, what factors have led to these changes?

4.1.9 What is the historical background to and current rationale for your Agency's geographic focus?

4.1.10 Have there been changes in geographic focus over time? If so, what factors have led to these changes?

Project/Program Sustainability:

4.1.11 What is your Agency's strategy for maximising sustainability in its projects/programs?

4.1.12 What guidelines or procedures does your Agency have for planning and design, with special regard to sustainability and the phase-out stage of projects/programs?

4.1.13 If possible, give examples of your Agency's work where management responsibility was eventually assumed by communities receiving assistance?

4.1.14 If your Agency has policies covering issues such as fee-for-service, or cost recovery from communities in its project designs, please summarise.

Global Programs:

4.1.15 How are global programs or projects governed within the international partners, alliances or affiliates and what is the Agency's role in strategic development of these programs or projects?

4.1.16 What documented arrangements are in place with international partners, alliances or affiliates relating to global programs? Include examples of agreements as per 3.2.20 above (Annex 6).

Note: Implications of these arrangements for 'Program Management' are covered under B3, and for 'Partnerships' under C1.

Possible Verifiers:

- Documented record of development activities undertaken by the Agency.
- Project/Program proposals/designs.
- Inspection of project files.
- Cross cutting and development related policies or evidence of practice.
- Strategic Plan or similar document which establishes a sectoral or geographical focus for Agency's projects/programs.
- Activities undertaken are in line with objectives outlined in Agency's Strategic Plan.
- The Australian Agency has documented its participation in the development of the strategic framework for Global Programs

4.2 Criterion B2: Agency has development philosophies not inconsistent with the objectives of the Australian Aid Program, and it is able to differentiate between objectives of:

- a) Development and Welfare
- b) Development and Evangelism
- c) Development and Partisan Politics

This criterion seeks to understand the Agency's development philosophies and practices. It seeks to establish that the Agency understands AusAID's development principles and gives due consideration to cross-cutting issues such as gender, environment and human rights. It seeks to confirm that designated development funds are used specifically for development outcomes and not for evangelical, welfare or partisan political purposes.

Agency's Development Philosophy:

4.2.1 Give a brief statement of your Agency's development philosophy, and the implications this has for its field implementation methodologies and approaches. *Note: this is not a repeat of B1, this point asks for development philosophy, not history.*

4.2.2 How is this philosophy derived (eg. religious, ideological, cultural commitment)?

4.2.3 Attach copy of mission statement and indicate the date of its adoption by your Agency's Governing Body. (Annex 8)

4.2.4 Who defined this mission?

4.2.5 What was the process that led to its articulation?

4.2.6 Identify and explain any major changes that have occurred in your Agency's development philosophy since the Agency's inception.

4.2.7 If your Agency undertakes evangelistic, partisan political or welfare activities, how does it differentiate these from development activities, especially for government funding purposes?

4.2.8 How does your Agency ensure its partners (including International Affiliates) differentiate between these same activities?

4.2.9 Provide copies of policies, ratified by your Agency's Governing Body, that relate to development, welfare, evangelism and politics. (Annex 9)

4.2.10 Provide copies of policies on crosscutting issues at the program level, ratified by your Agency's Governing Body. Issues could include gender, reproductive health/family planning, HIV/AIDS, environment, community participation, human rights. (Annex 10)

Global Programs:

4.2.11 How does your international partner, alliance or affiliate ensure compliance with Australian agency requirements on issues such as welfare, evangelism, partisan politics and counter terrorism?

Possible Verifiers:

- Documented policies ratified/approved by the Board or Governing body.
- Relevant Board minutes approving relevant policies.
- Examples of communications to the Australian Agency's donors that clearly explain the organisation's various areas of activity, evangelistic/ welfare/ political and developmental.
- Donation forms that enable donors to direct a donation to either a tax deductible relief or development activity or to other programs such as evangelistic/welfare/ partisan political activities.
- Examples of communications to implementing partners that makes clear the purpose of funds transferred from Australia.

- Acknowledgement or report from the implementing partner indicating that this is understood and accepted.
- Application of crosscutting policies and practices evidenced in project documentation/publications.
- Documented arrangements with international partners, alliances or affiliates, e.g. MOU, contract or formal partnership agreement.

4.3 Criterion B3: The Australian Agency has the capacity to deliver its project/program objectives in a way that meets its contractual obligations to AusAID.

NB: Key elements of this capacity are management systems that address all aspects of the project cycle, risk management and appropriate decision-making processes.

This criterion seeks to understand the role played by the Australian Agency throughout the project cycle, and to establish that it exercises appropriate influence and control to add value to the development process and manage risk. The Australian Agency must be able to demonstrate that it undertakes project appraisal for all Commonwealth supported activities and complies with AusAID guidelines on terrorism and child protection. The Australian Agency must have ongoing input to and influence on the project/program, and exercise decision-making power for project/program management where appropriate.

For Global Programs:

The Australian Agency can demonstrate its involvement in the program management cycle as part of the agreed framework for global programs.

The Australian Agency, while not needing to be an active participant at all points of the cycle, can demonstrate the capacity to intervene where its interests dictate, and can provide examples of where it has participated in the management of global programs.

Information Management Systems:

4.3.1 Describe the system used by your Agency for the collection, analysis and storage of project /program information. If this system is spelled out in a procedural guideline, Agency policy etc. please attach a copy. (Annex 11)

4.3.2 How does your Agency use the information generated by its information management system?

4.3.3 Describe briefly how the Agency reports to its various stakeholders on information obtained through the information management system?

Project/Program Design:

4.3.4 How are projects and programs identified? eg. by overseas parent NGO; by local partner; through requests from prospective beneficiaries; through project identification mission.

4.3.5 Who is usually responsible for project design?

4.3.6 Where Australian Agency staff members are not responsible for design, what input or involvement do they have in the process?

4.3.7 Where your Agency is responsible for project design, outline the mechanism and approach used.

4.3.8 Provide the standard format used for project/program design if applicable. (Annex 12)

4.3.9 Provide an example of a recent project design. (Annex 13)

Project/Program Appraisal:

4.3.10 How, and by whom, is the appraisal of a project proposal normally carried out?

4.3.11 Please include both the circumstances where the design has been undertaken elsewhere by another party/partner/implementing Agency, and where the design has been undertaken by your Agency itself.

4.3.12 What expertise does your Agency have to appraise project proposals? This may include expertise to analyse proposals from the perspective of economics, social impact, gender, environmental impact, human rights, and community participation.

4.3.13 Provide information on key personnel involved in this appraisal process, eg. CV, bio-data. (Annex 14)

4.3.14 What outside sources of expertise does your Agency draw on for this analysis?

4.3.15 Against what criteria or standards are project designs appraised? If there is a standard project appraisal report form or system for documenting appraisals, provide copy. (Annex 15)

4.3.16 Provide a copy of any appraisal documentation relevant to the example given in Annex 13/question 4.3.9. (Annex 16)

Project/Program Implementation:

4.3.17 Explain to what extent the management of project and program implementation is a function of your Agency's headquarters; your Agency's field office; an international Agency or affiliate; recipient country NGO; your Agency with a local partner NGO; or some other mechanism.

4.3.18 If your Agency collaborates with other Australian NGOs when implementing projects, give examples and describe the circumstances.

4.3.19 If your Agency calls on private consultants to assist in project implementation, give examples and describe the circumstances.

Risk Management: *Note: Financial risk management is covered in section E.*

4.3.20 Outline policies and procedures to minimise risk to staff health and security while overseas.

4.3.21 How does your Agency deal with political and economic instability in countries of operation?

4.3.22 Briefly describe systems your Agency uses to assess and manage risk of potential negative impacts of project activities on intended beneficiaries.

4.3.23 Briefly describe systems your Agency uses to assess and manage risk related to partner organisations.

4.3.24 Briefly describe systems your Agency uses to assess and manage risk related to terrorism.

4.3.25 Briefly describe systems your Agency uses to assess and manage risk related to child protection.

4.3.26 Provide copies of your Agency's policies, ratified by the Governing Body, which relate to any aspects of risk management. (Annex 17)

Global Affiliations in relation to project management:

4.3.27 In the instance of your Agency being a member or affiliate of an international network, what are the implications of this membership/affiliation for the way in which your Agency manages its work in the field?

4.3.28 What is your Agency's involvement in the program management cycle as part of the agreed framework for global programs? Please include examples of the Agency's approval process.

4.3.29 Provide examples of where the Agency has participated in the management of global programs and if relevant, where the Agency has had to intervene in the management of a project or program.

4.3.30 Provide copies of any formal agreement(s) related to these affiliations and their implications for project/program management. (refer to Annex 6).

Possible Verifiers:

- *Agency policies on risk management.*
- *Risk management strategy/plan including evidence that terrorism and child protection issues have been incorporated.*
- *Evidence that the two national security websites (DFAT and Attorney General's) are checked regularly.*
- *Minutes of meetings where decisions on project management are made.*
- *Evidence of regular information flow between Australian Agency and in-country partners.*
- *Examples of Agency intervening if need has arisen.*
- *Evidence of qualitative judgement on monitoring reports.*
- *Written arrangement with international partner/managing contractor outlining their contractual obligations to the Australian Agency (mirroring Australian Agency's contract with AusAID).*
- *Documented partnership agreements.*
- *Project files.*
- *Documentation showing that relevant issues have been discussed with AusAID.*
- *Evidence of information flow from international partners, alliances or affiliates about the global program activities*
- *Evidence of global management, which could include program strategic frameworks, policies, monitoring and evaluation plans, reporting requirements, processes and procedures*

4.4 Criterion B4: The Agency can monitor, report and rate effectiveness of activities.

This criterion seeks to understand the monitoring, reporting and evaluation systems used by the Australian Agency and its partners, and their capacity to assess the outcomes and impact of development activities.

For Global Programs:

The Australian Agency can demonstrate that it has contact, discussion and influence with the implementing bodies that have been charged collectively with the monitoring of global programs

Project/Program Monitoring:

4.4.1 How are projects/programs monitored and who is responsible for undertaking that monitoring?

4.4.2 How often do you receive interim reports from the field and what is done with them?

4.4.3 Where monitoring is undertaken by partners in country, how does your Agency ensure the quality of monitoring?

4.4.4 What procedures does your Agency have for making changes to a project after monitoring indicates that problems may be developing or that a change in direction may be needed?

4.4.5 How are these arrangements spelled out in agreements between your Agency and the implementing Agency?

4.4.6 If you have a standard monitoring report format, please attach. (Annex 18)

4.4.7 Provide a copy of any monitoring documentation relevant to the example given in Annex 13/question 4.3.9. (Annex 19)

Project/Program Evaluation:

4.4.8 How does your Agency conduct project/program evaluations?

4.4.9 If there is a forward program of evaluations, please summarise in no more than one page.

4.4.10 How are decisions made about which activities to evaluate?

4.4.11 How are evaluations conducted? eg self-evaluations by implementing partners; field visits by Australian staff; use of consultants.

4.4.12 What use is made of the findings of evaluations?

4.4.13 If your Agency does not have an evaluation program, how does it satisfy itself that the activities it supports achieve the original aims of the projects/programs?

4.4.14 If your Agency has a standard evaluation format, please attach. (Annex 20)

4.4.15 Provide a sample of a recent project/program evaluation. (Annex 21)

Global Programs:

4.4.16 How are global programs monitored and evaluated and who is responsible?

4.4.17 How often do you receive interim reports from the field and what is done with them?

4.4.18 Where monitoring and evaluation is undertaken by international affiliates, how does your Agency ensure the quality of monitoring?

4.4.19 What procedures does your Agency have for making changes to a project after monitoring indicates that problems may be developing or that a change in direction may be needed?

4.4.20 How are these arrangements spelled out in agreements between your Agency and the implementing Agency?

4.4.21 Provide copies of any formal agreement(s) related to these affiliations and their implications for monitoring and evaluation. (refer to Annex 6).

Possible Verifiers:

- *Quality of reporting to AusAID (as indicated by AusAID).*
- *Evidence in project documentation of application of system (eg. trip reports, monitoring reports).*
- *Evidence of assessment of activities, including global programs.*
- *Other forms of monitoring.*
- *Evidence of sufficient dialogue, communication or involvement in project to effectively analyse and monitor.*
- *Evidence of communication with partner about shared system for quality rating.*
- *Policy or guidelines demonstrating distinction between monitoring and evaluation.*
- *Evidence that analysis of projects/programs includes evaluation of outcomes and impacts, as well as activities and outputs.*
- *Global Programs: MOU's, partnership agreements*
- *Global management documentation – could include strategic program frameworks, policies, monitoring and evaluation criteria, reporting standards, processes and procedures.*

4.5 Criterion B5. Agency has systems for continuous improvement of its management and operations.

This criterion seeks to understand the Agency's commitment to continuous improvement and its capacity to reflect on its management and operations and incorporate lessons learned.

Forward Planning:

4.5.1 Please attach a copy of your Agency's Strategic Plan or other documents which outline the organisation's future directions, formally ratified by the Governing Body. (Annex 22)

4.5.2 Outline the process by which your Agency reviews its strategic plan or any other documents relating to future directions. Who is involved in this review process?

4.5.3 Does your Agency have a process by which partners are involved in forward planning?

4.5.4 If your Agency has any plans to change its sectoral or geographic approach in the next two years, provide details.

4.5.5 If not, list your Agency's principal goals for the next three-year period and explain how these were identified.

4.5.6 Outline how the findings of project/program evaluations are fed into future planning.

Human Resource Management:

4.5.7 If your Agency has formally adopted policies on staff recruitment, gender balance and identification of staff with the ideals of the Agency, please provide. (Annex 23) If not describe current operating practices.

4.5.8 If your Agency has formally adopted policies and systems for continuous improvement in management, including a program of staff development and training, please provide. (Annex 24) If not, please describe current practices.

4.5.9 What kind of outside technical expertise does your Agency use, and in what circumstances?

Issues of Agency Sustainability:

4.5.10 What plans does your Agency have for its own development?

4.5.11 Describe any longer-term program for diversifying the Agency's business/funding/resource development base?

Improvements since the last Accreditation Review:

4.5.12 Describe your Agency's response to recommendations made at the last Accreditation Review.

4.5.13 Describe any significant self-improvement changes your Agency has instituted since the last review and highlight how they have had an impact on your Agency's performance.

Possible Verifiers:

- *Strategic plan, action plan, minutes of review meetings.*
- *Evidence of discussion/review at all levels of the Agency.*
- *Evaluation reports and evidence that findings/recommendations have been incorporated.*
- *Staff/Employment policies.*
- *Outline of staff training activities.*
- *Minutes of Governing Body relating to decisions on staff and organisational issues.*
- *Interviews with representative staff.*

5. SECTION C: APPROACHES TO PARTNERSHIP AND DEVELOPMENT COLLABORATION CRITERIA

5.1 Criterion C1: Agency has documented partnerships with organisations in countries where it works.

This criterion focuses on the documented, contractual framework in place to manage partnerships and projects/programs. It seeks to establish that the Agency has formal arrangements with partners which cover all aspects of the Head Agreement with AusAID and that these arrangements are understood and accepted by partners.

Current Partners:

5.1.1 List current partners using the following table.

Country	Partner name	Type of Organisation	Years of Involvement

Documented arrangements:

5.1.2 Does your Agency have documented arrangements with its partners? If your Agency has a standard format please attach. (Annex 25)

5.1.3 Provide copies of current agreements/MOUs/contracts with your in-country partners. (Annex 26)

5.1.4 Describe the process of consultation and/or negotiation through which partnership agreements are developed by your Agency.

5.1.5 If the Agency does not have documented arrangements with partners, please explain how your Agency satisfies itself that roles and responsibilities will be met and your Agency’s contractual obligations to AusAID maintained.

5.1.6 Do any of AusAID’s NGO funding arrangements have requirements that create difficulties for your Agency’s partner relations?

Agency Affiliations in relation to partnerships:

5.1.7 If your Agency is a member or affiliate of an international network, what are the implications of this membership/affiliation for the way in which your Agency develops partnerships at field level?

5.1.8 If your Agency is part of an international network, how does your Agency document arrangements between itself and any implementing partners regarding the effective management and financial accounting of projects?

5.1.9 Please provide copies of any formal agreement(s) related to these affiliations and their implications for partnerships. (refer to Annex 6)

Possible Verifiers:

- Documented arrangements eg Memorandum of Understanding, contract or formal partnership agreement.
- Evidence on file (eg note for file, letters, emails) acknowledging and addressing the strengths and weaknesses of each partner and setting out key roles and responsibilities.
- Evidence that these roles and responsibilities have been fulfilled.
- Organisation record of discussions with delivery organisations, exchanges of letters, or formal contracts.

- Documented arrangements eg. MOUs, contract or formal partnership agreement with partners, international partners, alliances or affiliates, which include proposed budget and use of funds
- Minutes of international partners, alliances or affiliates.

5.2 Criterion C2: Agency has assessed its own capacity and the capacity of its partner organisation to develop and deliver projects/programs appropriate for those capacities.

This criterion seeks to establish that the Agency takes a systematic approach to assessing its own capacity and the capacity of its partners and that projects/programs are designed and implemented relative to this capacity, or that capacity is strengthened if needed.

Partner Capacity:

5.2.1 Describe the process used within your Agency to assess the capacity of potential partners in the field.

5.2.2 If your Agency has guidelines or a checklist for the assessment of partner capacity, please provide a copy. **(Annex 27)**

5.2.3 How is the issue of partner capacity taken into account in project designs?

Agency Capacity:

5.2.4 Describe the process used within your Agency to assess its own capacity on an ongoing basis.

5.2.5 Provide examples, if available, of times when capacity has been increased or project load decreased relative to your Agency's capacity.

Note: Assessment of financial capacity is covered in section E.

Possible Verifiers:

- Guidelines, lists of characteristics that Agency seeks in a partner.
- Policies relating to partnership development.
- Evidence of an assessment process eg completed checklist, minutes of meetings.
- Evidence of internal assessment such as a review of Agency's own capacity.
- Evidence of occasion where decision was made not to pursue a particular activity with a particular partner as partner judged to have insufficient capacity eg Board minutes, correspondence to and from field, appraisal reports.
- Evidence of occasion where decision was made to fund a particular partner and to implement additional capacity building components to address those areas of weakness in partner organisation.
- Development of an agreement which reflects results of assessments and allocates roles and responsibilities of Agency and their partner according to capabilities.

5.3 Criterion C3: Agency's partnerships with organisations in countries where it works, and its partners' relationships with beneficiaries, are effective and consistent with good development practice.

This criterion seeks to understand the nature and tone of partnerships and relationships between the Australian Agency and partners and between partners and beneficiaries. It

seeks evidence, that partnerships reflect good development practice ie. equality, mutual respect and learning, self reliance, transparency, etc.

Approaches to Partnership:

5.3.1 Briefly describe your Agency's general approach to establishing and developing links with developing country partners.

5.3.2 How does the approach vary by partner/country/type of project?

5.3.3 What qualities/attributes does your Agency typically look for in partner agencies?

5.3.4 How does your Agency typically interact and coordinate activities with its partners? Is it mainly through project cooperation; collaboration on international advocacy efforts; sharing of information; etc?

5.3.5 At what levels in your Agency does consultation take place with partners in recipient countries?

5.3.6 Does your Agency support the program of a partner, or is support restricted to specific projects? Give the rationale for your approach.

5.3.7 To what extent if at all, does your Agency become involved with government agencies (national, provincial or local) in the countries where you have partners?

Roles in Partnership:

5.3.8 What do you consider to be the main contribution your Agency makes to its partnerships eg funding, technical assistance, information exchange?

5.3.9 How does this contribution differ with different partners?

5.3.10 If your Agency's relationship with any partner has changed as a result of lessons learned from project or program activity, how has it changed and why?

5.3.11 To what extent does your Agency support projects that involve only your Agency and your partner as against projects that are assisted by a number of international local donors?

5.3.12 Describe your Agency's policy about the frequency and nature of visits by your representatives to partners/projects, and of reciprocal visits, if any, by partners to Australia.

5.3.13 To what extent are there communication links between your Agency's Australian constituency and its overseas partners and/or beneficiaries?

5.3.14 If any of your Agency's partners have formal or informal relationships with their governments (national, provincial or local), what is the nature of these relationships and what are the implications, if any, for your Agency's work with these partners?

Other External Relations:

5.3.15 How does your Agency collaborate with other NGOs?

5.3.16 To what bodies does your Agency belong and what is its role in inter-Agency dialogue and cooperation?

5.3.17 Please outline any significant relationships your Agency has with other external organisations?

Possible Verifiers:

- *Documentation relating to the partnership between the Australian Agency and its in-country partner.*
- *Documented examples of communications between Agency and partners demonstrating the nature and quality of the relationship, including expression of differing views.*
- *Evidence of relationship between partners and beneficiaries or partners' policies on this eg extracts from Agency's trip reports and partners' monitoring reports, photos, emails, letters.*

- Evidence of exchange of views and information regarding other activities, which reflect the partnership eg Exchange visits of key personnel, joint advocacy campaigns, volunteer placement.
- International network policies describing the role/nature of involvement of national offices, where Agency is part of an international network, alliance or affiliate.

6. SECTION D: LINKAGES WITH THE AUSTRALIAN COMMUNITY

6.1 Criterion D1: Agency is clearly identifiable as Australian and can demonstrate a responsive interaction with an Australian community base.

This criterion seeks to understand:

- *How your Agency approaches the issue of Australian identity in projects/programs and promotions*
- *How your Agency recognises/acknowledges the source of contributions to the projects it supports*
- *The nature and level of your Agency's community support*
- *How your Agency involves, and responds to, its Australian constituency.*

Australian Identity:

6.1.1 Describe the procedures/practices your Agency has in place to achieve Australian identity in its activities.

6.1.2 Fill in the table below to indicate how the Australian constituency, implementing partners, in-country staff and project beneficiaries understand Australian assistance.

Statement	Australian Constituency	Implementing Partners	In-country Staff	Project Beneficiaries
The project is clearly identifiable as Australian				
There is some acknowledgment of Australian assistance				
The fact that a project has Australian support is not an important factor				
The Australian contribution is not identified on principle				

6.1.3 If this approach to Australian identity differs when AusAID funds are involved, please indicate how.

Responsive Interaction to a Community Base:

6.1.4 Detail your Agency's membership/volunteers/supporters/community base, by number and category.

6.1.5 Estimate the number of current financial supporters (excluding formal members).

6.1.6 How many names are on your Agency's direct mailing list?

6.1.7 How many subscribers and receivers are there of your Agency's publications.(for each publication, list number of regular subscribers and total print run).

6.1.8 Does your Agency have a broader Australian constituency than defined above? eg church affiliations; number of schools, clubs etc. addressed in one year; number of requests for information; visitors to/users of resource centres; number of trading outlets.

6.1.9 Give details of community support other than funding eg unpaid work, goods and services in kind.

6.1.10 How, if at all, do donors/supporters have any input to the process of setting program strategies?

6.1.11 How is your Agency accountable to its Australian support base?

Global Programs:

6.1.12 Does the Agency have agreed guidelines with its international partners, alliances or affiliates as to appropriate reporting in organisational promotional materials ie. attribution?

Possible Verifiers:

- *'Australia' in title of organisation.*
- *Photos of promotion of Australian identity in the field.*
- *Copies of communication with in-country staff and partners acknowledging Australian identity.*
- *Evidence that Agency encourages new membership/supporters.*
- *Evidence of Agency response to requests for information from members/supporters.*
- *Evidence of publications or electronic information that clearly communicates the respective roles and achievements of the Australia Agency and international partners, alliances or affiliates*

6.2 Criterion D2: Agency and its partners provide accurate information about the organisation, its objectives and its activities in its public presentations, in a manner that respects the dignity of recipient communities.

This criterion seeks to ensure that promotional material respects the dignity, values, history, religion and culture of people, consistent with principles of basic human rights and ACFID Code of Conduct. It also seeks to find consistency between project activity and promotional material, and a clear differentiation between the Australian NGO and its overseas partner.

6.2.1 Attach examples of promotional and other materials which describe your Agency, its objectives and activities. (Annex 28).

6.2.2 Describe and/or attach policy/guidelines/practice concerning the use of life stories/photos of beneficiaries in promotional materials. (Annex 29).

Possible Verifiers:

- *Annual Report.*
- *Promotional and educational materials of partners and Australian Agency.*
- *Comparison of project reports and promotional material.*
- *Monitoring reports which comment on partners' development philosophy and practices.*
- *Policy on informed consent to use stories and images of beneficiaries.*

6.3 Criterion D3: Agency deploys and maintains Australian community support for its development projects/programs, through financial support, in-kind and/or voluntary contributions.

This criterion seeks to understand how the Agency utilises resources for development projects/programs and how it maintains its community support (funds, in-kind and volunteer) for development activities.

Staffing Details:

6.3.1 What proportion of your Agency's staff time/funds/other resources is spent on development assistance and/or development education?

Note: If your Agency is specifically a development assistance Agency, your answer will be 100 percent. If your Agency undertakes activities apart from development assistance/education, estimate the relevant percentage.

6.3.2 Give a brief description of the other activities in which your Agency is involved.

6.3.3 Using the following table, give details of the numbers of staff/volunteers involved in development assistance/education. For part-time and voluntary staff, describe in terms of days per week eg. 3@ 4 days per week; 2@ 2 days per week. Provide a breakdown of staff and volunteers by gender.

Staffing	Number of Staff/ Volunteers	Breakdown of Staff/ Volunteers by time per week	Staff/Volunteers Gender
Australian Head Office Full Time Part Time Regular Volunteers (excl. special fund- raising)			
Staffing :Other Australian Offices Full Time Part Time Regular Volunteers (excl. special fund- raising)			
Staffing :Overseas Full Time Part Time Regular Volunteers (excl. special fund- raising)			

6.3.4 What are the principal responsibilities of staff and/or volunteers involved in development assistance?

Fundraising/Promotional Activities:

6.3.5 What are the main fundraising/promotional activities of your Agency?

6.3.6 Describe any special fundraising/promotional programs, including number of people involved as organisers/volunteers; estimates of participant numbers in funding drives; ongoing fundraising activities.

6.3.7 Summarise funds raised from the Australian community for your last three financial years specifically for overseas development activities and cross-reference to E4.

6.3.8 What is your Agency's strategy for maintaining Australian community support for its development programs? Attach appropriate supporting documentation (Annex 30) and evidence of formal approval by the Governing Body of strategy, if any.

6.3.9 Describe any relationships with corporate bodies or other entities in the commercial sector.

6.3.10 Describe your Agency's policy/guidelines for and approaches to dealing with the media.

Possible Verifiers:

- Job descriptions.
- CVs of staff members demonstrating skills/competency.
- Strategic plan or planning process for fundraising/promotions.
- List of successful or planned fundraising initiatives. Evidence of discussion of ideas for fundraising/promotions.
- Evidence of work-in-progress on promotional activities.
- Documented record of volunteer involvement.
- Media policy.
- Specialised staff or use of consultants for fundraising/promotion.
- Promotional/fundraising materials.
- Staff/volunteer logbooks relating to promotions/fundraising.
- Annual Report clearly lists income and expenditure against projects/ programs.

6.4 Criterion D4: Agency has a plan for increasing constituency awareness of, and involvement in, contemporary development and/or relief issues.

This criterion seeks evidence of your plan and your efforts to promote community awareness of development issues, in addition to the Agency's own promotion. It also seeks to understand the nature of the Agency's engagement with its constituency about development issues.

6.4.1 How do you plan for Development Education and Advocacy?

6.4.2 How do you promote the development assistance activities of your Agency in Australia? eg media releases; publications, speaking engagements (give examples of type of audience); fundraising projects; networking with other agencies; etc.

(Annex 31)

6.4.3 If your Agency undertakes activities specifically designed to raise awareness about aid and development issues, which of these receives the most emphasis? Why?

6.4.4 If your Agency uses the services of public relations specialists (in-house, volunteer or consultant), explain their role.

6.4.5 How does your Agency determine the effectiveness of its development education and advocacy activities? eg goodwill; total funds raised; increase in membership; correspondence received; attitudes of the press; attendance at special functions; number involved in campaigns.

6.4.6 Rank the top three indicators in order of importance.

Possible Verifiers:

- Formal documented strategy, reviewed and approved by Governing Body.
- Issues-based promotional materials.
- Newsletters/publications containing articles on development issues, project activities.

- Educational materials (posters, games, brochures) available at Agency fundraising events.
- Evidence of involvement in multi-Agency programs.
- Study tours; campaigns; public seminars; school visits; talks to church groups, use of media eg radio interviews.
- Evidence of advice provided to members/donors through publications/ correspondence/campaign materials on taking further action on issues of concern eg letter writing campaigns.

7. SECTION E: FINANCIAL SYSTEMS & RISK MANAGEMENT

7.1 Criterion E1: Agency has effective management, administration and financial systems for accounting for funding.

This criterion seeks evidence of satisfactory application of policies, systems and processes for accounting for funding.

7.1.1 Detail the policies, systems and procedures your Agency has in place to ensure funds are used for the purposes for which they are intended.

7.1.2 Are these arrangements documented? If so please attach. (Annex 32).

Note: If document is too large please refer to document title for sighting at the ORA.

7.1.3 Attach a copy of your Agency's most recent Annual Report. (Annex 33).

7.1.4 Attach a copy of your Agency's most recent audited financial statements. (Annex 34).

7.1.5 What general problems, if any, have you encountered with regard to accountability or reporting requirements?

7.1.6 What audits have been undertaken of your Agency in the last five years?

7.1.7 What audits have been undertaken of your overseas projects in the last five years?

7.1.8 For each of the above, list type of audit and who undertook it, and briefly describe the relationship between the auditor and the Agency, and explain how the results of audits have been used by the Agency.

Possible Verifiers:

- Table of contents of Operations Manual and specific extracts.
- Evidence of application of policies, systems, and processes for accounting for funding.
- Audited financial statements comply with the various accounting standards, Urgent Issues committee's pronouncements and ACFID requirements.
- Exchange rate variations are monitored and effect calculated, interest earned on grant funds calculated.
- General ledger chart of accounts.
- Project files, audit trails, referencing of supporting documentation, project status reports.

7.2 Criterion E2: The Agency, its overseas partner agencies, and its international affiliates have a capacity and commitment to undertake activities in a professionally competent manner, especially with regard to financial operations.

This criterion seeks to understand how the Agency regularly assesses, monitors and strengthens the financial systems and capacity of itself, its partners and affiliates. It also wants to see what documented agreements are in place with delivery organisations and International Affiliates for the management and accountability of funds.

7.2.1 Please describe examples of finance-related institutional strengthening activities of your Agency, its partners or affiliates.

7.2.2 Give an example of your Agency checking the administrative and financial capacity of your partner or affiliate.

Possible Verifiers:

- *Partnership agreement or other relevant documentation identifying capacities and roles of each overseas partner Agency in management, administration, financial and technical operations.*
- *Documentation on assessment of the financial management capacity of the partners/implementing bodies for global programs.*
- *Audit reports on partners and projects. Audit issues addressed by Agency, partner and affiliate management letters and Agency responses.*
- *Evidence that audit reports, financial statements, program reports and evaluations are passed to international partners, alliances and affiliates, if applicable.*
- *Evidence of finance-related institutional strengthening activities of delivery organisation.*
- *Policies and protocols of relevant international networks for accounting for funding.*
- *Demonstrated compliance with procedures of international network, if appropriate.*
- *Guidelines for financial assessment of partner's capacity.*
- *Evidence of assessment of partners' systems over at least 12 months.*

7.3 Criterion E3: Agency utilises systems to assess and manage financial risk which are appropriate to the level of expenditure. This includes risk related to expenditure through partner organisations.

This criterion seeks evidence of application of a financial risk management strategy and/or financial risk management practices of Agency and partner.

7.3.1 Detail the policies, systems and procedures to manage financial risks, under the following headings:

- 7.3.1.1** Responsibilities of officers and their delegations
- 7.3.1.2** Purchasing/contracting policies and procedures
- 7.3.1.3** Accounts payment systems
- 7.3.1.4** Certification of accounts and acquittals
- 7.3.1.5** Assets management
- 7.3.1.6** Staff records
- 7.3.1.7** Travel approval
- 7.3.1.8** Filing system
- 7.3.1.9** Calculation and use of interest
- 7.3.1.10** Management of exchange rate gains/losses
- 7.3.1.11** Staff health and Security

7.3.2 Briefly describe systems your Agency uses to assess and manage risk related to expenditure through partner organisations.

7.3.3. What additional systems and procedures does your Agency have to control funds sent overseas? Are there any differences in your procedures when handling AusAID funds?

Possible Verifiers:

- Evidence of application of documented policies, systems and procedures.
- Verification of application of financial risk strategy and practices.
- Evidence of partner reporting requirements, and evidence of receipt of financial statements, reports and evaluations
- Financial monitoring checklists prepared and completed by Agency.
- Existence of computer systems access controls.
- Agency status reports tracking key financial data and reporting schedules.
- Monitoring system to detect any fraudulent use of funds.
- Independently audited financial statements.
- Inspection of a random sample of audit reports from major partners.

7.4 Criterion E4: Agency can raise contributions (a minimum \$60,000 RDE) from the Australian community in support of development activities.

This criterion seeks to verify that the Agency

- *Can raise its own funds from the community for development activities*
- *Differentiates funds for development, religious, welfare and partisan political activities in RDE calculations*
- *Is not dependent on AusAID for staff salaries. One full time equivalent salary of a person (or two half time persons) fully engaged on overseas aid work should be paid for from the Agency's own funds.*

7.4.1 Attach your most recent RDE worksheet submitted to AusAID. (Annex 35)

Note: If your Agency is new or newly applying for accreditation, please complete and submit a copy of the RDE worksheet with your Organisational Profile and application.

Possible Verifiers:

- Working papers for calculation of RDE, and compliance with RDE worksheet requirements.
- Financial records of income and disbursement against specific projects/programs, and reconciliation with general ledger.
- Expenditure is allocated as per ACFID definitions.
- Procedures to differentiate funds for development, religious, welfare and partisan political activities in RDE calculations.
- Documentation to determine value of services and goods in-kind contributions.
- Documentation to record volunteer time.
- RDE worksheets for last three years.

7.5 Criterion E5: Agency complies with Australian legislation pertaining to fundraising and tax deductibility.

This criterion seeks to establish if the Agency is registered for fundraising purposes as a charitable/benevolent institution and has tax deductibility status if claimed publicly.

7.5.1 Attach documents verifying charitable institution, tax deductibility status for all jurisdictions. (Annex 36).

Possible Verifiers:

- Letter from State body registering Agency as charitable institution, or letter or other legal document showing exemption.
- Letter or gazette notice from Taxation Department and/or AusAID list.

8. SECTION F: FAMILY PLANNING AND REPRODUCTIVE HEALTH ACTIVITIES

Note: This criterion is for agencies using Government funds for family planning/reproductive health activities.

8.1 Criterion F1: Agency has a documented policy that demonstrates an understanding of Government policies related to Family Planning/Reproductive Health issues.

This criterion seeks to establish if the Agency has documented policies that demonstrate an understanding of Government policies related to Family Planning/Reproductive Health issues.

8.1.1 Does the agency involve itself in projects and or programs that have elements that are related to family planning or reproductive health, or that supply materials and resources that might be used in family planning and reproductive health? Note: The following three questions are only to be answered if the answer to the first question has been yes.

8.1.2 If these activities are undertaken as part of your Agency's work, provide copies of your Agency's policies, ratified by the Governing Body, which relate to family planning and reproductive health. (Annex 37)

8.2 Criterion F2: Agency can demonstrate it has the capacity to apply the Guiding Principles, which form the basis of the Government's policy for family planning activities in the overseas aid program, in all stages of the project cycle.

This criterion seeks to establish that there is documented evidence of application of relevant policies and procedures throughout the project cycle where applicable.

For Global Programs:

Agreed guidelines with international partners, alliances or affiliates consistent with Australian Government policy on Family Planning/Reproductive Health Issues

8.2.1 If Family Planning/Reproductive Health activities are undertaken as part of your Agency's work, please provide details of staff, their experience and qualifications, either in its head office or in the field, who have experience and training in this field. (Annex 38)

8.3 Criterion F3: Relevant AusAID proposals and reporting documents show that Agency meets Government Family Planning requirement.

This criterion seeks to establish that there is documented evidence that relevant issues have been addressed in the planning and implementation of family planning related activities.

8.3.1 Have the issues involved, and the Australian government's policies been discussed with AusAID, especially in relation to any planned projects and programs?

Possible Verifiers:

- *Staff with relevant experience in family planning projects (eg CVs of staff involved).*
- *Successful completion of FP interim accreditation process ie short report to AusAID detailing how Family Planning Guiding Principles are applied in project design and implementation.*
- *Documentation showing that relevant issues have been discussed with AusAID.*
- *For Global Programs: Documented guidelines on Family Planning/Reproductive Health Issues*

CHECKLIST OF SUPPORTIVE DOCUMENTATION REQUIRED:

- Annex 1. Copy of governing documents showing incorporation status and clauses establishing voluntary and not-for-profit credentials of membership, and election/appointment process of Governing Body eg: Memorandum and Articles of Association or Constitution or Trust Deed or other appropriate documents
- Annex 2. Minutes of last two Annual General Meetings
- Annex 3. Copy of documents showing incorporation status
- Annex 4. List Governing Body Office Bearers' names, board positions and occupations
- Annex 5. Minutes of two recent meetings of the Governing Body
- Annex 6. Copy of any formal agreement/s related to agency affiliations (international or national) with respect to implications for governance
- Annex 7. Copy of minutes of Governing Body meeting ratifying decision to adopt the Code of Conduct
- Annex 8. Agencies Mission Statement and date of its adoption by Governing Body.
- Annex 9. Copies of policies, ratified by your Agency's Governing Body, that relate to development, welfare, evangelism and politics
- Annex 10. Copies of policies on crosscutting issues at the program level, ratified by your Agency's Governing Body
- Annex 11. Procedural guidelines, policies or other formally adopted approaches to gathering, analysing and storing information from the agency's program of work
- Annex 12. Agency standard formats used for program/project design.
- Annex 13. Example of a recent project design
- Annex 14. Information on key personnel involved in the appraisal process, provide CV, bio data
- Annex 15. A copy of a standard project appraisal report form or system for documenting appraisals
- Annex 16. Copy of any appraisal documentation relevant to the example given in Annex 13/question 4.3.9
- Annex 17. Copies of your Agency's policies, ratified by the Governing Body, which relate to any aspects of risk management
- Annex 18. Copy of standard monitoring report format
- Annex 19. Copy of any monitoring documentation relevant to the example given in Annex 13/question 4.3.9
- Annex 20. Copy of standard evaluation format
- Annex 21. Provide a sample of a recent project/program evaluation
- Annex 22. Copy of your Agency's Strategic Plan or other documents which outline the organisation's future directions, formally ratified by the Governing Body
- Annex 23. A copy of your agencies formally adopted policies on staff recruitment, gender balance and identification of staff with the ideals of the Agency
- Annex 24. A copy of your Agencies formally adopted policies and systems for continuous improvement in management, including a program of staff development and training
- Annex 25. Copy of documented arrangements with partners
- Annex 26. Copies of current agreements/MOUs/contracts with your in-country partners
- Annex 27. Copy of guidelines or a checklist for the assessment of partner capacity
- Annex 28. Examples of promotional and other materials which describe your Agency, its objectives and activities
- Annex 29. Attach policy/guidelines/practice concerning the use of life stories/photos of beneficiaries in promotional materials

- Annex 30. Supporting documentation of strategies for continuing support by the Australian public, and provide evidence of formal approval by the Governing Body of strategy
- Annex 31. Provide examples of promotion of the development assistance activities of your agency in Australia eg media releases, publications, speaking engagements, fundraising projects and networking with other agencies
- Annex 32. Copy of policies, systems and procedures your Agency has in place to ensure funds are used for the purposes for which they are intended, evidence that these arrangements are documented. Note: If document is too large please refer to document title for sighting at the OR
- Annex 33. Agency's most recent Annual Report
- Annex 34. Agency's most recent audited financial statements
- Annex 35. Most recent RDE worksheet submitted to AusAID
- Annex 36. Copy of documents verifying charitable institution, tax deductibility status for all jurisdictions
- Annex 37. Copies of your Agency's policies, ratified by the Governing Body, which relate to family planning and reproductive health
- Annex 38. Provide details of staff, their experience and qualifications, either in its head office or in the field, who have experience and training in family planning and reproductive health