



**People's Action Year One:  
2012 Annual Report  
to the General Assembly**



# Contents

<b>Letter from the International Board Chair and Chief Executive</b>	<b>2</b>
<b>Executive summary</b>	<b>4</b>
<b>Introduction</b>	<b>11</b>
• How we gathered information for this report	12
• Limitations and Challenges	13
<b>Mission objectives</b>	<b>14</b>
• Our theory of change: progress in 2012	15
<b>Mission objectives and Key Change Promises: progress in 2012</b>	<b>16</b>
• Mission objective 1 Promote sustainable agriculture	16
• Mission objective 2 Advance the political influence of people living in poverty	21
• Mission objective 3 Improve the quality of public education	26
• Mission objective 4 Build the resilience of people living in poverty to conflicts and disasters	31
• Mission objective 5 Ensure that women and girls can break the cycle of poverty and violence	31
<b>Organisational priorities</b>	<b>43</b>
• Organisational priority 1: Deepen the impact of our work	43
• Organisational priority 2: Raise our profile and increase our supporter base	46
• Organisational priority 3: Diversify and raise our global annual income	48
• Organisational priority 4: Increase our own people power	51
• Organisational priority 5: Strengthen members and expand the Federation	53
• Organisational priority 6: Establish effective systems and processes	56
• Organisational priority 7: Expand strategically into new countries	59
<b>Challenges, lessons learned and recommendations</b>	<b>56</b>
Annex 1: Detailed quantitative data	70
Annex 2: ActionAid country data at a glance	73

Women from an ActionAid-supported cooperative perform a dance. With women's rights training the women empowered each other to improve their lives, and now run a basket-weaving business, a flour mill and an early child development centre in their community, all supported by ActionAid.

Credit: ActionAid

# Letter from the International Board Chair and Chief Executive

**W**elcome to our Annual Report for 2012, in which we share the achievements and challenges of the first full year of our new strategy, *People's Action to End Poverty*. Through a wide and innovative range of initiatives and programmes, and keeping at heart our 'theory of change' – that people's purposeful and collective action can bring change – we worked alongside communities and organisations worldwide to amplify people's voices, and their demand for economic and social justice. This was achieved against a backdrop of challenging external and internal factors.

**Externally**, the Eurozone crisis left ActionAid facing a downturn in income, and so we adjusted our plans to reinvigorate our financial sustainability efforts. Rising food prices, increased climate volatility, political instability, conflict, and a roll-back on women's rights also made progress harder. Similarly, we face shrinking civil society space and a backlash against human rights defenders as governments and elites resist calls for transparency and good governance.

But in the face of this we pursued our rights-based work, enabling, in particular, women to gain the knowledge, skills and abilities needed to secure and use land and natural resources for their families and livelihoods. From Hebei Province, China, where we promoted sustainable agriculture among farmers, consumers, academics and government officials, to Kieni in Kenya, where we supported residents to get local government to rehabilitate their water supply, we enabled farmers – especially women – to improve agricultural techniques and yields, as well as make their voices and needs heard at local, regional and international levels.



Chum Sivphem, a community facilitator with ActionAid partner, Human Resource Development for Sustainable Community Organization, at the ASEAN Grassroots People's Assembly in Phnom Penh, Cambodia, to demand land rights and fight land grabbing. Credit: Savann Oeurm/ ActionAid

Across the Federation we worked to improve understanding of citizen-state power relations, increased appreciation of women's leadership and dialogue on public services, and monitoring of public services – from giving capacity building training to women keen to stand in local elections in Zimbabwe to providing training on budgets for communities in slum areas of Dhaka, Bangladesh to lobby local MPs for safer water supplies.

In 2012 we made great progress towards improving awareness of unjust tax systems and regimes, enabling poor communities to monitor local revenue collections. ActionAid also stayed on track to meet its key change promise on improving quality education for all children and actively mobilising and engaging young people to take action on injustice and poverty. We worked alongside parents in Tain, Ghana, to influence the distribution and training of teachers in their community, supported female students to demand their rights to education through community sensitisation work in Sierra Leone, while at the international level we worked to ensure that the organisation's HRBA is the key approach adopted and promoted by national education coalitions through the Global Campaign for Education – even beyond the countries we work in.

This year we continued responding to humanitarian crises, empowering those vulnerable to disaster to play a role in identifying the threats they face, and to make themselves better prepared, help those affected by disaster – from building anti-flood defences in Haiti to building awareness of women's rights to freedom from violence post-flood in Pakistan. And more than 80% of the ActionAid Federation worked towards ending violence against women, working on the empowerment of women and girls around their rights, from Women's Watch groups in Ethiopia monitoring

and bringing to justice the perpetrators of violence against women, to women in Cambodia taking part in our Safer Cities campaign to make vulnerable women in urban areas safe on their daily journeys to and from work.

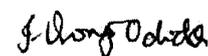
**Internally** we also faced challenges, not least ensuring a solid narrative on progress toward our strategic goals and Key Change Promises, from local through to global. Limited staff and partner capacity in relation to HRBA remained a challenge, especially when there are continuing demands from people living in poverty to focus more on basic needs. Across the Federation, staff were stretched in delivering ongoing programming on top of managing the new strategy and related restructures, and finding sufficient capacity for monitoring and evaluation.

Again, against this challenging backdrop we set out on the first full year of our new strategy, aligning our country strategy plans across the Federation to its objectives and priorities, and building the capacity to achieve them.

We feel proud of our achievements this year, and in this report – which differs from previous years in that it is built around our new Mission objectives and Organisational priorities – we share some of them. In our Stories of Change section we spotlight some of the life-changing work we were all a part of during 2012 – these stories show our mission in action, and how our new strategy is already forging purposeful action for change. ■



Joanna Kerr  
Chief Executive



Irene Ovonji-Odida  
Chair of the Board

# Executive summary

This report is an account of our progress in 2012 towards People's Action to End Poverty<sup>1</sup>, prepared for the ActionAid International General Assembly. It is organised into three sections: Mission objectives, Organisational priorities, and Challenges, lessons learned and recommendations. It includes an Annex with details of the number of people we reached and the change realised, and a table of country information. The report was assembled by the International Secretariat from information compiled from 43 countries in which ActionAid works, and from the International Secretariat itself.

In addition to this report, our review of 2012 includes two additional documents: 2012 Stories of Change (which features one story from each country in our Federation), and 2012 Financial Report and Accounts—both can be found at [www.actionaid.org/publications](http://www.actionaid.org/publications).

## Mission objectives

Our **first mission objective** is to **promote sustainable agriculture and control over natural resources for people living in poverty**. We worked with women farmers from Bangladesh to Senegal to Brazil, improving their access to land by empowering them to better understand land rights, and challenging traditional authorities on land allocation. ActionAid Ghana, Guatemala, Pakistan, Burundi, Senegal and Zimbabwe created forums with national authorities to address women's rights to land and agricultural support. In Ghana, ActionAid's Innovative Female Extension Volunteer project enabled 2,500 women smallholder farmers to access information on sustainable agricultural practices. At the national level, ActionAid lobbied the US government to include pro-women language in the Voluntary Guidelines for the responsible governance of tenure to land, forest and

*In Nigeria, a core of committed networks and civil society groups including ActionAid undertook research and advocacy to revise the country's tax regime to favour the poor, resulting, for example, in fundamental changes to the accountability of Nigeria's oil subsidy*

fisheries. We also helped develop climate resilient agriculture in Brazil and Lesotho. In Vietnam, farmers cultivated drought-tolerant crop varieties in the central region, saline-adaptive crops in the Mekong Delta, and practiced agroforestry in the northern region.

Our **second objective**, to **advance the political influence of people living in poverty to hold governments and corporates to account**, this year saw a greater understanding of citizen-state power

<sup>1</sup> [www.actionaid.org/publications/peoples-action-end-poverty](http://www.actionaid.org/publications/peoples-action-end-poverty)



Zainabu Kamato, Garba Tulla, Kenya, has experienced 10 years of drought, during which many pastoralists have lost their livelihoods. ActionAid is working on an agricultural and water pan project to provide alternative livelihoods for the most vulnerable people in the community.  
Credit: Kate Holt/Shoot The Earth/ActionAid

relations, increased appreciation of women's leadership and dialogue on public services, and proactive monitoring of public services. In Zimbabwe, as part of the 50/50 SADC Gender Protocol campaign, 200 women candidates keen to contest local government elections were given capacity training to do it. And in Pakistan, campaigning and lobbying by Punjab mine workers influenced the amendment of the Punjab Mine Workers Act to incorporate fundamental rights of workers to quality basic services. To help achieve this across the Federation, ActionAid worked with over 225 local and national governments, 38 donors, 38 private sector bodies and over 926 nongovernmental and community-based organisations. Much progress was also made in improving people's awareness of unjust tax systems and regimes, and enabling them to monitor local revenue collections. For example,

in Nigeria, a core of committed networks and civil society groups undertook research and advocacy to revise the country's tax regime to favour the poor, resulting, for example, in fundamental changes to the accountability of Nigeria's oil subsidy.

As part of our **third objective** to **improve the quality of education for all children and support youth to become drivers of change towards a poverty free planet**, we helped over 250,000 girls and boys advance their education rights, mobilising over 100,000 youth to become active agents of change. This year we were on track to help ensure that by 2017, girls and boys equally enjoy a quality public education that respects their rights in 5,000 communities in which we work. Increased citizen participation in education governance and stronger Parents'-Teachers' Associations

and School Management Committees were achieved across the Federation. ActionAid Nigeria reported functional school-based management committees in 120 schools, while ActionAid Cambodia reported 30 schools involving community participation in decision-making processes. We promoted women's literacy and empowerment to track budgets and hold schools accountable, and supported girls' clubs and ambassadors and gender-sensitive curricula, training and practices. Across the Federation, 11 countries reported that young people in Local Rights Programmes (LRPs) came together to analyse the causes of poverty in their areas, and as a result created economic cooperatives and self-help groups aimed at improving livelihoods.

Our **fourth objective**, to **build the resilience of people living in poverty to conflicts and disasters and respond to disasters with people-centred, rights-based alternatives**, saw us helping to shift power relations in favour of the poorest and most vulnerable people facing humanitarian crises. In Bangladesh, ActionAid worked with 19 Reflect (adult learning) groups on disaster preparedness, and after capacity building exercises, the groups formed disaster contingency funds to support members during disaster. In Kenya, community disaster management committees were formed, engaging with stakeholders on delivery of basic services such as water, health, education, security and issues around food security. A social audit group formed in drought-hit Isiolo actively audited all government investments in water infrastructure in the district and used the findings to advocate for increased supply. Across the Federation, we worked to improve community participation in risk reduction and resilience planning, and to support increased awareness and engagement on resilience at national and international level. For example,

ActionAid Bangladesh facilitated the formation of four School Safety Networks, comprising 60 school authorities who conduct school risk assessments. A report highlighting vulnerabilities in each area was then produced and submitted to local decision makers.

More than 80% of the Federation worked towards advancing our **fifth objective**, to **ensure that women and girls can break the cycle of poverty and violence, build economic alternatives and claim control over their bodies**. In Bangladesh, ActionAid supported adolescent girls and boys in monitoring early marriage and dowry-related violence, while in The Gambia, ActionAid was an active player in the drafting of a domestic violence and sexual offences bill. Women's alternative economic models were strengthened across the Federation. For example, in Ethiopia women's collectives not only helped women earn an income but improved their status in the community. As a result, women took on leadership roles within coops and unions, and received recognition as effective leaders. Meanwhile, women farmers in Guatemala participated in exchanges on biodiversity and sustainable agriculture practices – women began exporting produce, and new crops were planted to ensure diversity and greater food security. Throughout 2012 we piloted work to build women's capacity to recognise their rights, and their own unpaid and paid work. In Uganda, Nigeria, Nepal and Kenya we worked with women to collect data on care work through time diaries via Reflect circles. As part of its women's economic empowerment programme, ActionAid Pakistan built women's capacity through training and exposure visits, as well as establishing productive relationships with other society members and government departments to demand women's economic empowerment and a balance of paid work with unpaid care work.

## Organisational priorities

Our new international strategy has seven **Organisational priorities** – from getting systems working to strengthening members, from reaching new audiences to increasing our funding base.

**Deepen programme quality and coherence:** 2012 saw an inspiring amount of hard work and progress to align country strategies with People’s Action to End Poverty, and we took big strides towards building the systems and tools to measure our progress – including the launch of Strategic Oversight Teams (SOTs) to monitor progress against each strategy objective. We deepened our monitoring and evaluation (M&E) capacity, and took steps to improve our accountability framework. In addition, new planning systems

and a push to build a programme-led funding system got underway, while the Secretariat undertook capacity building initiatives with support of the Human Rights Based Approach (HRBA) and Evaluation and Accountability units to help countries programme around Key Change Promises (KCPs). In order to both measure progress against our international strategy and test our theory of change, we designed a new annual global reporting system which involved collecting data from all members and country programmes. We also made progress towards becoming a more effective campaigning force – in 2012, cross-Federation teams worked to prepare three-multi country campaigns: *Land grabs*, *Progressive tax progressively spent*, and *Safer cities and urban spaces for women and girls*.



ActionAid handed the UK Treasury an 18,000-signature petition calling on the government to close tax loopholes.  
Credit: Kristian Buus/ ActionAid



Sanju Rai, 9, Jyoti Lower Secondary School, is one of four children supported by an ActionAid supporter's legacy, meaning she can now go to school.

Credit: Kishor K. Sharma/  
ActionAid

**Raise our profile and expand our supporter base** while the financial crisis posed considerable challenges to **recruiting new donors**, our total number of **regular donors** across all markets fell by 1,464 to 382,000 between 2011 and 2012. Declines in Ireland and Greece were offset by increases in Brazil, India and Sweden, while withdrawal rates continued to be high in Greece but were stable in the UK and Italy. ActionAid Brazil provided an exciting example of new supporter growth, with income ahead of 2012 plan, and about 160% up on 2011. We also made progress in **growing our campaigner base**. One of the first public outreach initiatives was the World Food Day SMS-Twitter hook-up. Our estimated total Twitter reach was 3 million for this campaign—meaning over 30,000 people saw and re-tweeted the information posted. International Communications launched new communication tools to support countries on a shared identity

*ActionAid Sweden and other lobby groups prompted the Swedish government to acknowledge tax avoidance as a 'conflict of interest' in relation to Sweden's development policy – a first step toward prioritising it as a key development issue*

around our “power in people” theory of change. We also achieved massive outreach – over 40,000 people in Europe – through our biofuels campaign. We also stepped up efforts to expand our profile and supporter base through our global web platform, receiving 100,000 visitors in a month for the first time ever.

**Raise more income:** This year we developed our Global Fundraising Framework, setting out how we will work towards our target income of €350 million by 2017. In line with our strategy, the Framework links fundraising with programme and campaign objectives. Voluntary income in 2012 was €144.07 million compared to €143.43 million in 2011. This is a strong result given the very difficult economic backdrop in our key markets. Committed giving income fell slightly reflecting acquisition challenges and increasing attrition rates. In 2012 Action Aid's total income from **institutional (official) donors** was €65.99 million. Of note during 2012, we won European Commission contracts to the value of €8.9 million. In 2012, South Africa, Nigeria, Kenya, Uganda, Vietnam, Bangladesh, Ghana and The Gambia were identified as markets with an ambition to launch a high-value or supporter marketing fundraising programme locally. Market Development Team plans were approved to set up a major gift hub in South East Asia, to raise

funds from trusts and foundations and from high net worth individuals.

### **Build capacity of staff and supporting**

**leadership development:** in 2012 we built our capacity in the areas of HRBA, fundraising, women's rights, human resources, governance and finance. Support continued to country directors who participated in the Women's Leadership Development Programme in 2011-2012. In 2012 the programme focused on professional coaching and action-learning projects aimed at policy and practice changes to strengthen women in leadership. ActionAid's affiliate and associate members were awarded the first People in Aid Quality Mark following the successful implementation of an action plan drawn up in light of findings from a global staff survey, and the integration of People in Aid Code of Good Practice with ActionAid's Human Resource (HR) systems, policies and practices at country level.

**Strengthening Members and Federation:** we continued to strengthen ActionAid's governance, both nationally and internationally, with nine out of 26 Members conducting a governance review. The Secretariat provided direct support on governance to ActionAid in Uganda, Bangladesh, Thailand, Kenya, The Gambia, Malawi, Tanzania, Nepal, UK, Zambia, Mozambique, and Ireland and to Peoples Solidaires in France. ActionAid International's Assembly approved the new Member Development Process in Bangkok in 2012, and the Secretariat used it as the guiding structure to support countries' progress towards association and affiliation. The Federation developed at a steady and planned pace. ActionAid The Gambia was the first organisation to go through a new Member Development Process, ActionAid in the Netherlands and Malawi moved from associate to affiliate membership, and ActionAid Mozambique transferred from country programme to associate member.

**Improved systems and processes:** During 2012 we delivered the first draft of our financial policies and guidelines (the International Financial Management Framework) following wide consultation, and launched the Finance Transformation Project, an overarching programme to strengthen systems, processes and people's capacity to improve financial capability across the Federation. Significantly improved planning processes were implemented and new, pro bono legal resources enabled us to tackle questions regarding registrations, trademarks and many other legal issues. In addition, a new approach to risk management was identified to support countries more effectively. Improvements in financial management were seen across the Federation. ActionAid Uganda received an award for quality financial reporting from the Institute of Certified Public Accountants of Uganda, while ActionAid Brazil established a Finance and Fundraising committee to review performance. The IT review was completed with a recommendation to harmonise IT delivery at a system and organisational level. In 2012 we measured operational greenhouse gas emissions in roughly half of all offices across the Secretariat and the Federation. The six units for which we had at least three years of accumulated data showed emissions were down 12%, and that the process of understanding and reporting emissions was having a dramatic effect.

**Expand strategically into new countries:** In June 2012 the International Assembly approved Nicaragua and Palestine as new Country Programmes, as well as the Arab Initiative, and a new process, and taskforce, was put in place to develop a plan for expansion. Informed by existing research on the potential for influence and resource mobilisation (and other strategy criteria), the Task Force presented a draft plan to the International Board in December including analysis and a proposal on potential new countries for consideration. ■



ActionAid Kenya collaborated with other campaigners to mark World Food Day across the country with a call for support for women farmers.  
Credit: Joseph Mucheru/ ActionAid

# Introduction

This report is an account of our progress in 2012 towards *People's Action to End Poverty*<sup>2</sup> for the ActionAid International General Assembly. We hope it gives a strong flavour of what we achieved, how we did it and what we learned.

The report is organised in line with our five Mission Objectives and seven Organisational Priorities. The first section provides a snapshot of our work under the Mission Objectives (and the 10 Key Change Promises (KCPs) in the strategy). The second section focuses on progress made around Organisational Priorities, while the third section is about reflections and lessons learned, collected through the process of compiling this report. The report also includes an Annex of basic country information. In addition to this report, our review of 2012 includes two additional documents: 2012 Stories of Change which features one story from each country in our Federation, and 2012 Financial Report and Accounts – all of which can be found at [www.actionaid.org/publications](http://www.actionaid.org/publications).

For each KCP the report includes quantitative aggregated information related to people reached, as well as the number of people who were recorded to have experienced positive change in the areas where ActionAid operates. The details of these numbers are also provided as an Annex. This information is accompanied by qualitative accounts grouped under the most

commonly reported change areas outlined in *People's Action in Practice*<sup>3</sup>, ActionAid's resource book on our human-rights based approach to ending poverty.

## How we gathered information for this report

This report was compiled by gathering information from 43 member countries, collected through an online system. The report also includes ActionAid International Secretariat activities and results summarised from management reports to the International Board and data provided by staff. A dedicated, cross-functional team in the International Secretariat aggregated and analysed the information gathered, and compiled this report.

This year, 61% of countries provided qualitative information on progress towards KCPs, 45% were able to provide quantitative data on the number of people reached, and 28% provided quantifiable outcomes for people experiencing change.

At community level, planning documents, attendance registers and partner reports were used to generate information on the number of people reached through our interventions. Evaluations and reports from partners accounted for 65% of the information reported on outcomes, with 20% resulting from participatory review and reflection processes.

<sup>2</sup> [www.actionaid.org/publications/peoples-action-end-poverty](http://www.actionaid.org/publications/peoples-action-end-poverty)

<sup>3</sup> <http://www.actionaid.org/publications/peoples-action-practice>

<sup>4</sup> Outcomes are defined in this context as tangible results arising from people's action to bring about change. Outcomes can range from initial or short-term results such as people achieving improved knowledge or skills in campaigning against gender based violence, through to more significant / longer term results such as these groups successfully taking action in reducing the incidence of early marriages in their programme area.

## Definitions

**Reached:** Actual numbers of people worked with during the reporting period – those who participated in programme actions and thereby were exposed directly to an intervention.

**Change:** An estimated figure of people experiencing the outcome(s) reported on.

**Outcomes:** Outcomes are defined in this context as tangible results arising from people's action to bring about change. Outcomes can range from initial or short-term results such as people achieving improved knowledge or skills in campaigning against gender based violence, through to more significant / longer term results such as these groups successfully taking action in reducing the incidence of early marriages in their programme area.

## Limitations and challenges

As this is the first year of the implementation of the strategy, this report is largely descriptive. At the time of writing, and using our new reporting system, information is being analysed and used to learn and adjust strategies, so it has not been possible to include this analysis here. We will benefit from a more rigorous analysis of progress against each of the Mission Objectives. Such reflection is either work in progress or will take place in the near future. For example, we will need to reflect more exhaustively on testing our theory of change by comparing it with evidence emerging from the report in subsequent years of the strategy. More in-depth work also needs to be done to expand our knowledge of 'alternatives' so we can all learn more as a result.

While our strategy outlines very clear, long-term targets in terms of key change promises, there is not at present a phased approach to annual targets at global level. This presents a challenge when it comes to analysis of information and assessment against a five-year strategy.

Not all countries and local rights programmes (LRPs) were able to report on progress made. As 2012 was a transition year during which countries aligned their national work to the international strategy, some had not yet established the tools and mechanisms to collect data against the strategy. Quantitative information contained in this report is therefore not a full representation of work implemented across the Federation. It does however provide an indication of progress made based on information from countries that were in a position to report. A significant amount of information on change was gathered through reports from partners. There is a need to further understand the primary source of information used by partners to generate their reports.

We experienced challenges in assessing progress on campaign-related interventions, and note that not all countries have reported under this dimension. Reflections and lessons learned appear to be of a very general nature. More needs to be done in the future to ensure that lessons learned and recommendations are more specific and applicable. The report summarises very large amounts of information, so it is possible that certain points and nuances might have been lost. ■



Bisnu Tharu, 40, and her husband Silakhu grow vegetables and rear pigs with the help of ActionAid-supported Radha Krishna Tharu Janasewa Kendra – an organisation working for the development of freed Kamaiya (former bonded labourers) in Bardiya district, Nepal.  
Credit: Florence Mwenge Saakumi/ActionAid

# Mission objectives

**P**eople's Action to End Poverty established five Mission objectives and 10 Key Change Promises (KCPs). Over the course of 2012, all countries aligned their own strategies to this international strategy, clarifying the commitments that they would make to contribute to each of the international promises. A variety of countries are playing a strategic role on behalf of the whole Federation on KCPs and each promise has at least 20 countries committing to play an active<sup>5</sup> or strategic<sup>6</sup> role. On each KCP, 'communities of practice' have been formed that have attracted the active participation of over 500 people across the Federation (see table below).

Strategic Oversight Teams were formed, each involving at least five countries and diverse International Secretariat directorates. These aim to build collective ownership of the strategic objectives, to offer political direction and to have

collective oversight of our progress in delivering on the strategy. They analyse progress through reviewing country reports and plans, and offer guidance on key opportunities ahead. Some of the highlights that these teams have drawn out from our progress in 2012 include:

- working with over 35,000 women on their rights to land
- supporting over 200,000 people achieve improved food security
- working alongside over 400,000 people gain improved access to public services
- enabling over 200,000 girls and boys to secure improved education
- mobilising over 80,000 youth on issues of poverty and injustice
- enabling over 280,000 people to become more resilient in the face of disasters
- supporting over 350,000 women on issues of gender based violence.

	Number of countries with a strategic role	Number of countries with an active role	Number of people active in the community of practice
Promise 1 – land rights	11	17	60
Promise 2 – sustainable agriculture	13	22	88
Promise 3 – public services	10	17	30
Promise 4 – redistribution	6	16	33
Promise 5 – education	10	19	53
Promise 6 – youth	10	13	86
Promise 7 – resilience	12	8	48
Promise 8 – emergency response	8	14	20
Promise 9 – violence against women	13	19	55
Promise 10 – women's economic alternatives	7	17	35

<sup>5</sup> Active role: Making a substantial commitment to this promise within the Member's own country because this is a priority area for that country.

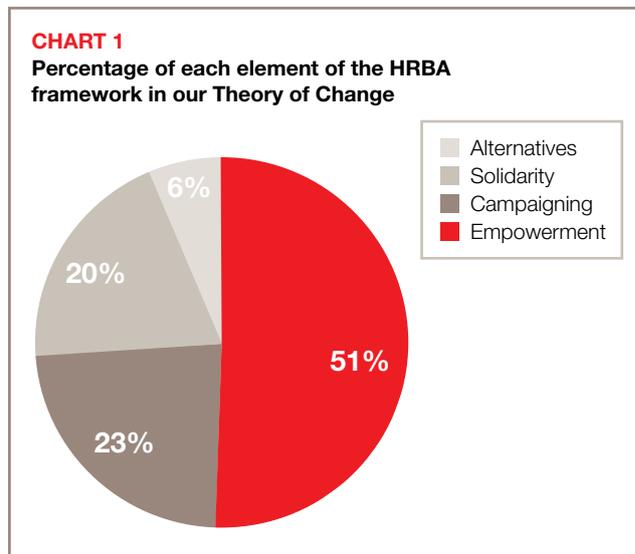
<sup>6</sup> Strategic role: the intention to help co-lead work on this promise for the whole Federation – committing to a significant, above-country level role (being open to join a Strategic Oversight Team etc.).

In 2012 these oversight teams also helped to develop policy positions to guide ActionAid’s future work on a wide range of issues including violence against women, land grabs, climate change, trafficking, tax justice, women’s rights to land, girls’ education, sex work and gender mainstreaming.

## Our Theory of Change: Progress in 2012

Our **theory of change** – the way we believe change happens – is that poverty and injustice can be ended “*through purposeful individual and collective action, led by the active agency of people living in poverty and supported by solidarity, credible rights-based alternatives and campaigns that address the structural causes and consequences of poverty*”. Our HRBA is central to this, and to how our programmes are designed and implemented. Critical to the approach are three key pillars: empowerment, solidarity and campaigning. A new element is seeking alternatives in the quest for positive changes in the lives of people in poverty. In 2012, we continue to apply the HRBA framework to our programme design, making progress in systematically documenting evidence on whether our theory works in practice across the Federation.

Across all our KCPs we worked towards empowerment, solidarity and campaigning. While in most KCPs there was a balanced application of these dimensions across the Federation, in some – such as KCP 5, 8 and 10 – there was greater emphasis (51% of our work) on empowerment (Chart 1). Efforts to link our local, national and international work through campaigning and solidarity actions at different levels were also prioritised – 23% of our work was reported as campaigning and 20% solidarity. The most popular empowerment actions were capacity building efforts,



*ActionAid Zimbabwe enabled 200 women candidates contest local government elections, of which 40 broke cultural boundaries to form strategies for women’s participation in politics*

awareness raising and skills enhancement. To build solidarity, networks were strengthened at all levels; links with civil society organisations and other social movements were developed, with an emphasis on north-south and south-south solidarity. Much of the campaigning in 2012 focused at national level. Fewer countries are exploring and defining alternatives, making for 6% of our work overall, and this needs concerted efforts across the Federation. While there seems a good understanding and ownership of our theory of change, our work reflects the need to continue to drive towards holistic programme development and implementation that looks at the theory of change as a whole, and not as discrete components. In the following sections on KCPs, in particular the section. ‘How did our HRBA help us deliver?’ we our illustrate our theory of change at work by demonstrating how we helped deliver on each KCP. ■

## Mission objectives and Key Change Promises: **Progress in 2012**

This section sets out the progress made under each of the 10 KCPs – the benchmarks we've set ourselves to reach our five Mission objectives and against which we can measure how well we are fulfilling our mission.

### **Mission objective 1**

*Promote sustainable agriculture and control over natural resources for people living in poverty*

*Land, water and forests provide the natural resources upon which we all survive. But as these resources are increasingly privatised and commoditised, the poorest and most marginalised communities are losing their basic human rights to them. Greater investment in sustainable small-scale farming – the majority of it done by women – improves the environment and significantly reduces hunger and poverty. So too does boosting women's rights and access to land, so during 2012 we made progress towards these goals.*

**KCP 1:** By 2017 we will have organised and supported rural women to claim access to and control over land natural or resources leading to enhanced rights and improved livelihoods for at least 1 million women living in poverty.

Thirty-five countries contributed to this KCP, 10 of which played a strategic role (for a detailed breakdown of countries see Annex Two). Based on 12 countries reporting at this level, over 35,000



Leoni Maniraguha Sebijumba won back land taken by her brothers after ActionAid taught her about land rights in Democratic Republic of Congo.  
Florence Mwenge Saakumi/  
ActionAid

people experienced change<sup>7</sup> as result of our work. Of this total, 46% were adult women, 15% were young women, and 35% were young and adult men. When it came to number of people reached,<sup>8</sup> 61% were young and adult women on a total of over 130,000 – this information is based on 18 countries providing reach data.

In 2012 ActionAid supported 16,400 women to claim access to land and natural resources, with 35 countries working with these women to ensure they had the knowledge, skills and abilities to secure and use these resources. In this context:

**We enhanced women’s awareness of their rights and legal entitlements to land and natural resources**, including supporting women in Bangladesh, Cambodia and Senegal to increase their understanding of land rights and use existing processes of land allocation, and in The Gambia, Sierra Leone and Zambia to challenge traditional authorities to allocate land to women. In Kenya and Malawi, women were able to repossess lost/grabbed land by reporting land law violations and policies.

**We also supported women in acquiring skills, resources, technology and organisation to make sustainable use of land and natural resources.** Across the Federation, we worked with women to create local women’s organisations and groups around their preferred land use systems, especially farming, and used these as platforms to demand improved recognition of women farmers and secure increased government support for them.

**In line with our KCP, we supported women to use land and natural resources sustainably for their livelihoods.** In Brazil, where flooding affected agricultural production, as well as in

*ActionAid Zimbabwe supported women in acquiring land and land permits either registered in their name or co-registered with their husbands – previously only men could register land*

Lesotho, where women farmers experienced severe winter conditions, ActionAid ensured local communities understood the impact of climate change on their livelihoods and communities, and were able to apply alternative farming methods as sustainable solutions. In Ghana, where vegetable farmers were threatened with the loss of their land, ActionAid supported them to form the Northern Region Vegetable Producers and Marketers Union, challenging land rights violations and adopting climate resilient sustainable agricultural practices.

A number of ActionAid countries, mainly in Africa, focused their efforts on bringing about changes in societal attitudes and practices. As a result of this work in relation to women’s land rights, 123 women in Zambia secured land permits from traditional leaders. For the first time in Zimbabwe women acquired land and land permits that were either registered in their names or co-registered with their husbands – previously only men could register land.

### **How did our HRBA help us deliver KCP 1?**

ActionAid mobilised rural women to form national networks and movements, and supported other organisations to campaign against the privatisation of common land resources. Women smallholder farmers organised into land user groups, marketing groups related to their commodities (e.g. vegetables in Mozambique, Sierra Leone, Ghana and Rwanda). Forums were organised in Nepal to support the idea of women’s land allocation and registration.

<sup>7</sup> Relates directly to outcomes reported and is an estimated figure of people experiencing the outcome(s) reported on.

<sup>8</sup> This field records data on actual numbers of people worked with during the reporting period, those who participated in programme actions and thereby were exposed directly to an intervention.

Ouy Soun, a farmer from Tanou Village, Svay Rien, Cambodia, is a member of the ActionAid 'cow bank'. She uses her cow for rice cultivation.  
Credit: Savann Oeum/  
ActionAid



Often land rights issues were anchored to larger human rights issues and movements, such as in Cambodia where ActionAid supported women to question the government on its accountability record and human rights violations.

A number of ActionAid countries conducted campaigns targeted at local, national and international levels. At the national level, ActionAid lobbied the US government to include pro-women language in the *Voluntary Guidelines for the Responsible Governance of Tenure to Land, Forest and Fisheries*. ActionAid Ghana, Guatemala, Pakistan, Burundi, Senegal and Zimbabwe created forums with national authorities to address women's rights to land and agriculture support. Locally, ActionAid conducted debates on land rights issues in Malawi, Sierra Leone and Brazil. In Tanzania ActionAid lobbied for regular village meetings and the inclusion of land rights on the agenda, and in Zambia land rights meetings were held with district councils, women and traditional leaders.

ActionAid also explored alternatives to enhance the security of land tenure and livelihoods for women. ActionAid Australia, in partnership with the University of Melbourne, began examining the use of and community access to non-judicial means of addressing rights violations by companies and governments operating in India and Indonesia in the agri-business, garment and mining sectors.

**KCP 2:** By 2017 we will have supported marginal and small-holder farmers to secure direct support and policies from their government, and effective accountability of corporates, enabling them to gain a good living from climate-resilient sustainable agriculture, improving the food security of 25 million people.

Thirty-six countries contributed to this KCP, of which 23 played an active role. Based on information provided by 11 countries, we had a positive impact on the lives of over 200,000 people in this area of work and reached almost 160,000 (information based on data provided by 17 countries). According to data provided by countries, the number of people upon whom we had an impact was larger than the number of people we reached. Also of note, this KCP presents a high level of 'alternative' activities as well as relatively high campaigning component compared to other KCPs.

In 2012 ActionAid made good progress to help farmers – especially women – improve agricultural techniques and yields, as well as make their voices and needs heard at local, regional and international levels. Below is a description of progress made under this KCP.

### **Empowering women and men to learn about and practice 'climate resilient sustainable agriculture' (CRSA)**

was a key pillar of our work this year. In Cambodia this helped farmers in all of ActionAid's LRPs reduce their use of chemical inputs, and establish home gardens to produce more food for consumption and surplus vegetables to generate income. Farmers in Vietnam cultivated drought-tolerant crop varieties in the central region, saline-adaptive crops in the Mekong Delta, and practiced agroforestry in the northern region. Vegetable gardens in the Gambia were an important source of income for more than 3,000 women, improving community nutrition.

**Women CRSA producers became better organised, empowered, and equipped with greater confidence and skills, making claims for resources and having the authority to make decisions about what they produce.** In Zimbabwe, ActionAid and partners, Zimbabwe Women Resource Centre

and Network, Women and Land in Zimbabwe (WLZ) and Women's Coalition of Zimbabwe (WCoZ), organised women farmers into Rural Women Assemblies, and empowered them through trainings and capacity building to lobby Ministries and local government to advocate for their needs in an evidence-based way. ActionAid Afghanistan organised trainings for cultivating vegetables and high-value crops such as saffron, and rearing livestock. ActionAid Senegal provided support to self-help groups and women smallholder cooperatives on political and technical issues, helping them access natural resources and the means of production. These groups gained skills in gardening, cereal and seed banking, and food processing, and gained better access to local and national markets.

**We also helped smallholder and marginal farmers organise into self-help groups, collectives and cooperatives, and make claims on government authorities for entitlements and services.**

ActionAid Kenya implemented micro-irrigation schemes and enabled 52,000 people to gain access to clean and safe water. In Nepal, collective actions of people in an ActionAid programme led to the local school curriculum incorporating learning on the importance of organic farming and biodiversity. ActionAid Ghana's Innovative Female Extension Volunteer project enabled 2,500 women farmers to access agriculture extension information on sustainable agricultural practices.

**Increased policy and budgetary support for CRSA by governments, regional bodies, UN and donors was won.** A powerful example was the pressure generated by a petition on biofuels – signed by 44,000 supporters across Europe – that helped ActionAid's European members secure a revised EU biofuels target capped at 5% for 2013-2020, as well as the newly proposed legislation that would cap food-based biofuels. ActionAid UK pressured the UK government to acknowledge the

damaging nature of biofuels, helping secure a UK biofuel cap of 5% for 2013-2020, while Italy gained specific commitments on national biofuel policies, with 17,000 signatories to its own petition and a commitment from the government for a multi-stakeholder table on the issue.

**How did our HRBA help us deliver KCP 2?**

Building awareness of climate resilient sustainable agriculture, and the skills to practice it, was driven by supporting farmers' self-help groups and coops, creating resources such as seed banks, and developing local processing and joint marketing strategies. We also promoted networking, exchanging ideas, mobilisation, and campaign actions. For example, in Kenya 1,867 smallholder farmers (75.5% women) were organised into 20 farmers' field schools, and supported with irrigation facilities and seeds of drought-resistant crops. In Senegal, sustainable agriculture skills-training enabled women to engage with political leaders and achieve economic independence, with more women participating in political decision-making. Women became local councillors; some became members of the land commission and gained better access to land, equipment and credit.

Another example of our work to strengthen small farmers came on the eve of Rural Women's Day and World Food Day, when ActionAid Bangladesh organised a national convention of women farmers, the first of its kind in the country, promoting the right to food and the recognition of women farmers. Meanwhile, northern members mobilised citizens to advocate governments to change policies that prove harmful to food security in developing countries. ActionAid USA sensitised the media and grassroots audiences to the importance of investment in agriculture for smallholder farmers through blogs, articles, press releases and action alerts. More than 5,000 citizens signed a petition to the government demanding greater investment in agriculture. ■

## Mission Objective 2

**Advance the political influence of people living in poverty to hold governments and corporates accountable**

*Throughout the world, people's demands for democracy are growing louder as many have suffered under oppressive regimes and unaccountable leaders who have perpetuated poverty and injustice. We will support women, men and young people to get proper political representation, access to decision making and accountability from the state for delivering on their basic rights.*

**KCP 3:** By 2017, through holding governments and corporates to account, we will have secured improvements in the quality, equity and gender responsiveness of public services for five million people living in poverty.

Thirty countries worked on this KCP, of which seven played a strategic role. Based on 12 countries providing data, 110,000 people were reported to have experienced change, 7% of whom were children, 10% youth and 30% adults. 400,000 people were reached in 2012 through this KCP of which 5% children, 6% youth and 66% adult men and women; 23% of people reportedly reached were not disaggregated by age.

Across the Federation in 2012, participating countries reported greater understanding of citizen-state power relations, increased appreciation of women's leadership and dialogue on public services, and proactive



Esperance Nyirahabiyambere, president of Tuzamure Agaseke Women's Cooperative in Rwanda, which provides skills training, educational facilities and helps women claim their rights.  
Credit: Anika van den Bergh/ ActionAid

monitoring of public services. In this context:

**Women, youth, and excluded groups enhanced awareness of their rights and entitlements, and actively monitored the status of public services.** For example, in Zimbabwe, as part of the 50/50 SADC Gender Protocol campaign, 200 women candidates keen to contest local government elections were given capacity training. Twenty-five women developed and distributed campaign strategies and 40 broke cultural boundaries to formulate strategies for young women's participation in politics. Meanwhile, women farmers in Rwanda used social media to engage the Minister of Finance on public investments in agriculture and budget processes, while women and youth in Mozambique used score cards to monitor district plans and to access health and water services.

**Women, youth and excluded group organisations and networks held the government accountable, influencing public service provisions in decentralised government context.** Citizens in Malawi forced the government to complete a stalled project on teachers' houses, boreholes and bridges in 2012 – the result of a community-based monitoring project in 14 districts (half the country), which issued 'scorecards' so local people could rate government services. The scorecard empowered communities to demand accountability from government at the point of service or at district level through meetings local government. And in Pakistan,

*ActionAid Pakistan helped mineworkers lobby to amend the Punjab Mine Workers Act, influencing the incorporation of fundamental rights of workers to quality basic services*

campaigning and lobbying by Punjab mine workers influenced the amendment of the Punjab Mine Workers Act to incorporate fundamental rights of workers to quality basic services, including definitions of employee and employer, working hours, rules and by-laws for mine workers' well-being, health and safety, holidays and wages.

**Decentralised governments are more transparent and accountable and involve people living in poverty in making decisions about the provision of public services.** ActionAid mobilised women to use their vote in village elections and participate in local leadership, resulting in 620 women in Afghanistan being elected to Community Development Councils and making decisions at village level, and in Pakistan, Sakhyan Sanjhi women's groups successfully completing a water systems scheme, enabling 300 deprived communities in Gujjar to access clean water. In Sierra Leone, The Budget Advocacy Network, with the support of founding member ActionAid, held a public hearing on the use of tax revenue, which resulted in 400 community members demanding accountability from elected councillors. After the hearing, a number of council wards published information on public expenditure on ward notice boards.

**Local and national governments increase the provision of and people living in poverty's access to quality and gender-responsive public services.** With support from ActionAid Zimbabwe through our eight LRP partners, over 5,800 women and 2,000 men in Zimbabwe gained improved access to clean and safe drinking water through the rehabilitation of 29 boreholes in seven wards, while over 1,400 girls and around 1,200 boys benefited from the building of classroom blocks, rehabilitation of toilets, and payment of school fees. ActionAid was central in providing technical

support to partners to guarantee that all these processes employed our HRBA approach. ActionAid training led to increased provision in local action plans in Cumbana and Massavana, Mozambique, for improved health services for almost 67,000 people, and for more than 30,000 children to access improved education services. Also in Mozambique, in Chibuto, Bilene and Guija, local curriculum improvement and construction of classrooms following advocacy and lobbying training by ActionAid resulted in nearly 30,000 children benefiting from improved primary education.

### **How did our HRBA help us deliver KCP 3?**

The majority of actions undertaken to deliver outcomes such as these focused on empowering people living in poverty, with work also done on strengthening solidarity and promoting campaigns and advocacy. In 2012 this included the establishment of five social accountability networks and eight oversight committees in Kenya; 12 social audit groups and five civil society monitoring groups in Mozambique; community listeners groups and community-based HIV and AIDS programme circles in Ethiopia and education accountability forums in Zimbabwe.

To strengthen solidarity, ActionAid worked with over 225 local and national governments, 38 donors, 38 private sector bodies and over 926 nongovernmental and community-based organisations. These institutions were linked to people in excluded groups, such as the Antaja Forum communities in Bangladesh, social movements, cooperatives and networks such as the agricultural marketing cooperative societies and fishing cooperatives in Tanzania and the Democratic Budget Movement in Myanmar. As a result of the national campaign on bonded labour in India, since October 2012 the government has rescued 600 bonded labourers, rehabilitated 200 and provided livelihood support to 203.

**KCP 4:** By 2017 people and their movements supported by ActionAid will have won significant victories in achieving fair redistribution of resources to finance public policies that reduce poverty.

Twenty-five countries contributed to this KCP, of which five played a strategic role. Based on data provided by two countries, 500,000 adults experienced change and we reportedly reached 12,300 people (reach data provided by five countries). According to data, more people experienced change through ActionAid's work in 2012 than were reportedly reached. This KCP relates to evidence of victories rather than population figures, and given the focus on campaigning, reporting on change and reach figures was challenging – in particular because of challenges related to attribution and calculating direct and indirect benefit. Also, as we have only completed Year one of the strategy, we would expect to see evidence of impact in subsequent years.

In 2012 progress was made in improving the awareness of people living in poverty around unjust tax systems and regimes, and enabling them to monitor local revenue collections. ActionAid has also strengthened networks advocating for tax reforms and increased allocation for social policies and programmes. In this context:

**People living in poverty became organised, developed enhanced awareness and monitored local revenue collection practices for public services.** *For example, in Zambia, ActionAid supported partner organisation CSPR to set up 10 community groups trained to monitor budgets through the use of community score cards. The findings were shared with government officials through meetings with local elected representatives,*

Caroline Muchanga shows the tax receipt for her stall in Nakambala Market, Zambia. In some years she has paid more business tax than Zambia Sugar, owned by Associated British Foods. Campaigners in Zambia, including ActionAid, are calling for an end to tax dodging.

Credit: Jason Larkin/Panos Pictures/ActionAid



*service providers and traditional leaders, and used to draw up an action plan to mitigate or advocate for improved public service delivery.* In Uganda, ActionAid and other CSOs closed their offices to “mourn” the theft of public funds by the government/public officials, and mobilised citizens to write to the President to press for action on corruption. The public demanded those responsible to face tougher sanctions, including prosecution and recovery of stolen money from the sale of their property. This led to the birth of the ‘Black Monday’ movement – a campaign to end corruption and theft of public resources, and linked to the tax justice campaign.

**Strong coalitions advocated for progressive tax reforms, and national coalitions identified key areas of pro-poor alternatives and national development strategic plans.** In Burundi, ActionAid trained partners and staff on budget accountability and tax justice. As result, the government revised the tax code and reduced tax rates on lower wages. From January 2013, officials’ incomes (ministries, MPs) who were exempted from paying tax are now taxed. And in Nigeria, a core of committed networks and civil society groups undertook research and advocacy to revise the country’s tax regime to favour the poor, resulting, for example, in fundamental changes

to the accountability of Nigeria's oil subsidy.

**The wider public became informed about – and supportive of – the key principles of National Development Strategies, as well as about tax abuse by rich individuals and the unethical behaviour of corporations. Support for the tax justice campaign was won, and national governments were influenced to increase allocations for social policies and programmes commensurate with the rights and entitlements.** In China,

where government lacked a civil society perspective on development issues, year one of our three-year south-south cooperation initiative brought together non-governmental organisations, academics and government for the first time on issues including trade, investment, technical cooperation and development aid – the result will be a report with policy recommendations for the government. Meanwhile, civil society coalitions in Zambia and Lesotho raised awareness on tax issues, mining company incentives and corporate citizenship, and ActionAid India supported social movements in Delhi, Karnataka and Andhra Pradesh to pressure local governments and ensure financial entitlements for scheduled caste and tribal communities.

#### **How did our HRBA help us deliver KCP 4?**

Our work to raise awareness, build networks, produce research, and advocate and lobby for action on issues of tax justice and social issues such as housing rights, rights to city spaces led to evidence-based recommendations for fairer distribution of resources, and public policies that reduce poverty.

ActionAid China conducted a study on Chinese trade and its impact on developing countries, drawing evidence from two case studies in Myanmar and Mozambique – findings and recommendations were shared

*ActionAid Burundi trained staff, partners, civil servants, governance watchdogs and trade unions on budget accountability and tax justice. As result of increased awareness and advocacy, led by ActionAid and partners, for a fair tax system and accountability in the implementation of development policies, the government revised the tax code and reduced tax rates on lower wages*

with government ministries and think tanks. Along with civil society organisations, social movements and LRPs, ActionAid Brazil engaged in the government's 'Brazil without Extreme Poverty Plan', which consisted of a series of consultations and advocacy with government ministries working in social development. The coalition secured assurances from the government that the implementation of the plan would be participatory.

A country scoping study on tax and a study on the perception of tax were undertaken by ActionAid Bangladesh. These contributed to the development of national plans for a tax justice campaign and enabled ActionAid Bangladesh to build a national network on tax justice. ActionAid Vietnam conducted a study on social protection in urban areas, and built the capacity of youth and women in LRPs to monitor social protection. The study captured evidence of migrant workers' perceptions, aspirations and recommendations for a comprehensive, coherent and effective social protection system. ActionAid Uganda also conducted a study on tax incentives and used the findings, especially those highlighting the revenue losses due to harmful incentives, to create a national coalition and agenda for tax justice. ■

## Mission Objective 3

***Improve the quality of public education for all children and support youth to become drivers of change towards a poverty-free planet***

*In low-income countries over 1 billion people are aged 10-19. Despite this, the rights and voices of children and young people are constantly denied. Beyond a focus on mere access to education, improving the quality of their learning while amplifying their voices will help their dreams for better futures to succeed.*

**KCP 5:** By 2017 we will have ensured that girls and boys equally enjoy a quality public education that respects their rights in 5,000 communities where we work, leveraging system-wide education reforms designed to improve equal opportunities for all.

Thirty-five countries contributed to this KCP, of which eight played a strategic role. Based on data provided by 12 countries, over 104,000 people experienced change as a result of our activities. We achieved better outcomes with girls and young women than with boys and men. However, this changes when we consider adults, where significantly more men than women experienced change. The reasons for this were not reported, and may need investigating. Over 213,000 people were reached in 2012 (data provided by 16 countries), of which 42% were girls and young women.

ActionAid countries are on track to fulfil this KCP through use of the “*Promoting Rights in Schools Framework*”, supported by campaigning and solidarity initiatives. As education within ActionAid’s HRBA is seen not only as a right itself, but as an enabling right that leads to realising other rights to eradicate poverty and

injustice, progress is inextricably linked with other change promises that enable us to fulfil our mission. Below is a description of progress made under this KCP:

### **Increased citizen participation in education governance and stronger Parent Teachers Associations and School Management Committees**

was achieved across the Federation. ActionAid Nigeria reported functional school-based management committees in 120 schools, while ActionAid Cambodia reported 30 schools involving community participation in decision-making processes. In The Gambia, a committee comprising ActionAid, The Forum for Africa Women Educationalists, the teachers’ union and other civil society organisations carried out a survey in four schools on how rights to non-discrimination, safe and non-violent environment and to participate were being respected. The survey involved School Management Committees, teachers and 95 school children. Following the study, a policy brief based on its findings revealed that the challenges of fulfilling the rights of children with disabilities are many, and described the steps necessary to ensure the right to education for children with disabilities and minimise the discrimination they face in schools and communities. The policy brief was disseminated to local government, students, teachers, parents, members of mother’s clubs and community leaders. Girls became conscious of their human rights and responsibilities, and students shared their learning with peers and in communities, enabling them to play a significant role in school management.



Rehana, 7, from Punjab, Pakistan, is a student at an ActionAid-supported non-formal education school in her village.  
Credit: Umar Farooq/ActionAid



Monica Ochapa, 27, is part of Action Aid's Activista programme in Nigeria, and has been helping the school set up a library and improve teacher training.

Credit: Kate Holt/Shoot The Earth/ActionAid

**Violations of rights identified and rights-based school improvement plans was widely supported.** In Malawi there was increased participation of local communities in monitoring the fulfilment of rights in schools in the 13 districts where ActionAid works, and school improvement plans are now being supported through government funding. And in Somaliland, a girls' education campaign and a national coalition of government and civil society organisations undertook awareness programmes during education week. Government pledged to continue and expand free education at primary schools, and, with the support of aid agencies, the government also promised to improve the quality of education, which remains an issue.

**Credible action plans for school reforms implemented by all stakeholders** were achieved, with ActionAid Nigeria, for example, providing support to 72 schools to create and implement school development plans, which in turn attracted more attention and support from the government as well as international development partners such as the World Bank. Meanwhile, ActionAid Brazil tracked and publicised school performance against the Charter of 10 rights, and implementation of action plans, for example, girls' attendance, teacher quality and inadequate financing. At the same time we advocated for the expansion of federal funding for public education, through the PNE pra Valer (National Education Plan for

Real) movement, whose main demand was the allocation of 10% of GDP to education. Through the mobilisation of over 200 groups and organisations we helped ensure the inclusion of this demand in the bill for the National Education Plan, supported by both the Minister of Education and the President.

### **How did our HRBA help us deliver KCP 5?**

To make progress towards this KCP, we promoted women's literacy and empowerment, increased participation in School Management Committees and Parent-Teachers' Associations, and empowered women to track budgets and hold schools accountable. We also supported girls' clubs and ambassadors and gender-sensitive curricula, training and practices. For example in Pakistan, while ensuring the right to education for girls, we built their rights consciousness at the community level. School councils and Parent-Teachers' Associations were trained on budget tracking and innovative means to hold duty bearers to account, while advancing the model of 'community vigilant committees' around education. ActionAid Pakistan linked community groups at district and provincial level and developed collaborative links with networks such as the Pakistan Coalition of Education. At the same time ActionAid Pakistan laid the foundation of its tax justice campaign, creating strategic links of this campaign with the agenda of gender responsive public financing for education.

A diverse range of campaign activities were reported: from grassroots level campaigns aimed at local administrations all the way up to global campaigns, such as the Global Action Week coordinated by Global Campaign for Education. ActionAid was one of only two civil society organisations on the board of the Global Partnership on Education – the only multilateral funding mechanism available for countries to reach their education targets. As a board member

of the Global Campaign for Education, ActionAid worked to ensure that the organisation's HRBA is the key approach adopted and promoted by national education coalitions – even beyond the countries we work in.

**KCP 6:** By 2017 we will have mobilised over 5 million young people to take sustained action towards building a poverty-free planet.

Twenty-nine countries contributed to this KCP, of which seven played a strategic role. Based on data provided by 11 countries, over 69,000 people experienced change in 2012 as a result of ActionAid's work, of which 52% were girls and young women. Over 80,000 people were reached in 2012, of which 72% were children.

Progress was made towards this KCP by integrating youth concerns with our mainstream programme work, and actively mobilising and engaging young people to take effective, collective action on injustice and poverty through youth organisations, groups and networks. In this context:

### **ActionAid rights programmes integrated youth concerns in respect of all change promises and actively engaged/mobilised young people.**

ActionAid Uganda created a mentorship programme for young women leaders as well as violence against girls clubs to improve the rights of women. ActionAid Rwanda and Burundi engaged young people in economic activities, providing support for them to gain vocational skills such as tailoring and carpentry to improve incomes. In Europe, ActionAid countries supported young people to advocate for the rights of people living in poverty, by conducting campaigns, meeting with high-level politicians and providing information at festivals. In the UK, over 4,300 people at the Reading music festival joined

*ActionAid Brazil advocated for the expansion of federal funding for public education, demanding allocation of 10% of GDP to education. Mobilising over 200 groups and organisations helped ensure the inclusion of this demand in the bill for the National Education Plan*

a campaign action to show support for quality education, while 15% of Reading Festival recruits wanted to find out more on tax justice via an email received a week after the festival.

**Young people gained a critical analysis and increased awareness of injustice and poverty.**

Across the Federation, 11 countries reported that young people in LRPs came together to analyse the causes of poverty in their areas, and as a result created economic cooperatives and self-help groups aimed at improving livelihoods. In some countries this work was connected to ActionAid's work on education – for example in Lesotho young people in the Khoelenya community elected school council leaders to represent them in school management committees, and became active in a campaign to assess the challenges of access and quality education.

**Youth empowered organisations through which they took action on injustice and poverty.**

In addition to ActionAid's Activista network, organisations, networks and groups of young people were created and strengthened for the purpose of taking collective and effective action. A good example of this was in Nepal, where a joint 'Land is Life' campaign was conducted to ensure regulatory frameworks were in place to protect women's and small scale farmers' right to land. In Jordan a group of young people took action to raise awareness of environmental issues and protest against industrial dumping in their area – as a result, the amount of waste was reduced and the local park reopened.

**How did our HRBA help us deliver KCP 6?**

The majority of ActionAid countries working towards this KCP promoted youth participation around resilient livelihoods, democratic governance, education and women's rights. This was primarily done through capacity building, supporting networks and collaboration, and campaigning.

In Bangladesh, a Rio+20 conference held in Dhaka brought together around 30 youth forums from rural and urban areas to raise environmental concerns, while in Burundi, 'sensitisation through training' workshops and school competitions, drama, etc. on promoting rights in schools and violence against girls were organised, targeting parents, community members, school children and Parent-Teachers' Associations. This gave them a stronger voice in holding government accountable for providing public quality education.

In The Gambia, Activista (ActionAid's youth network) took on the issues faced by women farmers, mobilising the public, including farmers themselves, and lobbying the government, resulting in shifts in the government position on land law and an agreement to allocate at least 10% of the government budget to agriculture. And in Ethiopia, youth groups associations were supported by ActionAid to link with other community groups and take action on local issues. In Tigray youth groups worked collaboratively with parent committees to influence the regional government to address the quality of local schools. Young people engaged with Activista also took coordinated action in such countries as Nigeria, Uganda and Kenya on tax justice. ■

## **Mission Objective 4**

***Build the resilience of people living in poverty to conflicts and disasters and respond to disasters with people-centred, rights-based alternatives***

*An ability to be resilient and to claim rights helps people living in poverty to adapt to climate change, and respond to and rebuild their lives after disasters and conflict strike. We use humanitarian crises as opportunities to shift power relations in favour of people living in poverty, empower women, increase access to justice and promote long-term recovery.*

**KCP 7:** By 2017 we will have built effective risk reduction and resilience systems and capacities in over 5,000 communities.

Twenty-eight countries are currently contributing to this KCP, of which 11 played a strategic role. Over 117,000 people experienced change as a result of ActionAid's work on resilience. However, this total reflects change figures from only seven countries – Guatemala, Cambodia, Vietnam, Pakistan, Ethiopia, Nigeria and Nepal. Based on data provided by 10 countries, over 288,000 people were reached in 2012, of which 46% were women.

Our work towards this KCP empowered those vulnerable to disaster to play a role in identifying the threats they face, and to come together to make themselves better prepared, help others affected by disaster, and hold local authorities accountable for providing the infrastructure, services and agricultural support needed to withstand disaster and its impacts. In this context:

**Communities, particularly women members, and their governing institutions**

**gained the skills, knowledge, systems and resources to reduce risks and participate in and deliver emergency preparedness.**

In Bangladesh, ActionAid worked with 19 Reflect Circles (adult learning groups) on disaster preparedness, and after capacity building exercises, targeted Reflect Circles formed disaster contingency funds to support members during disaster. And in Afghanistan, ActionAid helped women become active actors in disaster preparedness, forming Reflect Circles where they identified issues and came up with actions which were integrated in the communities' common disaster preparedness plans. The women were also trained how to analyse their vulnerability, and in First Aid and community-based disaster risk reduction. Government authorities such as the Afghanistan National Disaster Management Authority are now more supportive towards community initiatives on disaster risk reduction.

**Communities became able to identify current and future risks/uncertainties and empowered to deal with them.**

In Ethiopia, training on community early warning systems led to village-level early warning committees being set up, where participatory vulnerability analysis trainings were given to community members and local government representatives. After flooding in 10 districts and fire in another, a joint committee – including community representatives – immediately carried out an assessment to measure the scale of the disaster and the community groups

Relief Committee member Hasha Kalcatcha is one of the farmers using ActionAid's mobile phone project to choose the best time to harvest and sell their produce for the best price in Isiolo, Kenya.

Credit: Piers Benatar/Panos Pictures/ActionAid



most affected, and gauge the immediate assistance and recovery support needed. Eleven districts were assessed, a total of around 9,400 people were confirmed affected, and timely emergency assistance provided. In Bangladesh, training on identifying vulnerabilities equipped nine facilitators to conduct Community Risk Assessments on behalf of Union Disaster Management Committees based on government guidelines – subsequent government endorsement of the Community Risk Assessment reports affirmed that targeted communities had acquired consciousness and awareness of identifying risks.

**Risk and vulnerability analysis became well integrated at LRP and ActionAid country level.** In Kenya, community disaster management committees were formed, engaging with stakeholders on delivery of basic services such as water, health, education, and issues around food security. The social audit group formed in Isiolo actively audited all government investments in water infrastructure in the district and used the findings to advocate for increased supply. School-based disaster management committees in Oldo Nyiro lobbied the district education office for better infrastructure, of more teachers, and provision of water to schools. ActionAid collaborated with Kenya Power Company and piloted roof-water harvesting for 18 schools, providing 5,400 schoolchildren with access to safe and clean water.

**Food security and livelihoods of communities are strengthened through building resilience and policy advocacy initiatives.** In Bangladesh, farmers in Kalapara Upazila successfully preserved freshwater for irrigation during the dry season in a saline-prone area, while farmers in High Barind Tract managed surface water for irrigation during the dry season to cultivate low-water consuming

crop varieties. Meanwhile, farmers in Faridpur received technological support including a power tiller, seeders and harvester to adapt to climate variability. And in drought-prone areas of Somaliland, ActionAid constructed or rehabilitated water harvesting structures including underground cisterns, roof water catchments (guttering), shallow wells, and surface dams to increase water availability for human and livestock consumption, domestic use and irrigation. Increased access to water reduced the burden on women and children who face insecurity and sexual violence when travelling long distances for water.

### **How did our HRBA help us deliver KCP 7?**

Across the Federation we worked to improve community participation and risk reduction and resilience planning, and to support increased awareness and engagement on resilience at national and international level. ActionAid Bangladesh facilitated the formation of four School Safety Networks, comprising 60 school authorities who conduct school risk assessments. A report highlighting vulnerabilities in each area was then produced and submitted to local decision makers. Meanwhile, ActionAid Afghanistan, Bangladesh, Ethiopia, Kenya, Malawi and Nepal came together in a multi-country project to develop and refine resilience indicators based on ActionAid's HRBA. These will provide a resilience-monitoring framework for others both within ActionAid and externally to adopt a HRBA to resilience.

ActionAid worked with civil society networks and alliances globally to promote HRBA in relation to resilience, and to influence the development of a new international post-2015 disaster risk reduction framework. As a steering group member of the Global Network of Civil Society Organisations on disaster risk reduction, we contributed to its three-year strategy. In partnership with other organisations ActionAid

launched two reports on climate induced Loss and Damage (L&D) to influence climate negotiations in favour of poor countries and communities. ActionAid USA lobbied the US government and United Nations Framework Convention on Climate Change (UNFCCC) for increased levels of climate finance. Regular meetings were held with US government officials and ActionAid attended two UNFCCC negotiating sessions.

**KCP 8:** By 2017 at least 5 million people experiencing disasters or conflicts will have been assisted in ways which respect and strengthen rights, support recovery of livelihoods, empower women and promote solutions for long-term change.

Twenty-nine countries contributed to this KCP, of which six were strategic. There was significant underreporting of numbers of people experiencing change and reached in 2012, with four countries providing partial data for change and 10 countries providing partial data for people reached.

Countries reported considerable work towards achieving outcomes, most notably those on ensuring communities, partners and local institutions have the skills, knowledge, systems and resources for quality emergency preparedness, response and recovery; and ensuring women and women's institutions are able to lead these processes. Below is a description of progress made under this KCP:

**Ensuring communities, partners and local institutions have the skills, knowledge, systems and resources for quality emergency preparedness, response and recovery was achieved.** For example, in Afghanistan, ActionAid recruited 120 'emergency response team members' for

*ActionAid Bangladesh was successful in incorporating Mass Casualty Management (MCM) into the National Medical Curriculum and the Nursing Curriculum, improving the way health institutions manage a large influx of casualties during emergencies*

early warning, evacuation and food distribution training in 10 villages in Balkh and Jawzjan provinces. These teams coordinated with Afghanistan's National Disaster Management Authority, sharing progress and seeking resources for future disaster response. In total, over 600 flood-affected families received food and non-food emergency supplies, while 1,415 drought-affected families, mostly widows, women-headed families and people with disabilities received cash transfer and cash for training through a pilot initiative on mobile-based cash transfer systems.

In 2012, ActionAid Haiti worked with partners to develop contingency plans and to pre-position stocks in advance of the hurricane season, resulting in a speedy response to the impact of Hurricane Sandy. During floods in 2012, ActionAid Cambodia coordinated with partner organisations, commune facilitators, village chiefs, other humanitarian actors and flood affected-communities to provide timely and effective emergency response. Through consultation, ActionAid Cambodia established clear criteria for relief distribution, helping counter political interference to ensure relief supplies reached those in the greatest need, and provided capacity building support to engage women in the emergency response, including in distributing relief supplies.



ActionAid Nepal assisted in the response to a fire in Aurahi, Siraha District in May, which gutted 461 households and displaced over 2,000 people. First responders had been provided with shelter construction materials (bamboo, wire, nails) and skills-based training in first aid and fire fighting to help those affected. Community-based disaster risk management orientation was provided to the community, through which local disaster management committees (DMC) were formed to ensure relief distribution and shelter construction were finished on time. The DMC prioritised the inclusion of women of Dalit, Muslim and other excluded communities. As a result, DMCs affiliated with village-level disaster management committees, and began raising emergency funds as well as lobbying local authorities for disaster preparedness support at community levels. Women training participants educated other community members about basic safety measures for first aid and fire fighting.

### **How did our HRBA help us deliver KCP 8?**

In 2012, activities to deliver these outcomes focused mainly on raising communities' awareness, building capacity and increasing the participation of women.

ActionAid Afghanistan's response to drought in 2012 targeted the most vulnerable groups, particularly widows, women-headed families and people with disabilities. When communities living alongside the Amu River lost their houses as a result of erosion, ActionAid Afghanistan successfully brought the voices of those affected to the attention of key actors (World Food Programme, the Afghan National Disaster Management Authority and the International Organization for Migration) to push for a swift response. Meanwhile, ActionAid Bangladesh brought the experiences of disaster-affected

people to the attention of national government, lobbying policymakers through reviews and consultation to ensure inclusion of women and children's issues in national plans and budgets, and accountability to disaster-affected communities. This work secured approval of the Disaster Management Act (and associated funding), complete with a Standing Order on Disasters, outlining roles and responsibilities of government officials, elected representatives and other agencies.

During the surge in the conflict in Eastern Democratic Republic of Congo in late 2012, the International Secretariat worked with ActionAid DRC, Burundi, Rwanda, Tanzania, Kenya and Uganda to develop a policy position paper focusing specifically on the protection of women and girls. The paper was launched at a key meeting where regional policymakers met to discuss strategies for curtailing the crisis. ActionAid brought women from a prominent women's rights group in DRC to Nairobi to represent the voices of Congolese women. This work contributed to raising awareness of ActionAid's HRBA in emergencies, particularly our focus on promoting women's participation and leadership in humanitarian crises.

And in 2012 the International Secretariat, ActionAid Denmark and colleagues from the Arab region responded to the Syrian refugee crisis. This involved undertaking needs assessments in Lebanon and Jordan, and scaling up ActionAid capacity to implement an emergency response that met immediate needs, built the capacity of refugees to assert their rights, and fostered community-led policy and advocacy. ■

## Mission Objective 5

***Ensure that women and girls can break the cycle of poverty and violence, build economic alternatives and claim control over their bodies.***

*We have made great strides in advancing women's rights. But we have witnessed increasing harassment, backlash and violence towards women seeking change. We will defend the rights of women and girls to live free of gender-related violence, have dignity in the face of HIV and AIDS, control their sexuality and enjoy economic empowerment.*

**KCP 9:** By 2017 we will have organised over five million women and girls in rural and urban areas to challenge and reject gender-based violence that would have denied them control over their bodies and sexuality and made them vulnerable to HIV and AIDS.

Thirty-one countries contributed to this KCP, of which 11 played a strategic role. Based on data provided by 11 countries, over 107,000 people experienced change as a result of ActionAid's work on gender-based violence, of which over 55% were women, with 50% of them being children and youth. Over 360,000 people were reached in 2012 (data provided by 20 countries), of which 60% were women and girls.

In some instances, countries were not able to disaggregate data according to the categories above, and instead reported a block figure. These numbers have been added to the grand total i.e. KCP 9 change is **5,648** reach is **8,328**.

More than 80% of the ActionAid Federation worked towards this KCP in 2012. Violence against women as part of gender-based

violence (GBV) is a central issue in almost all countries, and the issue was addressed by working on the empowerment of women and girls around their rights, legislations etc., building solidarity with like-minded organisations and conducting advocacy targeting the State for changes. In this context:

**Women and girls gained an increased understanding of the negative impacts of harmful traditional practices from a human rights perspective, and organised themselves to monitor attitudinal and systemic blockages and find local solutions.** For example, ActionAid Bangladesh reported that adolescent girls and boys monitored instances of early marriage and dowry-related violence in local communities, while in Nigeria women participated in peer education sessions to enhance their self-esteem, enabling them to speak up against violence and reject harmful traditional practices.

**There was increased dialogue between community members, CSOs, governments and multilateral institutions on the issue of gender-based violence (GBV).** In The Gambia, ActionAid reported that the network against GBV, the Steering Committee for the implementation of the national action plan on gender based violence, the Ministry of Women's affairs and the Women's Bureau drafted two bills – a domestic violence bill and sexual harassment bill. The network, which includes the Female Lawyers' Association, then began

Hadia Ali Makame lives in Zanzibar, Tanzania and is a community mobiliser, advocating for women's rights in her village through the ActionAid Violence Against Women project. Credit: Halima Libembembe/ ActionAid



lobbying for their enactment. Meanwhile, women and girls in Uganda formed community watch groups, identifying survivors of sexual and GBV, and referring women to shelters and other service providers.

**Evidence was seen of the increased agency of women and girls negotiating with and lobbying duty bearers in both public and private spheres at all levels.**

In India, 781 women's collectives were formed with the help of ActionAid India, providing peer support and filing cases of violence against women and girls. In 2012, 724 domestic violence cases were addressed by these collectives, and 78 trafficked women and girls rescued from the districts of Sirmour and Morena. ActionAid Zimbabwe formed STAR (Societies Tackling AIDS Through Rights) circles in several LRPs, to sharing information and supporting dialogue on sexual and reproductive health, including harmful traditional practices and family laws affecting women and girls. In one area, circle members successfully advocated for a mobile clinic, while in Nepal 2,362 women campaigned against

caste-based discrimination, dowry and child marriage.

**Women and girls organised to challenge culture, traditions and religion and reject all harmful traditional practices, including FGM.**

In Ethiopia around 2,000 women in 13 districts organised into 156 watch groups, playing a monitoring role on violence and harmful traditional practices. ActionAid provided training on women's rights, the causes and consequences of violence against women and harmful traditional practices, and legal and institutional frameworks protecting women from violence. ActionAid Gambia reported that women's pressure and gender action groups monitored and blocked early and forced marriages, as well as the removal of girls from school for marriage.

**Young women and girls gained increased knowledge, awareness and strengthened agency to negotiate with and lobby duty bearers for access to sexual and reproductive health rights information and**

**services.** ActionAid Nigeria reported that after participating in peer sessions on family planning, women sought medical services to discuss reproductive sexual health and child spacing, while female commercial sex workers in The Gambia gained access to free condoms, peer health education and information materials on HIV and AIDS. Support to these workers from ActionAid and partner organisation World View Gambia helped increase awareness of HIV and AIDS and demand for voluntary counselling and testing services. ActionAid Cambodia and local partners developed a women's health initiative aimed at building women's confidence in understanding their body, sexual and reproductive health, nutrition, food and education, and empowering them to share these issues at home and in the community.

### **How did our HRBA help us deliver KCP 9?**

Most of the Federation's work towards this KCP focussed on empowering and mobilising women and girls through reflection-action circles, enabling understanding of the social norms that lead to harmful traditional practices, and building women and girls' capacity to challenge them. Dialogues with religious leaders were reported as a common way of programming to address fundamentalism, patriarchy and cultural barriers.

In Ethiopia, ActionAid selected traditional and religious leaders from 12 districts to work with women's watch groups, challenging the traditional norms and values used to justify violence and harmful traditional practices used against women and girls. The leaders received continuous training on women's rights, the causes and consequences of violence and harmful practices against women, and legal provisions preventing them. They were also supported in organising community events and wider community sensitisation programmes. And in Kenya, newly formed women's movements and girls' forums began monitoring and

challenging violence against women and girls, reporting 374 cases in 2012.

In Vietnam, women suffering domestic violence came together in groups to provide peer support. Community leaders were sensitised in gender equality and made aware of domestic violence as a social issue affecting the health of the community. Community based 'reliable addresses' – local people committed to helping victims of GBV and reducing the number of cases of violence in their areas – were established as a referral mechanism for victims. In order to work with gender-based violence survivors and provide quality services, these individuals were trained on communication, counselling, and psychosocial care. After four months of operating, 524 cases were reported and resolved through these addresses.

Our resource guide, *'Enabling Control over Bodies - a Resource guide on Sexual Rights and Reproductive Health'* was produced and disseminated to ActionAid members, defining and helping explore issues of sex, gender, sexuality, homophobia, gender-based violence and violence against women, and providing help in planning and implementing community-based programmes. A study on violence against women and the role of public services was conducted in six countries, with the results included in the report, *'Women and City II: combating violence against women and girls in urban public spaces, the role of public services'*

**KCP 10:** By 2017 we will have supported women to build and advocate gender-responsive economic alternatives at all levels from cooperative enterprises to national and global policies that recognise unpaid care, guarantee comprehensive social protection and enable the most marginalised women to break the cycle of poverty.

Twenty-six countries contributed to this KCP, of which seven were strategic and 13 active. Around 32,000 people experienced change through ActionAid's work in this KCP, of which 79% were adult women. Over 75,000 people were reached in 2012, the majority of which were adult women (61%).

Across the Federation we worked to get women's unpaid care work recognised, and to champion alternative economic models – sometimes challenging prevailing wisdom and cultural norms. In this context:

**Women's alternative models were effective and improved the well-being of women and their communities.** In Ethiopia women's collectives not only helped women earn an income but improved their status in the community. As a result, women took on leadership roles within coops and unions, and received recognition as effective leaders. Meanwhile women farmers in Guatemala participated in exchanges on biodiversity and sustainable agriculture practices. In San Juan La Laguna women began exporting produce, and new crops such as broccoli and green vegetables were planted to ensure diversity and greater food security.

**Social and cultural beliefs and practices changed in support of women's productive role and their control over their time and income.** Throughout 2012, the International Secretariat and participating members began piloting work to build women's capacity at the local level to recognise their rights and their own unpaid and paid work, and to challenge cultural norms that discount or devalue this work and contribution. In Pakistan, for instance, one woman said, "We were not even considered to be human beings and not supposed to discuss issues related to us. Our brothers, fathers and husbands were not ready to listen to us and

we were supposed to serve them. Now we are confident in saying that the barriers started breaking down gradually. The awareness, sensitization process and our economic contribution to families has created an enabling environment for us though still it is a beginning and long way is to be covered."

### **How did our HRBA help us deliver KCP 10?**

This year we supported women to 'build and advocate' gender-responsive economic alternatives that balance their paid work with unpaid care work, raise public awareness in the wider community – targeting men and boys – of the value of women's unpaid care work, and challenge gender norms. We also advocated with partners for governments and donors to recognise alternative production models that redistribute resources more equitably and provide decent work for women. We also advocated for public services that support women and men to earn a decent income and maintain a balanced workload.

In Uganda, Nigeria, Nepal and Kenya we worked with women to collect data on their care work through time diaries via Reflect Circles. As part of its women's economic empowerment programme, ActionAid Pakistan built the capacity of women through training and exposure visits, as well as establishing productive relationships with other social groups and government departments to demand women's economic empowerment and balance their paid work with unpaid care work. This included women coop members being trained in selling and marketing produce so they have improved access to market and low-cost raw materials. In Rwanda women were trained on business planning, project management and cooperative management, and on cooperative principles, leadership, conflict management and life skills. Both women and youth cooperatives were encouraged to start saving and access loans



A community Reflect meeting in Kailali, Nepal.  
Credit: Nayantara Gurung Kakshapati/ActionAid

through a revolving fund provided by ActionAid.

In Somaliland and Mozambique, ActionAid provided financial support to small scale producers through revolving funds and small grants to farmers' organisations. Technical support was also provided through business management and agricultural training. And in Guatemala, ActionAid and partners organised training on women's leadership and sustainable agricultural practices, engaging women and indigenous youth in fair trade initiatives and community tourism to share experiences. ActionAid Burundi organised sensitisation sessions for couples, discussing the poverty implications for them if men do not help women with their work.

ActionAid Bangladesh and other members of the National Working Committee responsible for developing the National Action Plan for the National Women's Advancement Policy incorporated the calculation of women's unpaid care work in GDP terms. The working committee also recommended that the government take steps to take account for women's contribution to the national economy using gender-disaggregated data.

In Myanmar ActionAid supported community groups to compile village books analysing women's status in the community and present them to local authorities. As a result, the General Administration Department organised a team with township departmental officials to respond to village demands, agreeing with the villages' requests for libraries, clinic facilities, electricity and technical support that would reduce women's unpaid care work. Meanwhile, in Punjab, Pakistan ActionAid lobbied for poor, home-based workers' rights, especially women, which resulted in the inclusion of the informal sector in the new draft of the national labour law.

The Global Care Justice Group was set up with a workshop of international organisations interested in working on care and women's rights. The meeting brought together INGOs, donors, UN agencies and research institutes to discuss how to get the issue of care on the international agenda. In part as a result of the workshop, the International Secretariat started working more closely with the Institute of Development Studies, Oxfam, ITUC, Hewlett Foundation, DfID and the UN Special Rapporteur on Extreme Poverty on care and alternative development models. ■



Residents in Phillipeaux construct an anti-flood gully in their community, reducing the risk of their homes being washed away.  
Credit: ActionAid

# Organisational priorities

**P**rogress towards our seven **Organisational priorities** this year helped make us a better governed and managed, and more accountable, organisation. These priorities are the means by which we will reach our mission – helping bring change to the communities with whom we work by being willing and able to change and strengthen our own work practices, outreach, resources skills and knowledge.

## **Organisational priority 1: Deepen the impact of our work by having an effective programme framework that ensures integration, coherence and quality at all levels.**

### **1 Develop and implement a common programming design and monitoring framework and revise the Accountability, Learning and Planning System**

In June the Secretariat launched ActionAid's programme framework People's Action in Practice, explaining our theory of change and how we expect to achieve each of our KCPs. We made progress towards finalizing and aligning national strategies, and building the systems and tools to measure progress against the international strategy. Six SOTs were established to provide high-level oversight of progress towards our Mission objectives. These teams include Senior Management Team members from countries, and International Secretariat representatives from all Directorates. In addition, 'Communities of Practice' – comprising staff, partners and practitioners – were formed to provide solidarity and learning on each KCP.

The Secretariat provided M&E guidance

for countries and LRPs. Eighteen countries developed their own M&E frameworks. Baselines were also developed in different countries. We continued to support countries with HRBA capacity development, reaching 447 staff in 19 countries, and 71 staff in various Secretariat functions and units.

Across the Federation, work to embed ActionAid's programme framework progressed. There was good progress with countries self-assessing and sharing learning. We made progress on some innovative pilot work around Value for Money and work around participatory indicators and baselines process to strengthen LRPs.

### **2 Elaborate and test our Theory of Change**

In the Mission objectives section we looked at our theory of change at work throughout our programmes in 2012. Here we share initiatives taken by the organisation to ensure the theory

of change is understood, applied and more importantly tested and adjusted in real time.

Testing our theory of change is inherent in the way programmes are implemented. To understand how the theory of change is working in practice, the International Secretariat designed the annual reporting system used across the Federation to collect countries assessment of progress towards change – this information constitutes the basis of this report which should be considered a summary. The International Secretariat undertook capacity building initiatives with support of the HRBA and Evaluation and Accountability units to help countries programme around KCPs. We continued to provide support to countries doing HRBA capacity development training, linking it to programming processes or requirements for 2012, such as LRP strategy development and development of M&E frameworks.

### **3 Become a more effective campaigning force**

In 2012, cross-Federation teams worked to prepare three-multi country campaigns: *Land grabs*, *Progressive tax progressively spent*, and *Safer cities and urban spaces for women and girls*. Cross-Federation Campaign Project Teams – with representation from multiple countries and functions –were set up for both

*ActionAid Uganda and other CSOs closed their offices to “mourn” the theft of public funds by the government/ public officials, and mobilised citizens to write to the President to press for action on corruption. This led to the birth of the ‘Black Monday’ movement – a campaign to end corruption and theft of public resources, and linked to the tax justice campaign*

the tax justice and land grabs campaigns, and met to discuss the focus, change objectives and critical pathways of the campaign strategy. In addition, we produced the Campaign Strategic Framework, which sought to progress with recommendations from the Taking Stock review of campaigning completed in 2011.

Driven by the introduction of People’s Action to End Poverty, many Federation members restructured the management of programme work so that long-term development programmes (such as the work we do in LRPs) are better integrated with campaigning. The West Africa cluster organised a training session for all senior programme staff on campaign planning. On World Food Day in October, ActionAid in Kenya, The Gambia, Nepal, Rwanda, Nigeria engaged in an SMS-Twitter hook-up to share issues relating to land and land grabbing with supporters from Brazil, Australia, Sweden, the UK and US. SMS messages were posted on Twitter where supporters could respond – these were then posted back to individuals in the five countries for response.

### **4 Strengthen our funding planning**

This year the International Secretariat committed to work across all directorates to adjust systems and processes to advance our programme-led funding planning capacity. A concept note was developed around strategic programme design, articulating the need for key documents that operationalise country strategy papers and connect work across LRPs into coherent programmes that link from local, to national, to international level.

A pilot to test our programme-led funding and its assumptions began in Uganda with a mapping of ActionAid Uganda’s strategic

Women members of the Masindi Reflect circle in Uganda meet Dutch women farmers who travelled to Uganda as ambassadors for ActionAid's We Won't Accept Hunger campaign. Credit: Thomas White/ ActionAid



objectives in its new country strategy paper to the KCPs in the international strategy – and then convening key staff from LRPs to relate LRP strategies both to country strategy paper objectives and international promises. This helped ActionAid Uganda define core programmes of work in the country. The process also involved identifying where existing

funding is available for each core programme of work and where there are funding gaps. The goal is to have four or five programmes of work that serve as a foundation for funding proposals for institutional or major donor funding – with the potential to package together whole threads of work, including work presently funded by child-sponsorship. ■



Supporter Jack Beppard Coll signs ActionAid's tax loophole petition at the Bristol Harbour Festival, UK. Credit: Joel Redman/ActionAid

## **Organisational priority 2: Raise our profile and increase our supporter base to more than five million people around the world working towards achieving our mission**

### **1 Grow our supporter base to over five million people**

The International Secretariat started to put ActionAid's global engagement strategy into place, finding ways to connect with activists and donors worldwide, and encourage them to take action with us. Developing stronger, audience-focused messages compelling enough to inspire potential supporters to action started to pay dividends. While the financial crisis posed considerable challenges to recruiting new donors, our total number of regular donors across all markets fell by 1,464 to 382,000 between 2011 and 2012. Declines in Ireland and Greece were to some extent offset by increases in Brazil, India and Sweden, while withdrawal rates continued

to be high in Greece but were stable in the UK and Italy. ActionAid Brazil provided an exciting example of new supporter growth, with income ahead of 2012 plan, and about 160% more than 2011. Almost 6,000 new supporters were recruited, meaning ActionAid Brazil now has around 13,000 supporters, and is raising funds for other ActionAid programmes in Mozambique, Haiti and Guatemala. Globally, the number of new Child Sponsors recruited was 55,889 – an increase of 0.8% more than 2011. In Italy and Greece, results came in below 2011 levels (by 33% and 29% respectively) but new acquisitions were up by 188% in India, and 60% in Brazil.

For the first time we developed baseline data on non-financial supporters of the Federation. These

supporters campaign with us, are involved in our local work, or volunteer to organise events for us.

**Growing our campaigner** base progressed as we put our Global Engagement Team in place in the second half of 2012. One of the first public outreach initiatives was the World Food Day SMS-Twitter hook-up. Our estimated total Twitter reach was 3 million – meaning over 30,000 people saw and re-tweeted the information posted. We built the Activista global strategy, including planning for the opening of Activista networks in some Arab countries. IT staff across the Federation linked up to continue exploring and experimenting with the use of mobile and digital technology for campaigning, supporter recruitment/engagement and long-term development. In countries with more mature markets, for example Australia, we tested integrated communications/fundraising projects. Supporter journeys via a ‘pyramid of engagement’ were also mapped out for campaigning and other non-financial supporters for Italy and the UK, while Australia began testing an integrated campaigning and fundraising message.

Total number of supporters by type	
Total supporters	1,016,663
Financial supporters	459,294
Non-financial supporters	557,369

## 2 Enhance our capacity for external communications

As part of a transition towards a more country-focussed communications function, the International Secretariat sharpened its focus on developing strategic and operational support, and looked at ways to empower countries – for example, the core planning system supported ActionAid Brazil as it geared up to provide media lead status for the Rio +20 event in June.

Alongside the creation of a core brand essence for ActionAid – Power in People – the development of our digital infrastructure set the scene for our ambition to disseminate action-orientated communications that generate significant levels of engagement. We achieved significant impact through the development of our global web presence. An updated site was launched in May 2011 and we reached over 100,000 visitors in a month for the first time ever in March 2012. This was 275% more visitors compared to March of 2011. We also developed better website functionality to improve supporter recruitment, engagement and retention. New sites were launched for Federation members including Ireland, USA, Netherlands, Denmark and Brazil, while ActionAid Guatemala developed its Spanish-language website.

Our principle of supporting, enabling and improving communications capacity in countries enabled us to strengthen our voice at a country level, and ensure our work was based on strong local insight and reflected the relevant discourse. We intend to develop and improve our measurement systems and metrics to allow us to measure and track our audience salience and influence. With the support of the International Communications Team, ActionAid Kenya, Rwanda, Uganda and Democratic Republic of Congo collaborated to produce web stories, position papers, press releases, blogs and news stories for local and international media, especially in relation to the Horn of Africa drought and the situation of people displaced by civil unrest in Democratic Republic of Congo. Through working together, these members generated a common understanding and a collective policy position in support of the communities affected by these emergencies. The information, issued in a timely and audience-targeted way, supported fundraising (especially in the Horn of Africa drought), bridged information gaps and contributed to building resilience that supported recovery efforts. ■

## **Organisational priority 3: Diversify and raise our global annual income to more than €350 million per year by 2017**

### **1 Build our funding strategy and grow innovatively**

This year we developed our Global Fundraising Framework, setting out how we will work towards our target income of €350 million. In line with the new strategy, the Framework shows how fundraising links with programme and campaign objectives. The Framework provides the context for national fundraising plans, which are developed annually with the support of the Market Development Team and the International Partnership Development Team – including, for the first time, in emerging markets such as Nigeria, Thailand and Ghana.

Across the Federation work was done to develop new sources of funding in diverse and innovative ways, from online campaigns to door-to-door fundraising, and from local fundraising events to targeted sponsorship of activists, women's rights and communities. Smaller initiatives such as Ireland's Gifts in Action were launched to attract a wider public, while PSO in France explored telemarketing for the first time.

### **2 Maximise our net income from existing markets, supporters and propositions**

Voluntary income in 2012 was €144.07 million compared to €143.43 million in 2011. This is a strong result given the very difficult economic backdrop in our key markets. Committed giving income fell slightly reflecting acquisition challenges and increasing attrition rates. However, internally the Child Sponsorship

and Supporter Care Team continued to improve our child sponsorship model, making progress towards increased accountability and effectiveness. New child sponsorship M&E tools have been implemented, allowing us to provide a comprehensive picture of child sponsorship and supporter care performance across the Federation. The Peer Support and Mentoring Programme made capacity building more targeted and cost effective.

ActionAid Burundi's child sponsorship links increased significantly, providing the foundation for solid programme work in a new LRP, while ActionAid Democratic Republic of Congo geared up to significantly expand its Child Sponsorship programme in 2013 – more than 1,300 child profiles and 600 messages were collected.

We continued to develop high-value income streams, holding an induction workshop in Rwanda in November for new, high-value fundraising staff across ActionAid, and we provided grant management and proposal writing training in West Africa.

High value income continued to grow steadily. ActionAid UK's Partnerships and Philanthropy Team was on track to meet its £3.7 million target, while ActionAid USA did well with large trusts and foundations, securing US\$950,000 to date with a number of new foundation relationships being established. ActionAid Ethiopia secured a total of €415,521 from five high-value donors for projects in women's development, education, food security and emergency response, while in Haiti, ActionAid raised €124,031 from major donors.

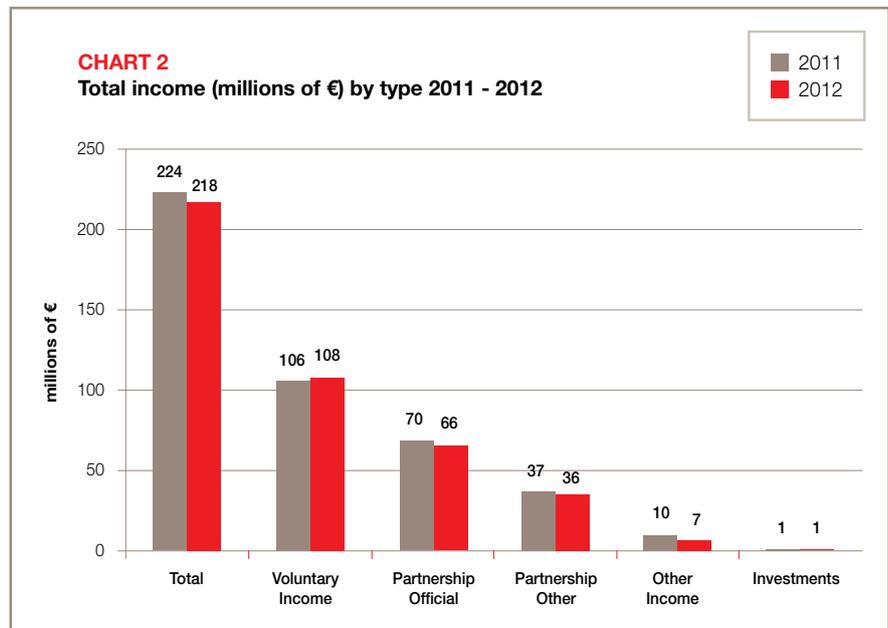
ActionAid Myanmar received €396,899 from the Livelihoods and Food Security Trust Fund for a gender equality project.

In 2012 Action Aid's total income from **institutional (official) donors** was €66.43 million. Of note during 2012, we won EC contracts to the value of €8.9 million. ActionAid UK was successful in securing its full Department for International Development Programme Partnership Agreement Year 2 grant allocation of £4.1 million.

### 3 Raise income from new audiences and donors in existing Member markets

In 2012, South Africa, Nigeria, Kenya, Uganda, Vietnam, Bangladesh, Ghana and The Gambia were identified as markets with an ambition to launch a high-value or supporter marketing fundraising programme locally. Specific support has been provided to these countries around market scoping, planning and the development of fundraising strategies.

ActionAid Uganda developed a funding strategy to address national fundraising as a new opportunity to increase and maintain a strong income base, collaborating with ActionAid Denmark to design a community sponsorship programme. A much publicised "Kick out poverty" football match was used by ActionAid The Gambia to raise profile and reach potential new donors in both the local community and among representatives from the UN, government, civil society organisations, and the private sector, including banks. In India, ActionAid expanded its fundraising operations



to new locations, with talks now underway with as many as 140 corporate organisations for corporate social responsibility links, including with the public sector.

### 4 Find new and innovative sources of funds to ensure long-term income growth

Market Development Team plans were approved to set up a major gift hub in South East Asia, to raise funds from trusts and foundations and from high net worth individuals. The team also embarked on a global scoping exercise to map high-value opportunities globally in non-ActionAid markets and are supporting cost-effective ways of fundraising, such as cross-border approaches (e.g. successful recruitment of supporters in Cyprus by ActionAid Greece, and planned acquisition of Swiss supporters by ActionAid Italy in Italian speaking cantons).

### 5 Launch a Global Appeal to increase income and supporters

The International Secretariat put the planned appeal on hold as we felt our original vision for a global appeal would not yield sufficient value relative to investment required. ■

ActionAid fellow Eileen Aung (right) at a meeting of the women's self-help group in Hti Mu Paw, Myanmar. The self-help group manages a small cash fund which is used to provide loans to members.  
Credit Christopher Davy/  
ActionAid



## **Organisational priority 4: Increase our own people power, valuing our diverse staff, building their capacity to deliver on this ambitious strategy, and specifically investing in women's leadership**

### **1 Invest in capacity building**

Capacity development initiatives were delivered across the Federation in 2012, including our HRBA training, fundraising training, and women's rights training courses. A Capacity Development Oversight team is now functioning, with an advisory panel set up to help ensure that all groups, teams and countries within the Federation are represented. The Secretariat developed Learning@ActionAid – an internal website providing access to learning resources including Coursera – a learning resource to develop personal and professional skills and knowledge, and a dedicated web page for online learning at ActionAid.

Training is on-going across the Federation, including in ActionAid Kenya and Lesotho where staff and partners attended HRBA foundation courses. ActionAid Democratic Republic of Congo, Somaliland and Bangladesh received distance support in country through 'step-down trainings', where HRBA-trained staff passed on their learning to staff in home teams/countries. ActionAid Zimbabwe and ActionAid Bangladesh received country support visits to provide technical advice and assessment support of on-going programme work to ensure consistency with HRBA, while HRBA Programme support and ActionAid Denmark's Capacity Development Centre started the multi-

country People4Change-HRBA capacity development pilot (in Liberia, Zimbabwe, Bangladesh, Pakistan and Malawi) which aims to operationalise ActionAid's comprehensive HRBA capacity development methodology.

### **2 Celebrate our diversity and promote equality**

Across the Federation, 55% of ActionAid Federation country Board members were women. Support continued to country directors who participated in the Women's Leadership Development Programme in 2011-2012. In 2012 the programme focused on professional coaching and action-learning projects aimed at policy and practice changes to strengthen women in leadership. A significant number of women leaders participating in this programme have been internally promoted in line with our commitment to women in leadership. Others reported significant confidence building and improvement in management and leadership practices in their respective countries. ActionAid South Africa also conducted staff training on diversity.

In 2012, the International Secretariat initiated the Senior Leadership Development Programme in collaboration with the Centre for Creative Leadership, the Maxwell Leadership School and other, southern-based leadership institutions to explore African leadership and to inform its design and delivery.

### **3 Provide an empowering and enabling environment**

ActionAid's affiliates and associate members were awarded the first People in Aid Quality Mark following the successful implementation of an action plan drawn up with input from a global staff survey, and with the integration of People in Aid Code of Good Practice with ActionAid's Human Resource (HR) systems, policies and practices at country level. The Secretariat committed to a programme of leadership development with a focus on senior leaders, and what kind of culture senior management can co-create to deliver mission and organisational objectives. The first focus was on induction, probation and performance management of new line managers.

The new global online induction website was launched for all staff and is now in use across the Federation. As a result of the introduction of the new international strategy and new country strategies, many national staff teams are undergoing restructuring or organisational reviews to ensure that people are in appropriate roles. We continued to grow an active and thriving Human Resources community in the Federation that supports consistency and approach, and helps raise standards.

### **4 Ensure mutual accountability**

Most Federation member country strategy papers are now aligned with the new international strategy. Through this process we gained a clearer overview of programmes across the Federation and how they contribute to the achievement of our change promises. Improved planning and reporting systems increased our ability to communicate externally to all our stakeholders as well as across the Federation on how different countries are achieving impact.

ActionAid submitted its 7th annual report to the INGO Accountability Charter and received positive feedback from the Charter's independent review panel – each year our submission has seen an improvement on the previous year. Specifically the review panel noted improvements in environmental reporting, and that we reported details on the number of complaints received and included examples of these. ActionAid has been advised to coach other organisations in report writing around accountability. We also submitted a report to the Humanitarian Accountability Partnership, which we joined in 2011. The International Secretariat initiated work to identify the best ways to strengthen ActionAid's external and internal accountability mechanisms in 2012 with the development of a revised accountability framework. The consultation revealed some gaps and areas of good practice on which to build.

### **5 Increase our creativity in the pursuit of impact**

Incremental improvements in our systems and learning and evaluation capacities along with improved reporting systems enabled countries to monitor their work and track progress more rigorously. For example, in Myanmar, skills building in leadership, mobilisation and collective action was provided to volunteers who in turn began engaging communities to take action on local issues. Through this, volunteers ('fellows') were able to build awareness, organise and mobilise their own communities towards (future) collective actions that promote government accountability. Fellows, government officials and MPs initiated engagement with National Development Strategy processes and budget accountability to hold government to account for public service delivery. ■

## **Organisational Priority 5: Strengthen members and expand the Federation, while enhancing mutual accountability, with support from an effective secretariat**

Strengthening ActionAid's governance continued in 2012, both nationally and internationally, with nine out of 26 Members conducting a governance review. The International Secretariat initiated a governance model review (results in 2013) which will allow some Federation members to identify learning and challenges in their governance systems and practices. Direct support on governance was provided to ActionAid in Uganda, Bangladesh, Thailand, Kenya, The Gambia, Malawi, Tanzania, Nepal, UK, Zambia, Mozambique, Ireland and PSO in France. The Secretariat continued a programme to strengthen governance capacity that builds on our learning and is tailored to our needs.

Governance was strengthened across the Federation. A Governance Focal Person's network was created to ensure that people supporting governance processes at country level have the space to learn and share their experience with their peers. ActionAid Brazil recruited new Board and Assembly members and a successful transition of its chair, and ActionAid USA managed a smooth transition of Chair and Country Director. ActionAid Bangladesh conducted an external governance review which noted that, as an organisation with its own, new, national Board and Assembly, it has forged a new institutional image and profile in Bangladesh. ActionAid in The Gambia prepared for its affiliation as part of the new membership development process and conducted a Board retreat as an opportunity for reflection on the performance of the Board and its committees, addressing

risks identified in its Board Development Plan. Meanwhile, ActionAid Uganda's Assembly meeting served as a platform for staff to take stock of – and agree on – how to engage with bigger governance questions in the country.

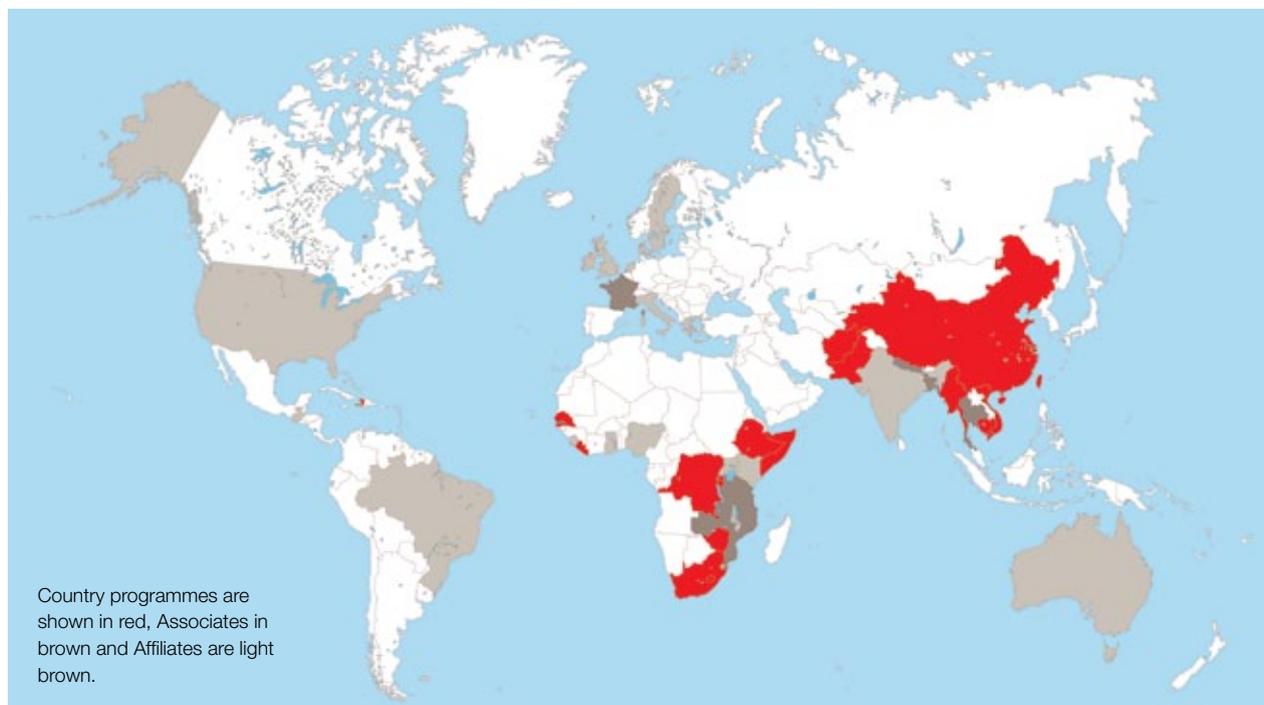
### **1 Facilitate up to 15 country programmes and associates to become full affiliates**

ActionAid International's Assembly approved a new Member Development Process, and the Secretariat used it as the structure to guiding countries' progress towards association and affiliation.

The Federation developed at a steady and planned pace. ActionAid The Gambia was the first organisation to go through the new Member Development Process. ActionAid in the Netherlands and Malawi moved from associate to affiliate membership while ActionAid Mozambique transferred from country programme to associate member. Reviews of recently revised Country Strategy Papers indicate that all eight associate members will move towards affiliation during this strategy period, while 11 country programmes set a goal of moving to association status.

### **2 Deliver on this strategy through an effectively restructured Secretariat**

The new Senior Leadership Team (SLT) was in place by January 2012, providing more



streamlined leadership and management support to the Secretariat and Federation, and prioritising collaborative and cross-functional work. The Secretariat head office in Johannesburg relocated, improving working conditions and reducing costs.

The International Secretariat SLT commissioned a review of the organisational structure in 2012 to determine how effective it is for the delivery of the new strategy. The review surveyed all Heads of Functions, three country directors and two Board members. Those interviewed were in support of the new International Secretariat structure and the review made recommendations for further improvements. The newly designed process from the Directorate of Country Coordination for ensuring coordinated, appropriate and timely support to countries (the Country Engagement Plan, CEP) got underway, ensuring synergy, collaborative actions and information sharing between the International Secretariat and countries.

### **3** Develop effective systems of delegating responsibilities to Members

The International Secretariat developed a framework (to be approved by the International General Assembly in 2013) for delegating global level responsibilities to members and important progress was made in delegating of the management of Federation-wide capacity development to ActionAid Denmark. Also, management of the Federation's relationship with the Humanitarian Aid and Civil Protection department of the European Commission (ECHO) was delegated to ActionAid UK.

ActionAid India initiated its South-South Knowledge Activist Hub to support the whole Federation, conducting discussion forums on issues such as agriculture, democracy and labour which involved participants from South Africa, China, Zimbabwe, India, Ghana, Netherlands, and Nepal. ActionAid India also organised a large south-south consultation on rural transformations, leading to the possibility of an Africa-wide consultation, spearheaded by the Indian Ministry of Rural Development. ■



Street vendors and homeless people near Delhi, India, are helped to get official identity papers by ActionAid, enabling them to claim state entitlements.

Credit: ActionAid

## **Organisational priority 6: Establish effective systems and processes to improve financial management, planning and reporting and the monitoring of our work**

### **1 Reform financial management and control systems and processes**

During 2012 we delivered the first draft of the International Financial Management Framework following wide consultation, and the Finance Transformation Project was launched to incorporate changes in policies, procedures, systems and reporting to support effective and efficient services to the Federation: ensuring alignment of planning and reporting in line with the new strategy. The areas of focus of the multi-year project will be to deliver seamlessly on core accounting services, continuous improvement in reporting and controls, driving value for money, and building the finance capacity of partners, staff, management and boards in support of reforming financial management.

Examples of improvements in financial management were seen across the Federation. ActionAid Uganda received an award for quality financial reporting from the Institute of Certified Public Accountants of Uganda, while ActionAid Brazil established a Finance and Fundraising committee to review performance. A new budget model was developed by ActionAid Denmark, and in Afghanistan, ActionAid organised finance training for non-finance team members with the support of the International Secretariat. ActionAid India completed financial and Human Resources audits, while ActionAid Burundi improved its practice of producing monthly management accounts and quarterly reports.

### **2 Develop a new planning and reporting system**

A revised and simplified planning and reporting system and cycle was designed, and a three-year Strategic Implementation Plan developed which includes country alignment to the strategy, the International Secretariat Plan and funding strategy. Key Performance Indicators relating to Organisational priorities were agreed for all International Secretariat Directorates.

In October, the Directorate of Country Coordination ran a consolidated cross-functional review of countries' draft 2013 Operational Plans. The review process provided a unique opportunity to ensure that strategic commitments are being translated into concrete actions with clear allocation of resources and mechanisms for monitoring progress. Overall, most country plans were well aligned with the country strategy papers and People's Action to End Poverty, and were of stronger quality than in previous years. This was attributed to a better coordinated Secretariat support as a result of developing country engagement plans, which helped develop better understanding and relationships with countries.

### **3 Harmonise information technology systems and solutions**

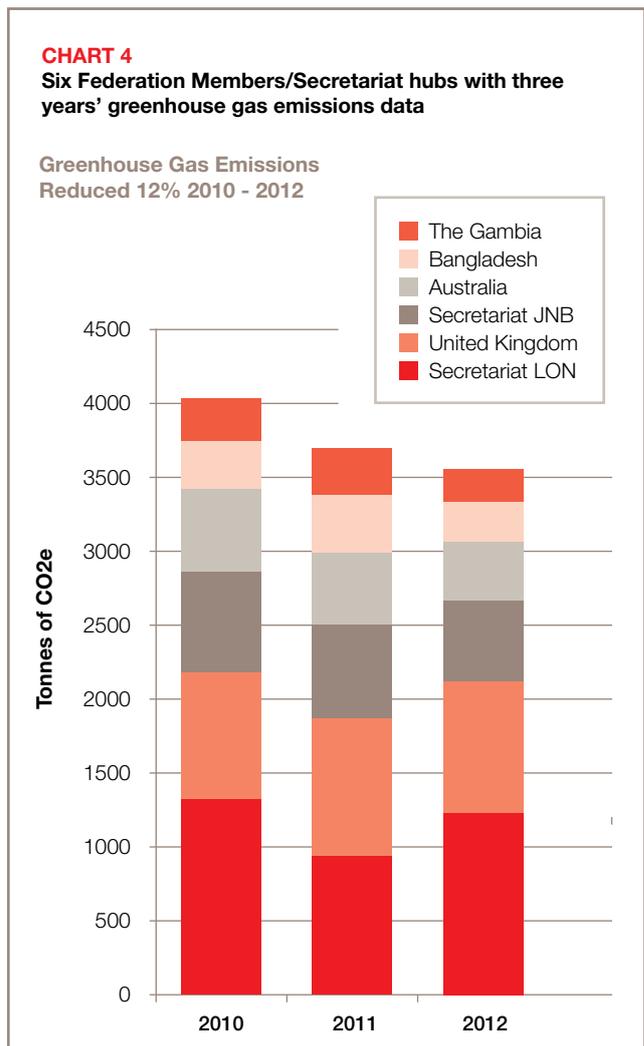
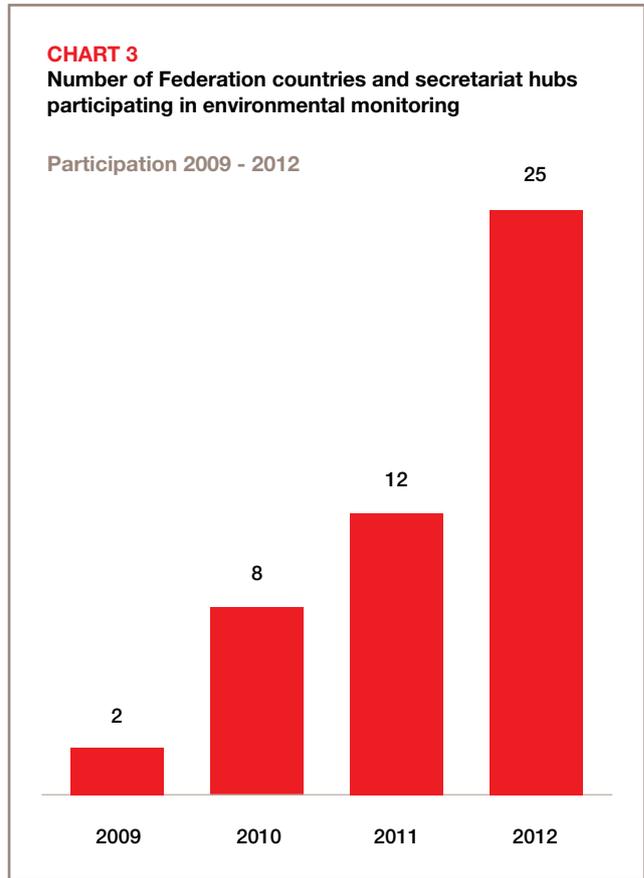
An information technology (IT) review was completed with a recommendation

to harmonise IT delivery at a system and organisational level. The IT team continues to deliver 99% availability of our core systems, and is exploring how this level of service can be maintained while improving connectivity and disaster recovery with limited resources.

To help harmonise and regularise our partners' software systems, and help them access state-of-the art technology, our Microsoft Grant (valued at £500,000 per year for three years) was extended to partners in Africa. The grant included server software, Microsoft office applications, Windows operating systems, SharePoint, and CRM Dynamics for Grant management.

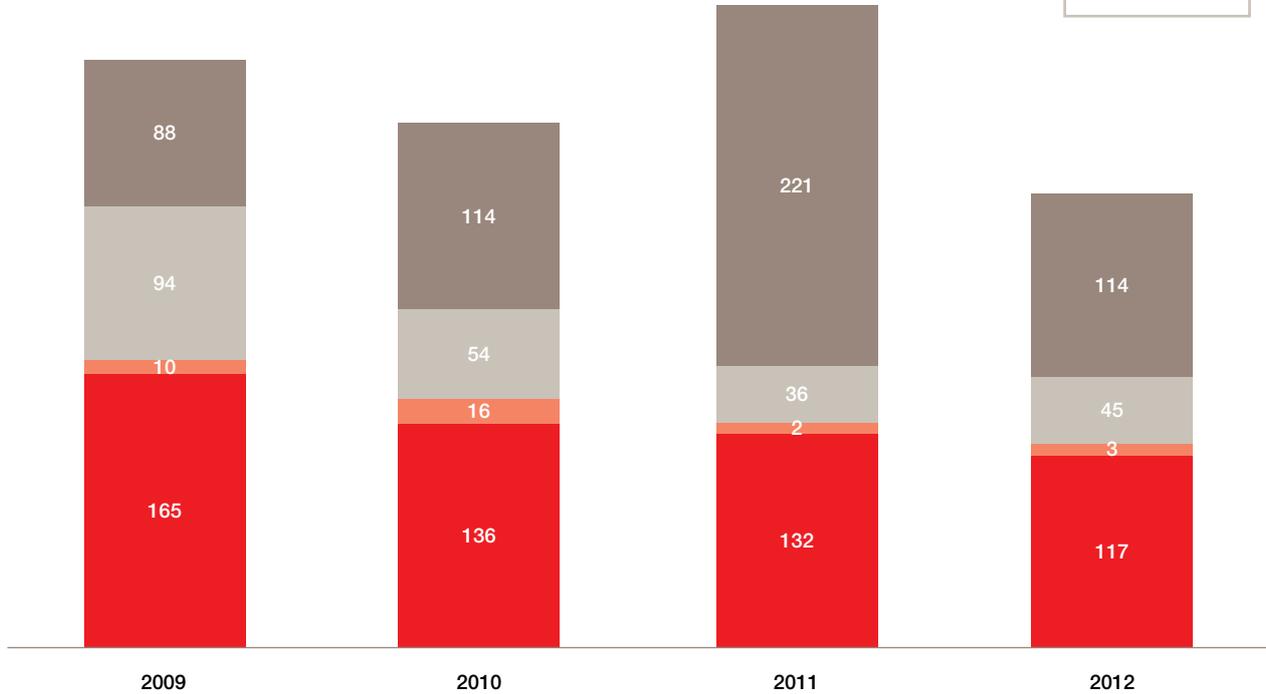
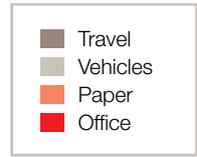
#### **4 Develop an effective system to monitor the environmental impact of our work**

In 2012 we measured operational greenhouse gas emissions in roughly half of all Federation members and the entire International Secretariat. The six units for which we had at least three years' accumulated data showed emissions were down 12%, and that the process of understanding and reporting emissions was having a dramatic effect. For example, ActionAid Bangladesh reduced emissions by 22% over four years, finding reductions in all areas of operation without changing programmatic scale. An analysis of the cost savings associated with fuel and energy in ActionAid Bangladesh showed that in the first three years of measurement, they had an annual saving of £12,218. As part of a comprehensive sustainability initiative, ActionAid Bangladesh planted more than 120,000 trees in LRPs, several hundred of which were planted by sponsored children. ■



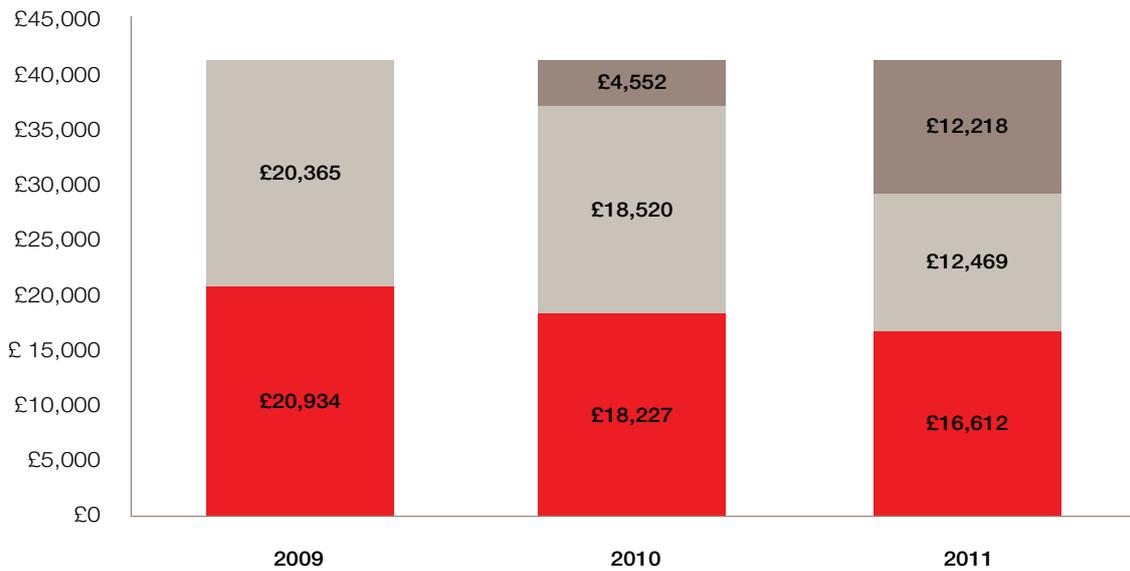
**CHART 5**  
ActionAid Bangladesh greenhouse gas emissions

29% Reduction in Tonnes CO<sub>2</sub>e  
2009 - 2012



**CHART 6**  
Annual cost savings in ActionAid Bangladesh

Cost (Savings) of Fuel and Electricity  
(in GBP£)



## **Organisational priority 7:**

# **Expand strategically into new countries to advance our mission, based on clear criteria and transparent processes**

### **1 Consolidate our work in existing countries**

During the previous strategy period, ActionAid expanded by bringing new organisations into the Federation in Denmark, France, Netherlands, and Australia, and by starting ActionAid Sweden. In 2012 many new members received funding investments and technical support from the International Secretariat to support their member development plans. These plans elaborate on how members will strengthen their programming, campaigning and fundraising capacities. In turn, new members contributed to raising income to support programmes in countries in the south through institutionally funded multi-country projects and other high-value funds. Our previously existing fundraising markets, Greece and Italy, ventured into fundraising in neighbouring countries Cyprus and Switzerland with success, particularly in Cyprus where there has been strong recruitment of supporters. However, the deepening Eurozone crisis meant the ambitions of existing countries to expand their fundraising and campaigning work in-country were scaled down, with a focus on retention of existing supporters.

### **2 Support geographic expansion**

In June, the International Assembly approved a framework for Priority 7, and a joint International Secretariat/Federation Task Force was created to support the development and implementation of phase 1 of our geographic expansion work. In June 2012 the International Assembly approved Nicaragua and Palestine as new country programmes, as well as an Arab Initiative. This

initiative kicked off in October 2012 as a team from the International Secretariat and ActionAid Australia and Denmark met to develop a strategy for the Arab Region, outlining a vision, theory of change strategic objectives, and change promises for the Occupied Palestinian Territories' country programme.

The International Secretariat and ActionAid Denmark also established a Nicaragua country programme, in line with an Assembly decision in June.

### **3 Thoroughly test the fundraising potential in advance of a full market entry to any country where a significant purpose is fundraising**

Informed by existing research on the potential for influence and resource mobilisation (and other strategy criteria), the Task Force presented a draft plan to the International Board in December including analysis and a proposal on potential new countries to consider in more depth. The criteria and indicators will be cross-referenced through orientation from the Board and through discussions with other international non-governmental organisations. The Task Force agreed a set of indicators to assess countries against the criteria set out in the strategy.

### **4 Explore potential mergers within existing countries**

This was not an active area of work in 2012, but several Federation members included the exploration of mergers in their country strategy papers. ■

# Challenges, lessons learned and recommendations

There were wide-ranging challenges and lessons learned this year – internally and externally – both in the International Secretariat and across the Federation. This section shares some of them, and makes recommendations for how we can benefit from them wherever possible. Some challenges and lessons learned are specific to particular Key Change Promises (KCPs) or Organisational priorities, while others are more general. This section is not an exhaustive account of our challenges and lessons, but it strongly reflects key learning themes emerging from our reporting this year.

## Challenges and lessons learned by Key Change Promise

**Key Change Promise 1:** By 2017 we will have organised and supported rural women to claim access to and control over land natural or resources leading To enhanced rights and improved livelihoods for at least 1 million women living in poverty.

Changing the attitudes of those in power to embrace women's rights to land continued to be a key challenge. In countries as diverse as Senegal, Vietnam, Nigeria, Cambodia, Burundi, Zambia, The Gambia, Pakistan, Malawi and Zimbabwe, two of the most common barriers to women's rights were the disconnect between policy and practice, or the outright denial of rights by male family members or traditional leaders in the name of tradition and custom.

The possession of land also remained a politically sensitive topic, with those in power often maintaining their interests by threatening or harassing people occupying land, or using land as a reward in the context of corruption.

In Ghana, Zambia and Sierra Leone, the complexity or inadequacy of land tenure legal frameworks risked hampering access to justice.

In countries such as Cambodia, Zimbabwe, Guatemala, Brazil, Haiti, Nepal, Netherlands, many organisations are currently doing similar work to ActionAid on land rights. While this is a welcome development, there is also a sense that organisations are competing for limited space and possibly funds. And in terms of solidarity, some ActionAid France, Greece and USA found it difficult to mobilise supporters and link them with southern countries where land issues are a concern.

**Lesson learned:** To keep addressing this key challenge, there is a need to continue improving the understanding of staff, partners and communities on land issues. At the same time, it is crucial to continue to identify male champions to help advance the women's agenda.



Farmers in Karongi, Rwanda, where ActionAid has supported the community with a Childhood Development Centre and capacity building for the Tuzamure Agaseke Women's Cooperative.  
Credit: Anika van den Bergh/ ActionAid

**Key Change Promise 2:** By 2017 we will have supported marginal and small-holder farmers to secure direct support and policies from their government, and effective accountability of corporates, enabling them to gain a good living from climate-resilient sustainable agriculture, improving the food security of 25 million people.

Our work on sustainable agriculture was hindered by erratic climate patterns, unfavourable government policies, and lack of access to markets for farmers and low commodity prices. Patriarchal attitudes and lack of secure and permanent access to land severely limited women smallholder farmers' decision-making opportunities and restricted their options of sustainable alternatives.

The debate around conventional versus sustainable agricultural models remained intense. There was therefore a need to keep demonstrating that sustainable agro-ecological models of production help farmers deal with present and future challenges – such as climate

change adaptation and food security. Building relationships with scientists and extension workers is crucial to this respect, but ActionAid country members identified building such relationships as a challenge.

**Lessons learned:** Using 'demonstration plots' to promote climate-resilient sustainable agriculture (CRSA) practices was shown to be an effective training tool. In order to maximise participation, one option is to provide financial support to farmers to practice CRSA, along with capacity building support. Separate women's organisations work much better for women's empowerment. Strong communication across a broad team and links with farmers' organisations at the regional level seem to have a very positive impact on implementation and accountability.

In order to create deeper change, ActionAid needs to link LRP experiences with policy advocacy to influence the policies in favour of smallholder sustainable agriculture.



Women vendors in Addis Ababa, Ethiopia, take part in research for ActionAid's multi-country Safer Cities campaign.  
Credit: ActionAid

**Key Change Promise 3:** By 2017, through holding governments and corporates to account, we will have secured improvements in the quality, equity and gender responsiveness of public services for five million people living in poverty.

ActionAid members in The Gambia, Pakistan, Zimbabwe, Myanmar, Afghanistan, Sierra Leone, Ethiopia, Uganda, Bangladesh, Kenya, Vietnam and Nepal reported the continuous challenge of governments being unable or unwilling to respond to the claims for rights of people living in poverty, ranging from poor provision of public information to lack of space for people to participate in decision-making processes. In some countries this was exacerbated by fragile security, dwindling space for civil society, and the politicisation of public services. Negative cultural beliefs and norms restricted women's decision-making in particular.

ActionAid The Gambia and Sierra Leone

highlighted funding gaps for enabling LRPs to hold government and corporations to account. While there are general challenges around monitoring and evaluating change in general, ActionAid Rwanda specifically highlighted the difficulty of measuring the impact of governance work. On a similar note, ActionAid Ethiopia, Tanzania and Zimbabwe reported the need to strengthen partner capacity to apply HRBA principles and standards in governance programming – confirmation that our HRBA capacity building programme needs to continue and possibly focus in particular on governance and accountability.

**Lessons learned:** In ActionAid, we need to continue developing innovative and alternative models to engage with governments (including repressive regimes). This also applies to improving the corporate sector's accountability, enhancing gender-responsive public services, and creating mechanisms for monitoring government policies and effectiveness.

**Recommendation:** Explore models for tripartite agreements between corporates, government and communities to promote transparency, accountability and responsibilities.

**Key Change Promise 4:** By 2017 people and their movements supported by ActionAid will have won significant victories in achieving fair redistribution of resources to finance public policies that reduce poverty.

Challenges were governments' lack of willingness to share information, and the unsupportive attitude of political leaders and bureaucrats towards making a difference – precisely the areas where we are trying to bring about change. Those reporting on this KCP suggested their scope for the time-consuming gathering of evidence necessary for advocacy work was limited. The continuous need for solid research in this area is a key challenge.

The complexity of tax-related issues, coupled with governments' poor transparency, made it hard for communities and members of the public to understand specific links between redistribution of resources and poverty reduction. In addition, donors' interest in funding the work of this KCP – in particular tax related issues – was low, though the economic crisis had increased people's awareness of tax issues generally.

**Recommendation:** Specific operational recommendations emerging from this report are to use Reflect circles and other community mobilisation processes for tax-related work, as well as the experiences of southern countries to advance the tax agenda in the north.

**Key Change Promise 5:** By 2017 we will have ensured that girls and boys equally enjoy a quality public education that respects their rights in 5,000 communities where we work, leveraging system-wide education reforms designed to improve equal opportunities for all.

As with other KCPs, fragile social and political environments and limited space for civil society organisations were among the key challenges for advancing this particular area of work, and over the past year there has not been much progress in terms of children and youth in traditional societies being able to discuss their own education.

**Recommendations:** We will continue to use Child Sponsorship not only as a funding mechanism but as a vehicle to deliver our HRBA. To this end, member countries have recommended that we need to provide support to both staff and partners on the HRBA as it applies to educating children and raising awareness of educational rights.

**Key Change Promise 6:** By 2017 we will have mobilised over 5 million young people to take sustained action towards building a poverty-free planet.

The International Secretariat recognised the need to clarify and standardise youth age definitions across countries – differences in understanding and definitions created difficulties in calculating the scope of our reach and change.

**Recommendations:** Some very practical recommendations were provided under this KCP, including the importance of developing more strategic partnerships and coalitions with other non-governmental organisations, and the need to integrate youth mobilisation work in LRPs through Activista.

**Key Change Promise 7:** By 2017 we will have built effective risk reduction and resilience systems and capacities in over 5,000 communities.

Lack of an appropriate level of resources at estate level continues to be a key challenge in this area of work. Similarly, government procedures for approval and release of funds can take a long time, undermining the resources needed for crucial activities. There is a marked rise in human-related disasters (including conflicts), and a lack of technical expertise in supporting communities to analyse and respond effectively to disasters and climate variability.

**Lesson learned:** Disaster risk reduction needs to be further mainstreamed into our planning processes – this will improve integration with other areas of work.

**Recommendation:** Involving communities in the process of vulnerability analysis continues to be a key initiative for ActionAid, so one recommendation is to involve a wider group of stakeholders in community initiatives, strengthening their rapport in the process. Partners continue to experience little capacity and have limited experience and knowledge of disaster risk reduction, so greater emphasis should be given to raising awareness, mobilisation and skills development of women's groups through working directly with female ActionAid staff.

**Key Change Promise 8:** By 2017 at least 5 million people experiencing disasters or conflicts will have been assisted in ways which respect and strengthen rights, support recovery of livelihoods, empower women and promote solutions for long-term change.

There were a number of external challenges to our work towards this KCP. In some response situations, there was a lack of robust coordination mechanisms between governments and humanitarian organisations, compromising our response efforts and making them less efficient. In some countries we experienced restrictions on implementing humanitarian responses. One country reported a lack of political will with regard to emergency preparedness and response. Two countries reported restrictions on operations of NGOs working on response more broadly. Once again, we confirmed that strengthening early warning systems at community and national levels (and ensuring these are integrated), and ensuring information is accessible and shared in a timely manner, can help protect lives and assets during emergencies.

We experienced a number of challenges associated with funding for emergencies work. First, external funding for emergency responses did not increase in line with need, and as a result there was less money available for each disaster response. This was particularly problematic for so-called "silent" emergencies – those with limited media attention. This compromised ActionAid's ability to reach communities affected by smaller-scale and/or chronic emergencies. Second, an increase in the number of disasters further compromised our ability to reach all in need. Organisationally, International Emergencies and Conflict Team staffing did not increase, so there was a growing gap between resources and the demand for response. Finally there was

An ActionAid-organised food distribution for 520 residents in Isiolo Kenya, a region which has had very little rain for over a decade.  
Credit: Piers Benatar/Panos Pictures/ActionAid



a shift of focus from straightforward emergency response to other aspects of humanitarian interventions (such as climate change adaptation and private-sector investment).

**Lessons learned:** We need to learn how to balance these new interventions against the demand for traditional core humanitarian interventions, and to continue building the capacity of partners and communities to implement effective and timely emergency responses. Improving partner capacity for carrying out vulnerability analysis and documenting the process will also help. Taking time to reflect on emergency responses and ensure lessons are learnt, particularly when partners are new to implementing such responses, can help consolidate learning and highlight areas for improvement.

We also need to support contingency funding at national and Local Rights Programme levels to enable quick response. For example, cash programming (interventions that transfer resources to people by providing them directly with cash or by giving them vouchers, sometimes with conditions such as cash for-work) in emergency response can empower disaster-affected people and make them more self-reliant; however, this should be seen in the context of a larger emergency response whereby people are provided with skills, resources and capacities needed for the long term.



Maria Lucia da Silva from Recife, Brazil, on a safety audit walk around her neighborhood for ActionAid's Safer Cities campaign. Women have been collecting information on how poor infrastructure and drug trafficking make public spaces dangerous for women.  
Credit: Danielle Peck/ ActionAid

**Key Change Promise 9:** By 2017 we will have organised over five million women and girls in rural and urban areas to challenge and reject gender-based violence that would have denied them control over their bodies and sexuality and made them vulnerable to HIV and AIDS.

Cultural practices and beliefs continued to make it difficult to speak out about women's bodies in male dominated societies and institutions, as reported by ActionAid Uganda, Bangladesh, The Gambia, Afghanistan, Kenya, Burundi, Rwanda, Lesotho, Somaliland, Zimbabwe, and India, and there was continued widespread lack of political will to advance women's rights. Generally speaking, there are still misconceptions around women and children's rights, legislation is inadequate or inexistent, or if in place, there is a generalised ignorance it. Some partners were

reluctant to challenge patriarchal practices and include women's rights in their work.

At the organisational level, reduced resources affected the ability to take forward work in this area – in particular, ActionAid Brazil and Malawi reported this to be the case in relation to work on the Safer Cities campaign.

**Key Change Promise 10:** By 2017 we will have supported women to build and advocate gender-responsive economic alternatives at all levels from cooperative enterprises to national and global policies that recognise unpaid care, guarantee comprehensive social protection and enable the most marginalised women to break the cycle of poverty.

Challenges related to this area of work included rising inflation, which increased the

price of agricultural inputs and other goods while reducing the value of women's savings. This demotivated participants and posed a challenge to existing savings and credit groups – an issue was reported by ActionAid Rwanda and Ethiopia. ActionAid Zambia and Rwanda mentioned challenges in linking women's groups to sustainable markets. ActionAid Burundi, Mozambique, Pakistan, Rwanda, Ethiopia, Somaliland mentioned illiteracy as a key challenge in programme implementation. To address this issue, some countries suggested linking women working in cooperatives to adult literacy programmes, or using Reflect circles.

**Lessons learned:** One HRBA approach that proving successful for ActionAid Rwanda, Vietnam, Ethiopia, Guatemala, is bringing women together in a group either to engage in economic activities or through reflection-action processes to claim their rights. It challenged mainstream development thinking which encourages women to start up their own small businesses, and gave us more reason to continue our work on women's collectives/cooperatives. ActionAid Pakistan observed that collectives and cooperatives are a more effective approach to develop effective and sustainable linkages with the market rather than focusing only on economic issues.

The unpaid care work programme is testament to an 'alternative' as ActionAid Nigeria, Nepal and Bangladesh discovered – these teams had to identify new partners because ActionAid is one of the few organisations addressing this issue, including advocacy at the national level. Reaching out to men and community leaders in the areas is noted as one strategy to tackle cultural norms around women's involvement in economic activities, and can help ensure the intervention's sustainability.

One country reported strategic mobilisation, awareness raising and organising proved to be effective in getting community leaders and men to consider women's unpaid care work and its redistribution, while ActionAid Ethiopia, Somaliland, Pakistan, Burundi all stated that women's involvement in economic activities supported their social empowerment and shifts in cultural norms. ActionAid Rwanda, Vietnam, Ethiopia, Guatemala noted positive results when implementing trainings in business skills, leadership and management of collectives. ■



QUEREMOS  
AGRO-  
ECO-  
A

INDUSTRIAL  
FARMING  
DOES NOT FEED  
THE WORLD

AGRONEGÓCIO  
NÃO  
ALIMENTA  
O MUNDO

ActionAid handed the UK Treasury an 18,000-signature petition calling on the government to close tax loopholes.  
Credit: Kristian Buus/  
ActionAid

## Challenges and lessons related to Organisational priorities

In general, following on the introduction of a new strategy and of country strategy paper alignment to it, some member countries were stretched thin as they needed to balance programme implementation and change management processes.

### Organisational priority 1

M&E remained a major capacity gap for most programme staff and partners. In some cases however, ‘monitoring and evaluation’ appears to be used as a phrase to capture a number of challenges including issues of operational capacity and grant management.

There were challenges with aggregating change results at global level, as global indicators were not standardized or prioritized. As a result, information sharing and learning is currently compromised but this report represents progress in this area.

**Lessons learned:** We need to focus on a more hands-on approach to capacity development that links to programme processes, in addition to training courses that cover basic skills. As an organisation, we are heavily reliant on qualitative tools and we would benefit from more discussion on how impact will be assessed.

Our theory of change needs to be further embedded into monitoring and evaluation plans. Consistent use of critical pathways in country strategy plans could help articulate with member countries. In addition, global indicators need to be prioritized and guidance provided around means of verification.

### Organisational priority 2

Growth in new donors was challenged by difficulties in existing donor retention in Europe and the stagnation or reduction of links available in Italy, Greece, Spain and the UK. Meanwhile, we had limited campaigning capacities across the Federation, as well as limited financial resources to support our campaign agenda. A challenge frequently mentioned was the ability to translate complex issues in simple language that can be explained to the general public.

During 2012, one of our principal challenges was being able to present a coherent and cohesive identity to all stakeholders, and for this to be reflected in our external communications, especially via digital channels.

Member country capacity is a challenge in relation to communications, as several countries do not have dedicated communications staff. We do not yet have sufficient capacity or plans in all member countries to influence the media to cover the issues we work on. We also faced the challenge of determining the role communications should play alongside fundraising for generating donations in emergency situations – particularly in relation to how International Secretariat communications were integrated with local communications efforts.

Another challenge was ensuring member countries joined the single web platform, optimising efficiency and economy of scale. However, as more countries joined the web platform, the International Secretariat web team was increasingly stretched.

### Organisational priority 3

Although institutional income held up, we faced fierce competition with similar organisations. We need to prioritise investment in institutional

fundraising that will help manage contracts and align institutional fundraising to our financial system. Some countries where NGO faced government restrictions had challenges in institutional fundraising.

Availability of fundraising investment for middle-income member countries could become a key challenge. Given that fundraising programmes tend not to start generating returns until year two, a long term approach is needed and we didn't manage to make the investments that we had hoped in 2012. In many of our markets we struggled to find and forge agreements with good fundraising suppliers, especially for face to face fundraising.

Trends across the Federation showed most countries not demonstrating sufficient levels of support costs in proposals they submit to donors, and these costs ended up eating into country reserves and regular giving income. Inadequate skills and capacities in child sponsorship management among some member countries negatively affected the quality and timeliness of reports to sponsors, resulting in higher supporter withdrawals and loss of income.

**Lesson learned:** There is a need improve management of child sponsorship, including reviewing structures, staffing and capacities at country level to ensure maximum attention for this critical funding source.

#### **Organisational priority 4**

Demand for staff and partner capacity development was very high, and the HRBA Unit looked to strategies such as peer-to-peer support to close this capacity gap. HRBA programming capacity in smaller and/or newer countries needed Secretariat attention and support. One of the main challenges, given budgetary constraints, is to build capacity within Secretariat to provide

on-ground support at field level on HRBA programming in different contexts.

Most countries viewed HRBA capacity development as the one-off, step-down training facilitated through the HRBA capacity building initiative of 2011 rather than something that should be comprehensive, include a blended learning approach and accompany their Country Strategy Paper and the Programme Commitments made for the new strategy.

Leadership and management capacity was an issue in a number of member countries. Women country directors were identified as a key support area. The demand for coaching, mentoring and leadership training was high, while staff turnover and limited capacity came up frequently as challenges across the Federation's work.

Country programmes engaging in restructuring required hands-on International Secretariat support to ensure effective implementation and retention of key staff. In addition, recent and on-going leadership transition in over 10 countries (South Africa, Uganda, Senegal, DR Congo, Zimbabwe, Lesotho, Burundi, China, Thailand, Ethiopia, Sweden) required planning and support to ensure continuity in programming, management, and risk management.

Rollout of the new pay and benefits policy and nationalisation raised many concerns from long-standing staff facing a significant reduction in the salaries and benefits under the new policy.

The scoping work for the new Accountability Framework revealed that different units in the Federation have different understanding of accountability. This situation had an impact on our ability to meet multiple external accountability requirements and challenged our ability to be internally accountable. The development of an accountability charter (to be considered by the International Assembly in June 2013) will partly

start addressing this issue and improve our accountability in practice.

HRBA understanding, competencies and capacity was a challenge frequently cited. In some cases, it was suggested to strengthen HRBA capacity development tailored for different audiences. In most cases capacity development of partners has emerged as a crucial need. Another recurrent theme related to the need to link planning to monitoring and evaluation more closely.

**Lesson learned:** Targeted headhunting for strong candidates for key positions is needed to avoid loss of leadership continuity. Country director and function head capability needs to be supported and strengthened.

**Recommendation:** Time needs to be invested supporting member countries to develop comprehensive HRBA Capacity Development Plans links to their 2013 and long-term plans.

### Organisational priority 5

There was uneven understanding and appreciation of governance in the Federation and below-standard governance practices by some members. These factors resulted in risks to the organisation.

There were limited resources to meet this need, and the uncertainty of significant member funding for the Initiative to Strengthen Governance could result in downscaling capacity development programme and/or member governance support.

**Lesson learned:** There is a growing need to communicate and document the meaning and importance of the internationalisation project and its value to our collective mission, and to ensure adequate governance support and strengthening.

### Organisational priority 6

We are engaged in reforming, aligning and standardising financial policies, processes and systems at all levels including: partner, country, and Secretariat. We are challenged by scope of this change, the maintenance of the organisational appetite to drive it to completion and finding the skills to deliver the programme. A further challenge is the identification of appropriate use of technology and the allocation of funds toward standardisation of core systems that will strengthen the Federation.

**Lessons learned:** We need to ensure that staff capacity, as well as new and systems are developed and enhanced regularly. We believe that this will make for more prepared and flexible organisation that will be ready for a growing and increasingly complex Federation. In addition, it is clear that good change and project management experience is critical.

**Recommendation:** Good project management that includes clear deliverables, timelines and good internal communication will help ensure strong buy in and delivery. Progress on development of M&E, MIS, Finance and Communication systems were hampered by the need for a more strategic and integrated approach to IT and the IT architecture required.

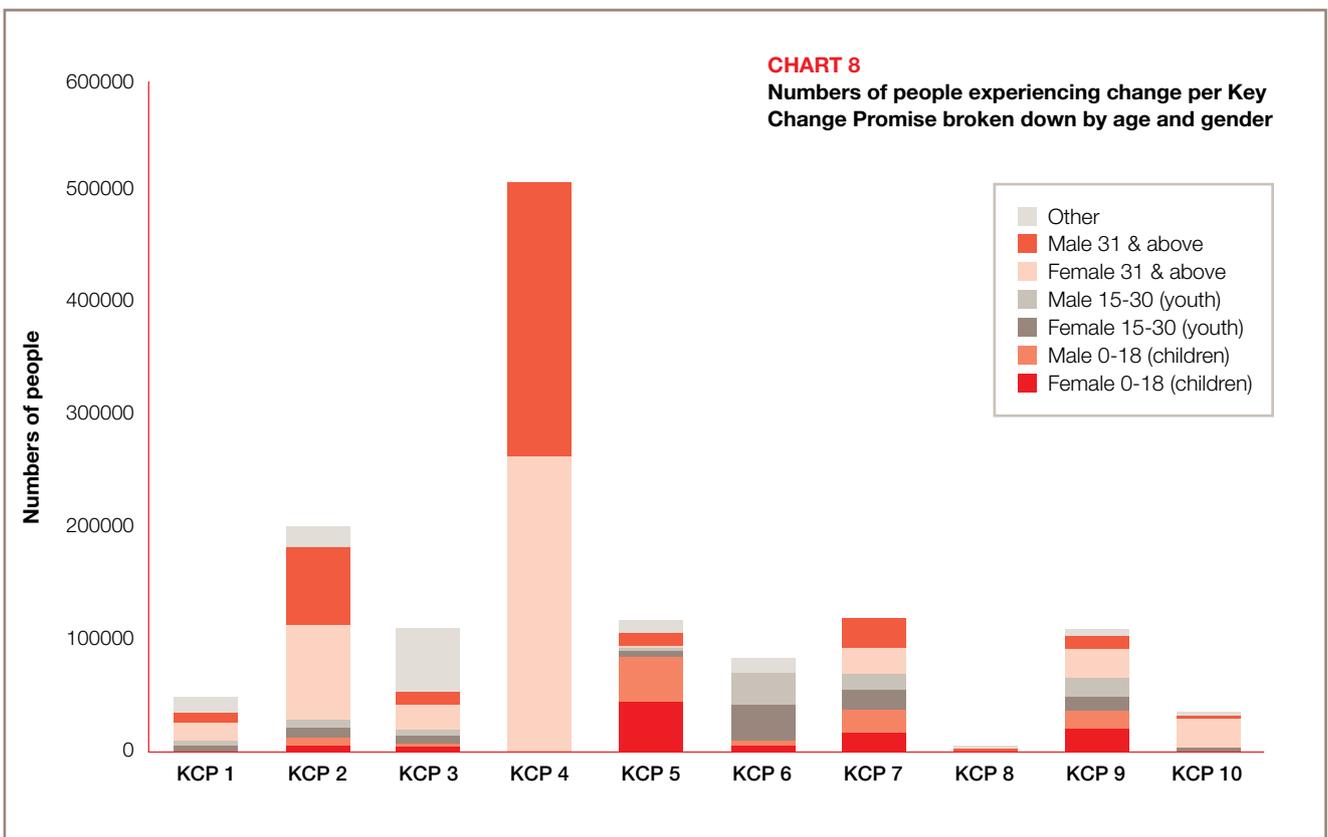
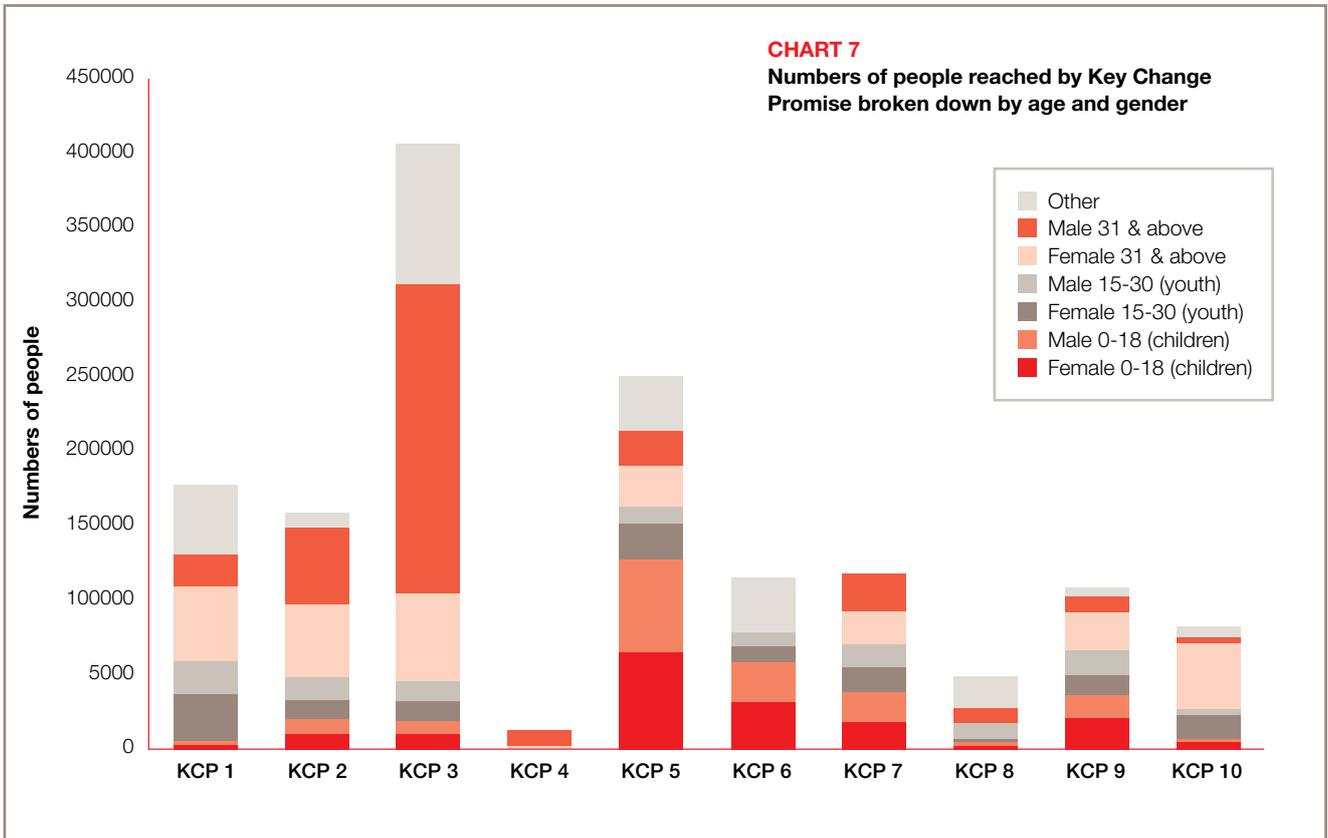
**Recommendation:** We need to revise the Local Finance Manual to align it to the International Financial Framework. Funding is required to install appropriate accounting packages at the LRP level. ■

# Annex 1 – Detailed quantitative data

Consolidated tables for numbers of people experiencing change, number of people reached per Key Change Promise, disaggregated by gender and age group. Tables also show the total number of countries that reported the numbers.

KCP 1	People experiencing change				People reached			
	Children	Youth	Adults	Total	Children	Youth	Adults	Total
Female	564	5 567	16 325	22 456	2 680	31 563	49 260	83 503
Male	387	3 118	9 420	12 925	2 453	22 353	22 473	47 279
Grand Total	951	8 685	25 745	35 381	5 133	53 916	71 733	130 782
<b>Countries reporting numbers</b>				<b>12</b>	<b>18</b>			
KCP 2	People experiencing change				People reached			
	Children	Youth	Adults	Total	Children	Youth	Adults	Total
Female	5 972	8 739	83 882	98 593	9 965	12 879	47 752	70 596
Male	6 727	7 069	68 668	82 464	10 198	15 275	51 714	77 187
Other				19 178				10 646
Grand Total	12 699	15 808	152 550	200 235	20 163	28 154	99 466	158 429
<b>Countries reporting numbers</b>				<b>11</b>	<b>17</b>			
KCP 3	People experiencing change				People reached			
	Children	Youth	Adults	Total	Youth	Children	Youth	Total
Female	4 963	5 215	21 581	31 759	9 995	11 890	57 630	79 515
Male	3 207	6 301	11 812	21 320	9 450	14 184	208 189	231 823
Other				56 743				93 479
Grand Total	8 170	11 516	33 393	109 822	19 445	26 074	265 819	404 817
<b>Countries reporting numbers</b>				<b>12</b>	<b>15</b>			
KCP 4	People experiencing change				People reached			
	Children	Youth	Adults	Total	Children	Youth	Adults	Total
Female	-	-	261 174	261 174	-	13	1 217	1 230
Male	-	-	242 739	242 739	-	40	10 949	10 989
Grand Total	-	-	503 913	503 913	-	53	12 166	12 219
<b>Countries reporting numbers</b>				<b>2</b>	<b>5</b>			

		People experiencing change				People reached			
		Children	Youth	Adults	Total	Children	Youth	Adults	Total
<b>KCP 5</b>									
Female		45 055	5 102	2 770	52 927	65 656	24 035	27 960	117 651
Male		39 664	1 453	10 941	52 058	61 331	10 779	23 275	95 385
Grand Total		84 719	6 555	13 711	104 985	126 987	34 814	51 235	213 036
<b>Countries reporting numbers</b>				<b>12</b>					<b>16</b>
<b>KCP 6</b>									
Female		5 367	31 172	630	37 169	31 333	10 806	920	43 059
Male		4 810	26 966	420	32 196	26 812	9 599	588	36 999
Grand Total		10 177	58 138	1 050	69 365	58 145	20 405	1 508	80 058
<b>Countries reporting numbers</b>				<b>11</b>					<b>14</b>
<b>KCP 7</b>									
Female		17 499	17 036	23 332	57 867	40 939	29 374	63 993	134 306
Male		20 370	14 459	25 087	59 916	45 632	28 352	80 498	154 482
Grand Total		37 869	31 495	48 419	117 783	86 571	57 726	144 491	288 788
<b>Countries reporting numbers</b>				<b>7</b>					<b>10</b>
<b>KCP 8</b>									
Female		102	301	629	1 032	2 361	2 053	9 578	13 992
Male		98	158	197	453	2 076	1 614	9 245	12 935
Grand Total		200	459	826	1 485	4 437	3 667	18 823	26 927
<b>Countries reporting numbers</b>				<b>4</b>					<b>10</b>
<b>KCP 9</b>									
Female		21 391	12 672	26 377	60 440	69 162	42 676	106 046	217 884
Male		14 900	16 742	10 003	41 645	47 046	31 103	58 257	136 406
Other					5 648				8 328
Grand Total		36 291	29 414	36 380	107 733	116 208	73 779	164 303	362 618
<b>Countries reporting numbers</b>				<b>11</b>					<b>20</b>
<b>KCP 10</b>									
Female		785	2 181	25 194	28 160	5 041	16 030	46 206	67 277
Male		520	1 406	1 743	3 669	1 925	2 421	4 131	8 477
Grand Total		1 305	3 587	26 937	31 829	6 966	18 451	50 337	75 754
<b>Countries reporting numbers</b>				<b>8</b>					<b>12</b>



# Annex 2 – ActionAid country data at a glance

Name of Country	Status	Start Date	Income (€'000)	Expenditure – project, support, fundraising and governance costs (€'000)	Total Number of LRPs	Partnerships (including networks, alliances, CBOs, NGOs, movements and cooperatives)	Board	Staff	
								% Female	Total
Afghanistan	CP	2002	2,822	3,884	11	1	na	157	22%
Australia	AF	2009	10,136	7,256	n/a	26	44%	27	74%
Bangladesh	AS	1983	6,288	7,112	28	1,296	50%	171	32%
Brazil	AF	1998	5,386	6,002	25	1,370	63%	54	67%
Burundi	CP	1976	1,132	1,287	5	102	na	41	37%
Cambodia	CP	2005	2,596	2,742	19	928	na	38	50%
China	CP	1998	1,464	1,509	14	12	na	25	56%
Congo (DRC)	Cp	1987	198	1,021	3	37	na	30	33%
Denmark	AF	2010	31,197	20,758	59	59	54%	108	57%
Ethiopia	CP	1989	5,694	5,774	15	927	na	122	24%
France	AS	2009	753	882	n/a	26	56%	11	73%
Ghana	AF	1990	3,458	3,824	11	23	54%	64	36%
Greece	AF	1998	8,409	2,274	n/a	7	71%	30	80%
Guatemala	AF	1997	2,517	2,461	7	26	57%	19	58%
Haiti	CP	1997	5,699	4,524	9	12	na	49	43%
India	AF	1972	12,881	12,964	93	653	60%	311	39%
Ireland	AF	1983	3,054	902	n/a	3	50%	6	100%
Italy	AF	1989	47,507	15,320	8	91	43%	98	71%
Kenya	AF	1972	20,764	19,109	15	122	50%	155	49%
Lesotho	CP	2004	1,082	878	7	19	na	15	60%
Liberia	CP	1996	1,066	1,456	3	108	na	40	33%
Malawi	AF	1991	5,045	4,537	14	73	60%	65	48%
Mozambique	AS	1988	3,783	3,979	8	62	73%	37	46%
Myanmar	CP	2000	2,848	3025	3	19	na	104	58%
Nepal	AS	1982	4,683	3,780	18	47	33%	84	43%
Netherlands	AF	2007	2,705	1,779	n/a	27	57%	17	76%
Nigeria	AF	1999	6,492	7,402	12	386	40%	85	53%
Pakistan	CP	1990	4,848	5,080	22	337	na	79	33%
Rwanda	CP	1997	1,452	1,578	7	107	na	27	37%
Senegal	CP	2001	1,630	1,607	9	18	na	23	48%
Sierra Leone	AF	1988	3,316	3,398	7	32	73%	77	32%
Somaliland	CP	1983	987	1,120	3	7	na	17	29%
South Africa	CP	2007	1,037	1,372	6	5	na	9	56%
Sweden	AF	2006	4,388	2,237	n/a	24	56%	14	86%
Tanzania	AS	1997	3,028	3,738	9	31	40%	80	44%
Thailand	AS	2002	234	681	2	10	44%	13	62%
The Gambia	AS	1979	3,035	2,833	3	37	75%	44	32%
Uganda	AF	1982	6,011	6,650	10	91	64%	107	48%
UK	AF	1972	73,224	23,248	n/a	24	45%	166	75%
USA	AF	2000	1,758	1,666	n/a	168	50%	14	86%
Vietnam	CP	1989	2,757	2337	18	24	na	45	69%
Zambia	AS	2000	3,415	2,838	7	51	67%	30	53%
Zimbabwe	CP	2003	3,083	3,325	8	28	na	34	53%

CP - Country Programme AS - Associate AF - Affiliate n/a - not applicable

\* Start Date – this date represents the first funding engagement between ActionAid and the country. Founding dates for members may be earlier while the official start date as a programme may be later.

\*\* LRPs - Local Rights Programmes



**ActionAid** is a global movement of people working together to achieve greater human rights for all and defeat poverty. We believe people in poverty have the power within them to create change for themselves, their families and communities. ActionAid is a catalyst for that change.

International Registration number: 27264198

Website: [www.actionaid.org](http://www.actionaid.org)

Telephone: +27 11 731 4500

Fax: +27 11 880 8082

Email: [mailjhb@actionaid.org](mailto:mailjhb@actionaid.org)

ActionAid International Secretariat,  
Postnet Suite 248, Private Bag X31, Saxonwold 2132,  
Johannesburg, South Africa.

**FRONT COVER:**

Bisnu Tharu, 40, and her husband Sitakhu grow vegetables and rear pigs with the help of ActionAid-supported Radha Krishna Tharu Janasewa Kendra – an organisation working for the development of freed Kamaiya (former bonded labourers) in Bardiya district, Nepal.

**CREDIT:**

Nayantara Guring  
Kakshapati/ActionAid

