



Global Reporting Initiative Report

ActionAid International

2010

Name of Organisation:

ActionAid International

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1 Strategy and analysis

1.1 Statement from most senior decision-maker of the organisation

Letter from Chief Executive

We are proud to submit our report of the highlights of ActionAid International's work during 2010, across 43 member countries and through the International Secretariat, in the penultimate year of our 2005-2011 strategy *Rights to End Poverty*. This report is our fourth since becoming a founding member of the Accountability Charter, and our second using the GRI NGO Supplement. We have chosen to report against the 23 indicators that are most directly relevant to our work and in line with current monitoring metrics (up from 18 last year). We are pleased to contribute in this way to strengthening accountability – our own, and we hope that of the sector.

It is not possible or necessary to describe all the key events, achievements, and failures across the 43 country programmes, associates and affiliates that make up our federation. Our 2010 Annual Report to our General Assembly, available at www.actionaid.org, provides an overview by selecting one story from each context that illustrates achievement, and gives an overall review and reflection that highlights challenges and failures. We focussed this year more on stories of change demonstrating impact, as we had several comprehensive external evaluations and internal reviews that had already been a rich learning process. There are also comprehensive reports available from each of our members, branches, and international secretariat units. A summary of the events, achievements and failures, as requested, follows.

Events

Externally, disasters were the defining characteristic of 2010. Climate change continued to exacerbate the food crisis – which pushed another 44 million people newly into poverty – and devastated the lives of people with whom we work. The worst of these disasters were the January earthquake in Haiti that killed 250,000 people, and the devastating floods in Pakistan in July, which destroyed lives and livelihoods across the country. The BP oil spill was a salutary reminder that disasters often have human as well as natural causes – whether it is big corporations taking safety shortcuts; illegal loggers systematically destroying forests and turning floods into catastrophes; or landlords building shoddy housing, making earthquakes lethal for so many people. This highlights the importance of our rights-based approach, of the need to empower people to build movements to campaign on rights – to hold governments and corporations to account – even as we meet immediate needs.

We are thus proud that in 2010 we not only helped hundreds of thousands of people recover from these and other disasters, but also campaigned to get decision-makers to take action on climate change and on the food crisis. We strengthened our local and policy work on sustainable agriculture. We brought the issue of women's rights to land to the fore in international negotiations and within national policy debates, while standing alongside women to claim land and other rights locally. As the stories in our annual report show, we also made considerable gains in securing safe and accessible education for millions of children, in advancing just and democratic governance, and in supporting people living with HIV and AIDS.

Achievements

A major **achievement** was a more consistent application of the minimum standards of our human rights-based approach, across very different contexts. In Ethiopia and China, where there are severe restrictions on our ability to do human rights work, we have nonetheless been able to stand by women and girls to defend and achieve their rights. In Pakistan and Haiti, in the face of having to respond immediately to incredible suffering, we have analysed and taken action on longer term rights abuses with survivors. In Kenya, Brazil and Nigeria, we have taken advantage of more open contexts to push the boundaries and advance legal rights, securing new clauses in constitutions that protect and advance rights for poor and excluded people. In the US, UK and Italy we have influenced the policies of governments that impact on the lives of millions in the countries in which we work.

Our greatest achievement this year, particularly given that it was a weakness identified in 2009, is the step-change we have seen in our campaigning, and more broadly bringing more consistency to programme quality and our human rights-based approach, as illustrated in the stories in this review. This has been achieved through focused leadership across all regions. We have also put in place tools for future improvement, with initiatives such as the launch of our new *Human Rights-Based Approach handbook* and campaign vision; the development of new monitoring and evaluation standards; more integration between our funding and programme approaches; and work to improve programme strategies within each of our themes and in cross-thematic areas such as National Development strategies, social protection, and work with children and youth. We are also very proud of the continued development of our governance structures. There is a marked change in the levels of involvement of our boards and assemblies, with members now taking an active role in strategy development, for example.

Throughout this work, we have managed to involve children and youth more consistently – for example children drawing about food rights in Brazil, pastoral children in Kenya using dance, poems and drama to demand girls' education, Activista mobilisations in Greece and the further development of our child-centred empowerment methodology, and Children's Reflection and Empowerment for Social Transformation (CREST), in West Africa. There is a strong theme of women's rights across almost all the stories, showing the great gains we have made in both our standalone and cross-cutting women's rights work. We are also getting better at quantifying our impact, being able to show in more cases the numbers of people we reach through change, and providing qualitative stories which illustrate shifts in power that go beyond individuals.

Failures

But the review of the stories also shows some weaknesses. We don't have strong enough stories of how our supporters have helped to bring about change. It is still not always clear enough how our local, national, and international work is linked. We are better at describing what our partners have done, than what changes were achieved, or what our contribution was. We don't have a consistent enough approach to aggregating numbers and impact, or providing evidence for that impact. The three external reviews carried out during 2010 – including the comprehensive strategy review, and our reviews of our governance and HIV and AIDS work – pointed out some other areas for attention. Key amongst them was the need for having an identity narrative with more coherence between our strategy, fundraising, and activities as well as the need for more investment in organisational development and learning.

An area for focused attention and improvement in our work, which we have identified above and beyond findings of the evaluations, is our approach in new middle-income countries such as Thailand, South Africa, and China, where we are not yet having the impact we believe is possible. We also want to further diversify our funding and increase unrestricted funds, while better aligning our fundraising, programming, and planning processes. While we did achieve the explicit programming methodology and campaigning model we identified as necessary in 2009, we did not manage the more specific actions of developing better systems and skills for integrating diverse models of mobilisation and campaigning, or consistently developing micro-level organisations into something more powerful at national level. These gaps are consistent with findings in the review of our international strategy, *Taking Stock 3*, and are being taken forward with our new strategy.

Our internal environment

Internally, it was a year of major transition at ActionAid with the recruitment of the new Chief Executive, Joanna Kerr, in June 2010. The General Assembly met for the second time and the ongoing progression of country programmes to Affiliate status enhanced our accountability by giving more power to those working closest to poor and excluded people, and by diversifying our presence in developed countries. India, Denmark, and Guatemala became full affiliates. Additionally, Thailand, The Gambia, Zambia, Bangladesh and Nepal attained Associate status. The exploratory programmes in DRC and Myanmar were appraised and approved as full country programmes, while those in Cameroon and Guinea Bissau were closed.

Overall accountability within ActionAid is making great strides towards the desired improvements. In 2010, the General Assembly was held for the second time and it saw members tabling motions and key decisions being made for the organisation. Significant work was also carried out on a federation-wide governance manual. The new Resource Allocation Framework, Fundraising Policy and the Assurance Policy were all approved at the General Assembly. The nine-member board met five times as a full board, in addition to working in four sub-committees. Besides recruiting and supporting the transition of a new Chief Executive, the board also took an active part in the *Taking Stock 3* review of the international strategy and the development of the new international strategy.

Finally, we launched our end of strategy evaluation, *Taking Stock 3*, to be accountable to the promises we made in *Rights to End Poverty*. This was an intensive process and was a building block for developing our new international strategy, which has been approved at the Annual General Meeting in July 2011, for start in 2012.

Outlook on the organisation's main challenges, targets for the next year and goals for 3-5 years

2011 is the final year of our international strategy *Rights to End Poverty*, so our work will focus on consolidating goals, finalising the new international strategy (approved by the Assembly in July 2011) and in developing a new organisational structure to fit the new strategy. We will also be developing supporting policies and documents such as a long-term financial plan, a communications strategy, and a programme design and monitoring framework.

Goals and targets for the next three years will be agreed through the strategy development process and reported on in our next INGO report. In 2010 we identified major issues to address, including internally having a more coherent identity, and externally a more coherent brand, resolving ongoing tensions between the pressure for tangible, concrete impact, particularly in the lives of children (linked to our funding sources) and longer term change (linked to our HRBA). We know we want to improve our reporting of impact, and our mutual accountability, and continue broadly within a similar rights based approach.

2011 is also a year for increasing the capacity of ActionAid staff in relation to understanding and implementing our Human Rights Based Approach. Part of this will be piloting our new Monitoring & Evaluation (M&E) requirements, adopted in 2010, with guidelines and tools being developed as appropriate, following the piloting and testing.

The environment we work in (This section is extracted from the new international strategy)

We are at a remarkable moment in the global struggle for a more just and sustainable world. The planet is changing rapidly – but not rapidly and positively enough for the billions of people who live daily with the profound injustice of poverty. Inequality, both within and across countries has increased in the past 20 years. As we set out our strategy for the coming years, we can see, from research and trend analyses, a volatile decade ahead full of challenges – and opportunities:

- Dramatic shocks and crises will inevitably occur – whether related to food, fuel, finances, climate or conflict – increasing human vulnerability and inequality.
- Over half the world's population will be children or youth. Half will also be living in urban areas, shifting the location of poverty. Gender-based discrimination will persist as a cause of poverty and injustice, although women will be striving for increased leadership in all sectors.
- The rise of consumption and growing middle classes around the world will increase demands for energy and food, and put significant pressures on natural resources, especially in low- and middle-income countries.
- As the world faces up to its natural resource limits (notably of oil reserves, water, forests and land), there will be a more compelling agenda for advancing ecological justice, sustainable agriculture and development models based on fair shares for all. A generation of young people with more community-based values may challenge the individualism of recent decades.

- Political and economic power will continue to shift away from the United States and Europe, towards a more multi-polar world. Economic powers including China, India, Brazil and South Africa will rise and re-emerge, expanding and transforming approaches to global governance and economic and social development.
- The capacity of states to take effective large-scale action against poverty will increase in many developing countries as they head towards middle income status; yet the temptation may also grow to use enhanced state power to enforce repressive policies that favour political elites or private sector interests. At the other end of the spectrum, a growing share of those living in extreme poverty are likely to be concentrated in fragile or predatory states where enforcing human rights obligations is extremely difficult.
- The globalisation agenda of the international financial institutions will likely continue to perpetuate unfair trade agreements and the privatisation of public services. However we are likely to see many “developmental states” challenging this doctrine to pursue more equitable and redistributive policies.
- Many multinational corporations will try to accumulate unprecedented market power and political influence, which often results in worker exploitation, land grabs, or tax dodging. The case for government regulation, international action and legally-binding frameworks to stop corporate abuse will likely become stronger because of increasing global awareness. More progressive corporations will contribute to finding sustainable solutions to ending poverty.
- The rapid pace of technological development will accelerate further, in many cases deepening divides between the “haves and have nots”. At the same time it will create huge opportunities for democratising access to information and for people to be more involved in government and corporate processes. Online communities and social networking will continue to change the nature of activism, organising and campaigning.
- Civil society and people’s movements will find new ways to connect and strengthen their movements across the planet, making their voices heard and contributing to building more democratic and sustainable approaches to development. However, reactionary and intolerant movements will also strengthen, threatening to undermine the rights of women and minorities.
- Finally, the “aid business” will become less relevant if it fails to move beyond the post-colonial model, reducing aid dependency and more effectively and transparently promoting local ownership and human rights approaches for those living in poverty.

These few examples above show that to succeed in the coming years, the struggle for justice and equality needs new thinking, new approaches and new ways of organising. There is much cause for optimism. As the 2015 deadline for the Millennium Development Goals passes and the policies of International Financial Institutions are discredited in the wake of the financial and food crises, new frameworks will be needed. Rights-based alternatives are being developed every day, on every issue, in different spaces, in different countries. With people around the world, ActionAid is committed to harnessing and advancing these into strategic solutions for a poverty-free planet.



Joanna Kerr, *Chief Executive*

2 Organisational profile

2.1 Name of organisation

ActionAid International

2.2 Primary activities

ActionAid International's main activities comprise: participatory analysis and awareness-raising; organising and mobilising civil society and citizens worldwide, and solidarity networks; strengthening capacity of partners; working with social movements; addressing immediate needs (especially in emergencies); advocacy and campaigning work; and research work to develop and promote alternatives to existing systems, policies and practices. Additionally, ActionAid engages in varied fundraising activities.

2.3 Operational structure of the organisation

ActionAid International has an International Secretariat which supports, coordinates and monitors activities of its members; manages ActionAid programmes in the 18 other countries that are not yet full members, and manages international work on behalf of the association. The International Board appoints the Chief Executive as the staff leader and manager of the international secretariat and the association. The Chief Executive is supported by a team of international directors who work as the senior management team managing the international secretariat work in a matrix of five regional, five functional and six thematic roles and responsibilities.

Presently, there are 14 affiliates and 11 associates and Country Programmes exist in 18 other countries. There is an ActionAid country office in each of these countries. Within each country the structure of the local ActionAid organisation may vary in relation to regional offices, size, and staffing. The International Secretariat is located in Johannesburg, South Africa. However, some international staff of the International Secretariat reside in other locations. There is an International Secretariat regional office in Rio de Janeiro, Bangkok, and Nairobi. The Finance Unit of the International Secretariat is based in London, UK. However, this unit will move to Johannesburg to be integrated into the International Secretariat office during 2011. The work to enable this move started during 2010.

Affiliates: Australia, Brazil, Denmark, Ghana, Greece, Guatemala, India, Ireland, Italy, Kenya, Sweden, Uganda, UK, USA.

Associates: Bangladesh, France, Malawi, Nepal, The Netherlands, Nigeria, Sierra Leone, Tanzania, Thailand, The Gambia and Zambia.

Country Programmes: Afghanistan, Burundi, Cambodia, China, Democratic Republic of Congo, Ethiopia, Haiti, Lesotho, Liberia, Mozambique, Myanmar, Pakistan, Rwanda, Senegal, Somaliland, South Africa, Vietnam, Zimbabwe.

A total list of the national offices and regional offices is included in Annex 1. Annex 2 contains organisational diagrams.

2.4 Location of the organisation's headquarters

Main International Secretariat:

ActionAid International Secretariat
No. 11 Cradock Avenue
Rosebank Mall Offices, 4th Floor
Rosebank, 2196
Johannesburg, South Africa

2.5 Number of countries where the organisation operates

ActionAid International has full operations in 43 countries including Associates, Affiliates, Country Programmes. We also fund work in some other countries through cross border programmes or partners.

2.6 Nature of ownership and legal form

ActionAid International is an association (vereeniging) of ActionAid members from various countries and is registered in the Netherlands. There are two categories of membership: Affiliates and Associates (in transition to becoming Affiliates). An Affiliate has two votes in the Assembly, and an Associate has one. The members are the ActionAid organisations in their country of residence.

The organisations working in countries without boards of governance at the country level operate as branches of ActionAid International and are expected to transform themselves over time into Associates and ultimately into Affiliates.

2.7 Target audience and affected stakeholders

ActionAid International contributes to the global movement against poverty and for rights and justice. Together with over 2,000 partner organisations worldwide, with the support of thousands of supporters and activists, and working in alliances with other civil society organisations that share our goals, ActionAid International helps millions of individuals and families and thousands of communities to organise and mobilise around their rights.

ActionAid works with poor and excluded people and their organisations. ActionAid focuses in particular on women and children, landless people, and excluded minority groups. We have an increasing focus on youth. Other stakeholders include partners, allies (social movements, other INGOs and NGOs), our supporters and donors, and in some cases government.

2.8 Scale of reporting organisation

Number of employees

We now have 2,864 staff globally in 2010, compared to 2,851 in 2009.

At present, ActionAid International does not keep track of the numbers of its volunteers or supporters in a way that can be aggregated across the federation. It does keep track of the number of children who are sponsored by supporters. This number is not directly representative of the number of individual child sponsors, as some people may sponsor more than one child. In 2010, the number of child links amounted to 468,000. The following countries use child sponsorship as a fundraising tool: UK, Italy, Ireland, India, Greece, Sweden, Australia, USA and Brazil.

Total income and net revenues

The total amount of income in 2010 was €231 million, up €20 million from 2009. €105 million of this was from regular giving (mostly child sponsorship and related products), €72 million of this was from institutional donors, such as Danida, Dfid, the UN, and the EU. New fundraising programmes – e.g. Denmark, Australia, Netherlands, India and Brazil – helped us to increase and diversify our funding. The overall surplus for the year amounted to €9.3 million.

Total net assets broken down in terms of assets and liabilities

Our total net assets rose from €78 million in 2009 to €91 million in 2010, reflecting the assets brought in by the new affiliate and associate members and the benefit of the surplus for the year.

2.9 Significant changes during reporting period regarding size, structure, or ownership

In 2010, the merger with the ActionAid Denmark/MS (Mellempfolkeligt Samvirke, Denmark) was completed and ActionAid Denmark became an Affiliate. Additionally, India and Guatemala transitioned from Associate status to become Affiliates. Thailand, The Gambia, Zambia, Bangladesh and Nepal attained Associate status (formerly being Country Programmes). The board decided to close exploratory programmes in Cameroon and Guinea Bissau rather than formalise them as full Country Programmes. At the same time, the board agreed that Myanmar and Democratic Republic of Congo become fully fledged Country Programmes in 2010, following extensive appraisals.

The International Board only saw one change in membership in 2010. The Chief Executive of ActionAid International acts as the Secretary of the International Board, making Joanna Kerr the Secretary of the Board. The Secretary is a member of the Board but has no voting power.

2.10 Awards received in the reporting period

In Malawi, the ActionAid-supported Coalition of Women Farmers was awarded the UNESCO Confucius prize for the Women Land Rights Project, which provided adult literacy classes to women. The project also provides valuable information on women's rights, such as their rights to own land, enabling them to gain control of land which is rightfully theirs by law.

In the UK, the ActionAid campaign, *Yorkshire means the world*, developed by Brass (a marketing company) was awarded the 'Most Innovative Fundraising Campaign' award at the International Fundraising Congress in Holland. The ground-breaking campaign wanted to investigate the potential of regional-based fundraising campaigns to thank donors for their past support, to encourage new child sponsors, and to demonstrate that child sponsorship helps the wider community in the developing world.

3 Reporting parameters

3.1 Reporting period for information provided

January 2010 – December 2010.

3.2 Date of most recent previous report

ActionAid International GRI Level C Report 2009: submitted February 2011.

3.2 Reporting cycle (annual, biennial, etc.)

ActionAid International will report annually on the GRI.

3.4 Contact point for questions regarding the report or its content

Laurie Adams, Head of Impact Assessment & Shared Learning, ActionAid International.

3.5 Process for defining report content

This report is ancillary to and should be read alongside the Annual Report of ActionAid International 2010, available on our website. The boundaries of the report are the same as for the Annual Report. As ActionAid International operates in 43 countries with a number of partners in each country, it is important to stress that it is not the partner's activities as such which are reported on. This report seeks to consolidate the work that ActionAid International does overall in relation to its own strategy and objectives, as stated in the International Strategy: *Rights to End Poverty* 2005-2011.

We believe we have included information and topics of relevance to our stakeholders and staff, which also pertain to our organisational objectives and indicators of change, as well as our values, policies and strategies and management systems that we report against in our annual reporting. ActionAid International has strong values and policies in relation to accountability as well as in relation to transparency and sustainability. One way to adhere to these values and principles is by being a member of the International NGO Accountability Charter and in developing this report. In this report we emphasise those issues of highest importance to our organisation and to our stakeholders, which also exemplify our work, and our strengths and weaknesses.

Report content is defined during the annual reporting process with inputs and feedback from the Board, senior management teams in all countries, partners and ActionAid International staff globally. The partners are responsible for bringing the voice of the people that ActionAid International reaches and works with to the report. Our analysis is based on the annual review and reflection process, which includes input from stakeholders outside and within each theme and country. Each annual review and reflection process is

documented – and reported to the International Secretariat. It is from these annual reports that most information has been gathered for the annual report, in addition to the country-level annual reports.

The process of writing the ActionAid International Annual Report in 2010 took a lighter approach than in the past. The reason for this was a management decision to focus resources and energy on the end of strategy review, *Taking Stock 3*, and the development of the new international strategy. The Directors decided to incorporate the ‘most significant change’ method for reporting – requesting each country and each unit of the organisation (themes and functions) to report on the most significant story of change from their work in 2010. This led to an annual report of a lighter nature, in which each country is represented in the report by a story of significant change. Each theme and function unit of ActionAid International was requested to use a specific format for their Participatory Review and Reflection Process (PRRP), which synthesised their most significant achievements and failures for 2010. We have used the PRRP reports and country reports to consolidate this accountability report.

In choosing which indicators to report on in this format, ActionAid International has looked at what information is already being gathered by which organisational units, and which ones can feed in to this GRI report. For gathering content for the report, the units responsible/of relevance to each indicator were involved in gathering relevant and necessary information. Additionally, some indicators in this report, for example the environmental indicators, have helped us analyse which environmental indicators are relevant and pertinent to ActionAid International’s work and which we really should be reporting against as a sustainable organisation promoting and advocating climate protection. Therefore, we acknowledge that some indicators may not have full answers in this report for 2010, but we have made our best attempt to include information on what we are able to at this time. We do not choose to exclude indicators in order to not disclose/hide information.

3.6 Boundary of the report

Please see the previous section (3.5). This report reflects that of ActionAid International with all of its Affiliates, Associates and other Country Programmes.

3.7 State any specific limitations on the scope or boundary of the report

This report is compiled on the basis of ActionAid International’s work in 43 countries and does not go into details of each programme. Instead it provides an overall summary of the work carried out with some examples to highlight the points made. Each country develops an annual report, which is available on our website or from the individual country offices.

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations

This is not relevant for ActionAid International.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)

There are no re-statements of information.

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report

No significant changes.

GRI Content Index

3.12 Table identifying the location of the standard disclosures in the report

(See table of contents at beginning of report).

4 Governance, commitments, and engagement governance

4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight

ActionAid International is an association with a two-tier governance model composed of:

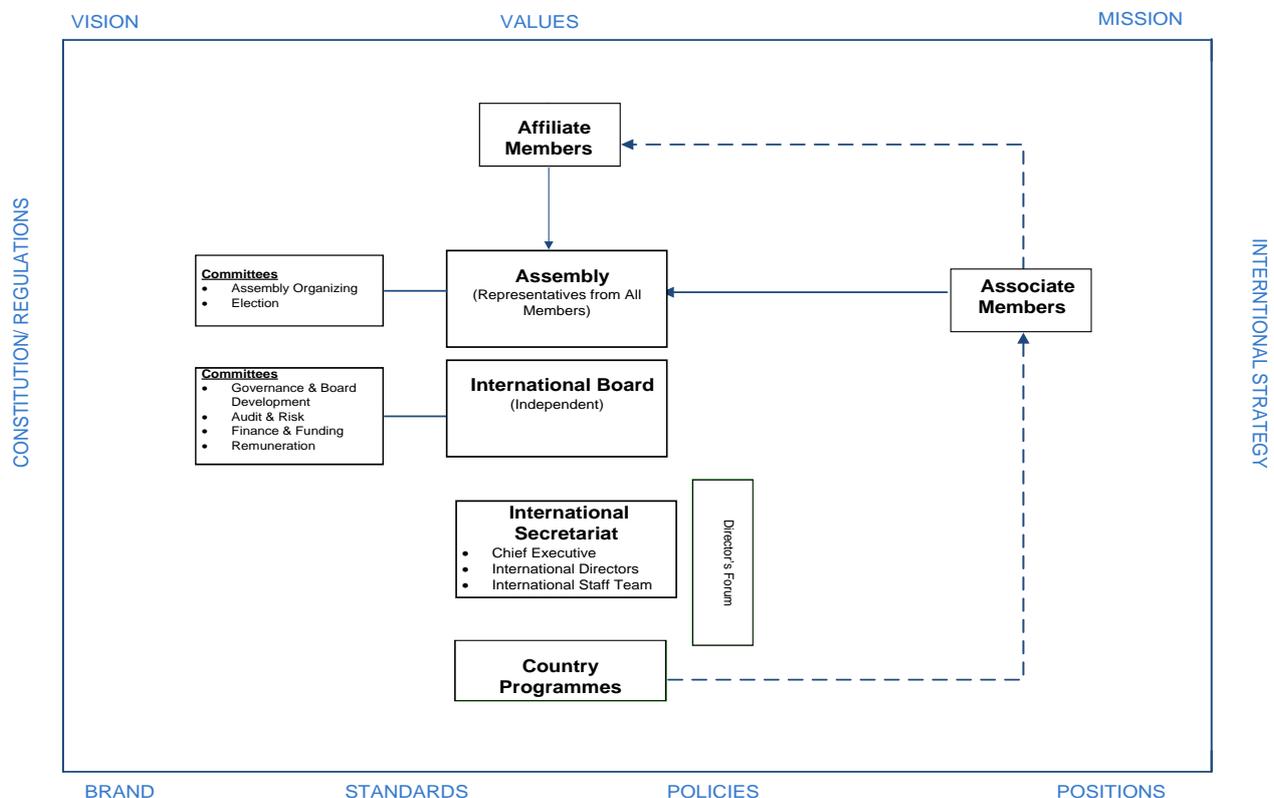
- An Assembly, in which all Affiliate and Associate members participate fully and which provides the highest level of governance. The Assembly bears the responsibility for admittance and expulsion of members; approval of overarching longer term international strategies and policies, and resource allocations, among others.
- The Assembly elects a Board, to which much of the day-to-day governance is delegated.

The Assembly has two committees:

- Assembly organising committee: responsible for ensuring efficient preparation for and conduct of Assembly meetings in accordance with ActionAid International's Constitution, Regulations and Governance Manual. The committee receives, reviews, decides on acceptance of, and informs assembly members and participants about motions proposed by members for consideration and decision by the Assembly. The committee also decides on the agenda, sessions, session facilitators/chairs and preparations for the overall assembly meeting in accordance with guidelines.
- Election committee: responsible for managing election processes.

ActionAid International's Board provides effective regular governance, oversight and support to the management. The Board has nine members. It has the following committees:

- Governance and Board Development Committee
- Finance and Funding Committee
- Audit and Risk Committee
- Remuneration Committee



4.2 Indicate whether the chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives

Neither the chair of the board nor the convenor of the assembly is an executive officer.

The ActionAid International governance manual states that: "Governance is the process by which an Assembly or Board functions as a unit to direct the organisation while management is the process of implementation, translating governance policy into programmes and services." The following table illustrates this distinction.

Governance	Management
Determine fundamentals of organisation: values, vision, mission, overall strategy	Implement activities based on the fundamentals
Focus on strategy and policy: high level guidance	Interpret the high-level guidance in practice
Choose, manage, support, guide and challenge the Chief Executive	Headed by the Chief Executive who chooses, manages, supports, guides and challenges all other staff, directly or indirectly

4.3 For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members

This does not apply to ActionAid International because we have a two-tier structure, but our board is composed of nine independent members.

4.4 Mechanisms for internal stakeholders (e.g. members, shareholders and employees) to provide recommendations or direction to the highest governance body

At the international level, ActionAid International members own the association. The members nominate representatives who attend, participate, vote and make overall decisions at the ActionAid International Annual General Meetings. The business of the Assembly is largely defined and guided by the statutory businesses and motions presented and filed by both the International Board the ActionAid International members. In 2010, three motions were filed by members, and others by the International Board. The powers and functions of the Assembly are well defined by the Constitution. The process of decision making which is open, transparent and democratic is also clearly defined in the constitution. Each member is entitled to vote at the Assembly.

At the national level, organisations (members) ensure that their primary stakeholders such as volunteers, supporters and organisations/movements of the poor and excluded represent at least 50% of the General Assembly. The General Assemblies of ActionAid International members should also have a maximum of 10% of its total members invited from among the heads or representatives of organisations with which there is an ongoing, longer term partnership. The aim of this practice is to offer a 'space' for the poor and excluded to define and participate in making decisions at that level.

Notably, the national boards are elected from the General Assembly membership.

4.14 List of stakeholder groups engaged by the organisation

- Individuals and groups of individuals who experience poverty and denial of rights, including but not limited to poor and excluded women, people living with HIV and AIDS, landless people, farmers, people affected by disasters and conflict, and children denied their right to education
- Governments and local government institutions
- Funders/donors (government, foundations, individuals)
- Members
- Volunteers

- Private sector
- Academic institutions
- Peer organisations
- Networks
- Coalitions and alliances
- Communities in which ActionAid is present and neighbouring communities
- Civil society globally
- Suppliers
- Employees and others who work for ActionAid under some form of contract.

4.15 Basis for identification and selection of stakeholders with whom to engage

The processes for this are described in our Accountability, Learning and Planning System (ALPS), which includes our processes for appraisal, our partnership policy, and other policies relevant to this question. ALPS informs the whole organisation, at all levels, of the organisational process to undergo in order to start up a programme/activities and throughout the programme period.

ActionAid undergoes periods of appraisal in which a contextual mapping exercise and situational analysis take place. This process informs ActionAid of areas of concern and issues to work with as well as of stakeholders, possible partners, target audience, etc.

When choosing local partners, the local ActionAid country programme conducts a partnership appraisal in order to identify the most appropriate partner. The local partner will also identify and select stakeholders to engage at local and national level. These stakeholders are also involved in the strategic planning process.

The local communities take part in the selection process of relevant rights holders to be part of the ActionAid programmes. This takes place through the appraisal process mentioned above, and by including the communities in the planning process. They assist the local partner organisations and ActionAid Country Programme to identify who to involve in the programme.

In 2010, ActionAid International published the *Human Rights Based Approach* (HRBA) handbook. The handbook sets out criteria for how to select stakeholders and other actors with whom to engage. The handbook describes programming principles, and two of the principles adhere directly to engagement with others, namely that we put rights holders first and ensure participation of rights holders, and we work in partnership. The handbook prescribes that ActionAid International must work together with rights holders to analyse and strategise about how their rights can be addressed and we work to build the organisation and power of rights holders. We also work with alliances and building networks. We work in partnership by building partnerships with rights-holder organisations and movements, and NGO or community-based organisations supportive of rights holders' struggles. About 75% of all ActionAid International programmes worldwide are managed by partners, which is why partnerships are critical to the Human Rights Based Approach. There is a period of mutual assessment in each programme and partnership starting up, after which a Memorandum of Understanding is developed – if partnership is mutually accepted. Partners and partnerships need to be reviewed on an ongoing basis, at least once a year. The partners should give feedback to ActionAid International on its work and the relationship, and vice versa.

In relation to other stakeholders, such as potential donors or sponsors, the ActionAid International Company Fundraising Policy stipulates whom we can or should not engage with:

“ActionAid recognises that the private sector is a key part of the economic environment within which we operate, but we must take care that we do not enter into relationships with companies that fail to demonstrate adequate respect for human rights (including labour rights) or adequate compliance with core environmental standards, as set out in specific UN conventions and treaties. Partnerships with such companies that are knowingly sustaining poverty compromise our ability to deliver our mission and live by our values.

It needs to be emphasized that this policy contains the global minimum standards for the screening and acceptance of donations, gifts in kind and brand associations with companies for all ActionAid Associates, Affiliates and Country Programmes. These global standards are primarily applicable to multinational enterprises, with the following exceptions:

- The global minimum standards define a small number of 'excluded' industries, from which no donations may be accepted by any ActionAid member, Country Programme or department – regardless of the size of the gift or whether the company in question is a national or a multinational enterprise.
- The global minimum standards require screening of national or multinational companies that have been identified as international campaign targets.

Most nationally owned and operated companies fall outside the remit of this policy. Therefore, each ActionAid International member country is strongly encouraged to develop its own standards for screening, guided by the principles and direction of this policy. A member country may wish to define additional ethical criteria or exclusions for donations from multinational companies, which are appropriate to its programme of work, cultural and legal contexts. Where one member of the ActionAid International network is raising funds to be spent in one or more other countries, both the funding member and the spending member(s) must comply with the national company fundraising policies of both, as well as with the global minimum standards.

We never accept funding from multinational or national companies operating in any of the following industries whose practices are consistently at odds with our mission and values:

- Industries involved in the extraction of developing countries' natural resources;
- Armaments industry and industries whose core business is producing and/or selling products or services for military use (i.e. any company that generates more than 10% of its revenue from the industry);
- Tobacco manufacturing industry;
- Commercial agricultural input industries; and
- Pharmaceutical research and development industry.

Secondly, we will not accept or seek funds from national or multinational companies that are the named and active targets of international campaigns involving at least four ActionAid member countries. Such companies and their subsidiaries are defined as active primary campaign targets. This exclusion is not permanent but applies only for the lifetime of the campaign. The exclusion applies only to named companies and their subsidiaries, not to entire industries or sectors. Any multinational corporation or company belonging to an industry against which we are currently running a multi-country campaign, but which is not itself a named campaign target, is considered a secondary active campaign target. Such a company is not automatically excluded but must be screened.

Companies where we feel uncertainty must be screened for practices violating human rights and environmental standards, and for the reputational risk associated with such violations. A risk-assessment-based screening system has been developed for us by SOMO, a well-respected research institute on corporate ethics. Each instance of poor ethical practice or reputational risk will earn the company a 'high risk' point. Based on the total number of points accumulated, it will be possible to classify the company as low, medium, or high risk.

There are some companies which exemplify excellent human rights and environmental practice in their industries and we would actively encourage fundraisers to pursue partnerships with these companies. The Policy and Campaign division with the Fundraising division will work to screen industries in order to identify multinational companies who are leading the way in terms of being socially and environmentally responsible. We will then encourage staff across ActionAid to pursue relationships with these companies."

Data on Performance (Programme Effectiveness and Environmental Impact)

ActionAid International has chosen to report on **23 indicators** in order to fulfil the requirements of the GRI Level C reporting for NGOs, and foresees that we will continue to report on the same indicators for the next few years. We will also strive to report on further indicators as we become more familiar with the GRI reporting format, where it is relevant. For example, ActionAid International is introducing environmental monitoring in its monitoring and evaluation (M&E) system (piloted and tested by a few countries during 2010 and 2011) as reflected in this year's report, and should be ready to use for members in 2012. This may enable us to report on additional or different environment indicators in the future, depending on what the organisation finds to be useful data in order to improve our carbon footprint and other greening efforts.

Some of the indicators reported on here are related to processes, policies and procedures which do not normally change much on an annual basis unless it is a period of transition to a new strategy. Therefore the content may be similar from year to year. We refer to policies and procedures where they are publicly available from our website or office. We do not attempt to summarise them in full in this report.

5.1 Indicator: Programme effectiveness: NGO1: Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes

ActionAid International has policies and practices ensuring stakeholder involvement at various levels of policy-making and programming as this is critical to its understanding and perception of how to reach its development goals and objectives. ActionAid International has multiple accountabilities – to the poor and excluded people and groups we work with, supporters, volunteers, partners, donors, governments, staff and trustees. ALPS sets out the key accountability requirements, guidelines and processes of the organisation not only in terms of organisational processes for planning, monitoring, strategy formulation, learning, reviews and audit, but also for personal attitudes and behaviours.

(See more information on ALPS: <http://www.actionaid.org/who-we-are/how-we-work/transparency>)

ActionAid's organisational processes and planning cycles are designed to increase the influence of poor and excluded people on ActionAid's work. Plans, budgets and strategies at the grassroots level are developed with poor and excluded people. These help determine country strategies, which in turn influence the overall ActionAid International strategy.

ActionAid works primarily with and through partners. At the grassroots level, programmes are designed with community involvement at all stages – from the initial appraisal through the five-yearly strategic planning cycle and the annual planning and review cycle. The participatory review and reflection process is a key mechanism promoting the direct involvement of poor and excluded people and other local stakeholders.

Each of the 43 Country Programmes, Affiliates and Associates has its own country strategy, aligned to the global strategy, but developed with its stakeholders every 5-6 years. Annual plans and reviews guide the detail of work. Participatory review and reflections are held annually at the national level to ensure effective involvement and feedback from all stakeholders. External reviews are required at the end of each strategy period. In addition, a peer review of each country by a team composed of trustees and staff from across the larger ActionAid International federation is organised to learn and comment on consistency with ActionAid International's shared core strategies and policies.

ActionAid International's work is guided by an international strategy which is agreed collectively every 5-6 years. It is supported by an International Secretariat made up of regions, functions and themes. Each of these has strategic plans that explain how each unit works to support the strategy. International campaigns also have strategic plans and external reviews. Each of these units has an annual review and planning cycle within which participatory review and reflections play a central role. An external review of the whole of ActionAid International is required every five years. (This system was reviewed and simplified in 2010, but changes are only effective from 2011).

Audits and climate surveys are carried out periodically to provide additional insights into the health of the organisation and its various parts. Governance reviews on the performance of Boards are also carried out by Affiliates and ActionAid International.

How are decisions and decision-making processes communicated to stakeholders?

Stakeholders are informed at various levels through a variety of channels: reports, workshops, meetings, social audits (at local, district/regional and national level), community newsletters, child sponsorship letters, annual general meetings, community billboards and notices, amongst others. In most countries, communities and partners also take part in decision making through participatory planning and budgeting and/or participatory reviews and reflections. What information has to be shared is set out in our Open Information Policy, which forms part of ALPS.

How did feedback from stakeholders affect the decision-making process or reshape policies and procedures?

Feedback received from stakeholders, particularly during participatory review and reflection sessions, is used for monitoring and adjusting programme plans. This process ensures accountability to the rights holders and to other stakeholders and donors. Further, throughout planning and implementation, there is regular engagement with stakeholders, for example coalition partners. These processes take place in each member country as well as in each unit of the International Secretariat and form the basis of our annual planning and programming. It is impossible to list here these processes from each country and unit. However, annual reports are available for each of these from our website, which will provide an insight to how some policies or procedures have been influenced.

Some examples from 2010:

- The external review of the whole organisation and international strategy, Taking Stock 3, which involved external reviewers evaluating ActionAid International's work over the past five years, included many discussions with stakeholders across the globe. The results of this review are reported in a number of review reports, available on the website. Additionally, the results of the consultations with stakeholders have been considered and taken into account in the formation of the new international strategy. ActionAid country teams organised two strategy days during October and December 2010, in which partners and communities came together and were asked to engage with the results of the evaluation, and give input to the future strategy. They provided input in relation to the strengths and weaknesses of ActionAid International work. They also discussed what they felt ActionAid should be working on in the future, from the local to the international level, and "how we work". A summary of the insights from these consultations were compiled, drawing on feedback from countries including Somaliland, Pakistan, Ghana, Burundi, Rwanda, Tanzania, Myanmar, Cambodia and China. This information was shared with the Strategy Drafting team and other ActionAid colleagues to help inform decision making around ActionAid International's strategy for 2012-2017. This was an unprecedented attempt to involve the communities we work with around the world to be able to influence and shape the organisation as a whole.
- Our review on our work on HIV and AIDS in 2010 constituted a major form of feedback from stakeholders and resulted in our continued strong emphasis on the use of the STAR (Societies Tackling AIDS through Rights) approach in HIV and AIDS programmes.
- The review of Just and Democratic Governance theme work – the external *Review of the Implementation of the Strategic plan Just and Democratic Governance 2006-2010* – was conducted by one Asia expert, Mr Tran Dac Loi, and an Africa expert, Ms Ashanut Okille. The review mission employed both horizontal and vertical approaches. Key stakeholders were involved in both.

The horizontal approach looked at the context of governance and role relevance of ActionAid International in promoting a rights-based approach, people-centred approach and working through the lens of governance. Its primary methodology for this was a review of documents and discussions with relevant stakeholders. The interviews with stakeholders obtained their assessments and visions about the specific contribution of the Just and Democratic Governance theme to a rights-based approach and had the purpose of promoting accountability about the Governance Review and the ActionAid International governance work. Specifically, the reviewers participated in meetings in Nepal and Tanzania with external stakeholders such as community representatives, CSOs, NGO network partners, research institutions and members of local governments. They also met with key internal stakeholders such as Asia and Africa Country Directors, Governance Leads, representatives of other thematic groups and Country Programme field staff.

The vertical approach was to review the programmes, partnership lessons and methodologies in specific countries with significant governance work and 'exposure'. The vertical approach entailed both a survey and participatory review and reflections. For this purpose, four Country Programmes with significant governance exposure were selected through a purposive sample: Nepal and Cambodia in Asia, and Nigeria and Uganda in Africa. Field trips took place in the four countries to meet the countries' programme staff, and with external stakeholders such as partner organisations, women's organisations and people of local communities, in order to understand and assess the work on the ground and to promote accountability about the review and the governance work.

- One major focus for 2010 was our work on accountability. Six country programmes are collaborating with the Institute of Development Studies on 're-imagining accountability', which seeks to document our best accountability practices and advance a new-generation concept of accountability. Several other countries are part of an initiative within the human security theme to integrate accountability requirements. Research took place in six countries, which led to a workshop to which partners and staff were invited from each country to discuss how we should conceptualise and follow through on our accountability requirements. This led to recommendations for a revision of ALPS and it provided recommendations for the new international strategy, which have been included in the new draft strategy 2012-2017. The newly established internal Child and Youth Support Group is examining ways of improving our accountability to children. A monitoring and evaluation task force established at the end of 2009 managed to develop recommendations to strengthen our monitoring and evaluation system to improve our accountability to all stakeholders. The recommendations to the International Directors were approved and decided to be implemented over a period of two years, aligning with the process of the development of the international strategy. The new M&E requirements will see improved accountability in the form of participatory baselines and indicators, monitoring frameworks aligned to the international strategy, better methods for counting the numbers of people we reach and a better information gathering system to help us do so and to provide better overview of programmes. This will also enable us to make better linkages across programmes and enable local rights programmes to link up with national and international campaign and policy work.
- At Local Rights Programme level (locally in countries) up to national level, this example can be drawn from Pakistan: a review took place a Local Rights Programme level, where rights holders and communities as well as partners were involved. The review pointed to a lack of focus in the work. Overall, ActionAid Pakistan had a national country strategy focussing on six thematic areas. Each Local Rights Programme had to focus on each of these six thematic areas. This led to lack of focus. The feedback from the communities and partners was rather to focus attention on two or three thematic areas of importance in the local context. As a result, there is now more focus in each Local Rights Programme for issues of major concern and priority as identified by the communities and partners together with ActionAid Pakistan. Accordingly, the plans and budgets for 2011 were adjusted. In addition to this, there has been an improved framework for how to work with policy and advocacy, by ensuring better coordination and integration of local and national policy and campaigning initiatives.

This means more focussed work is being done locally, on issues of local relevance, and nationally, bringing relevant information and policy issues to the fore.

Additional documents for more information:

Open Information Policy: see page 34 of ALPS:

<http://www.actionaid.org/who-we-are/how-we-work/transparency>

ALPS: <http://www.actionaid.org/who-we-are/how-we-work/transparency>

5.2 Indicator: Programme effectiveness: NGO2: Mechanisms for feedback and complaints in relation to programmes and policies and for determining actions to take in response to breaches of policies

One way in which we ensure accountability is through our complaints mechanism, which we introduced in 2008 following a recommendation made in a review by One World Trust. For detailed information on feedback and complaints principles and procedures, please go to the *Complaints and Response Mechanism Framework*: <http://www.actionaid.org/assets/pdf/Complaints%20mechanism%20and%20Policy.pdf>

Having a well-designed and well-managed mechanism for handling external complaints can improve the quality of our work, enhance the trust and confidence of our stakeholders, identify areas of our work which need to be improved and ensure that ActionAid learns from the feedback provided through this process. ActionAid therefore welcomes feedback and will react constructively to complaints from the people it works with, its supporters/donors, the general public, official bodies and its partners.

ActionAid's complaints and response mechanism needs to be transparent and independent. In very serious cases a complaint may require a national Board of Trustees or the International Board to investigate and respond. The national Board of a country also has a role in overseeing the number of complaints received by ActionAid, ensuring that they have been handled satisfactorily and that corrective action has been taken.

The complaints mechanism should be an integrated policy in all members and Country Programmes. However, as the policy is still fairly new, it can be noted that this mechanism is not fully operational across ActionAid International. It should also be noted that the Key Performance Indicators (reported on by all ActionAid Affiliates, Associates and Country Programmes annually) were already set by the time this policy was developed, and the policy is not listed in our assurance mechanism, which means that reporting back on this per country is not a fully integrated or internalised process at this time. It is worth us mentioning that the process for collecting data for this accountability report has shown that we are not sufficiently monitoring this policy. As a consequence, we will be incorporating this element into our assurance tool, hopefully for 2011, for all members to report on annually. We have also incorporated it into our 2011 ALPS revision.

One of the most successful places it is being used is in ActionAid UK, which is further described below. In other countries such as The Netherlands, Cambodia, Vietnam and Nigeria, there is a policy in place, but often it is more focused on the internal staff grievance policy.

In 2010, ActionAid UK received 646 complaints, mainly from our active supporters and a few from the general public. The complaints are summarised below:

- 38% of complaints were about fundraising, where supporters expressed unhappiness with our approaches, i.e. felt that we ask too often and for too much money.
- 26% of complaints were about disagreement with our policies, both in the UK and overseas, e.g. working in certain countries that can appear affluent and successful, opinions about birth control and family size, etc.
- 11% of complaints came as a result of dissatisfaction with or lack of receipt of child messages, or general feedback for the country office that relates to where the sponsor is providing support.

- 19% of complaints concerned administration, e.g. new address provided but material still sent to the old one.
- 5% of complaints were about our campaigning work, mainly questioning why we are involved with campaigns and suggesting we should focus solely on child sponsorship.

ActionAid UK responds to all complaints, where we have the necessary information, within two working days. If we need to refer the complaint overseas, as we do not have the necessary information, we notify the person making the complaint within the above timeframe and then work with overseas colleagues to try to resolve the issue within eight weeks.

In relation to **internal staff grievances**, each country has its own Human Resource policy, based on the ActionAid International Global Human Resource Standards. The standards are treated as core non-negotiable standards that every part of the organisation must meet, subject to prevailing employment legislation. National Boards should regularly review compliance to these standards.

ActionAid has signed up with *People in Aid* as a corporate member in February 2009. *People in Aid* is a well-recognised network of international NGOs and provides a code of practice in people management. Our membership provides accountability within our organisation for good people management practices and a benchmark with our peer organisations.

An example from the UK of the staff grievance system: There is a staff grievance policy in place, which is in use and currently managed and reviewed by the Human Resources department. All staff have access to the policy, through the Human Resources Handbook, which is saved on all computer desktops as well as on the organisation's intranet, and is also available upon request. The policy clearly outlines the steps and clarifies involvement from staff members. Documentation from the process is retained, and decisions are saved in personnel files. The ActionAid UK grievance policy, along with other key Human Resources policies, is currently under review, and we expect in future to be analysing and reporting trends – however, we will not report on that until 2011/12.

The ActionAid International **Human Security in Emergencies and Conflict** unit also states in their policy document that grievance processes must be included in all emergency programmes. However, it is noted that this is not always the case. This is a matter of which the unit is well aware, and is working to integrate as a requirement for each programme developed. ActionAid International is also working towards being part of the Humanitarian Accountability Partnership (HAP), which emphasises the need for the complaints and grievance processes to be included in all programmes. Presently, the unit refers to the HAP guidelines in relation to these processes.

In Pakistan, as a part of our emergency response programme, a 'people-centred accountability framework' has been developed through our interaction with partners and communities, and commitments towards people. This framework is practiced in our emergency programmes in Pakistan and we are also scaling this up in regular programmes. The practice of this framework has provided rights holders with more opportunities to influence programme implementation, leading to many of the corrective measures. This framework is depicted in Annex 3 of this report as an example of a good practice in our organisation.

ActionAid International also has a **whistle blowing policy**, developed in 2008. This policy applies to all staff of ActionAid and those of partner organisations who are in a long-term (over one year) relationship with ActionAid. The policy covers the responsibility to report wrongful acts committed by staff of ActionAid and those of partner organisations. Wrongful acts in this sense are described as financial and procedural malpractice, including those relating to mismanagement, misappropriation of funds, actual or suspected fraud or abuse of authority.

Under this policy, it will be a disciplinary matter if a genuine whistleblower were to be victimised. While the policy does not specifically cover ex-employees of the organisation, reports received from ex-employees

will be considered for investigation. Members of staff are however encouraged to report any wrongful act whilst still in the employment of the organisation. For more information on the whistle blowing policy of ActionAid International, please go to: <http://www.actionaid.org/who-we-are/how-we-work/international-hr-policies>

In terms of monitoring compliance with policies, we have an assurance policy, supported by a self-assurance reporting tool, which requires each affiliate chair and director to officially sign off each year on the degree of compliance with all ActionAid International policies. In addition we have an internal audit function, an affiliate review process, and a peer review mechanism, all of which provide for reviewing of compliance of members with policies.

5.3 Indicator: Programme effectiveness: NGO3: System for programme monitoring, evaluation and learning (including measuring programme effectiveness and impact), resulting in changes to programmes, and how they are communicated

The Global Monitoring Framework of ActionAid International is the monitoring and evaluation framework and describes what is to be monitored and how it should be monitored. The system for doing so is described in the ALPS processes, as described in 5.1.

Periodically throughout the year, ActionAid and our partners meet with the poor and excluded people who are the actors in the programme, to review progress. Annually, each country and each programme undergo a review and reflection (our term for monitoring) of the year gone by which informs the annual planning process for the year ahead. This allows for changes or adjustments in the programme plans. At the end of a programme, an external evaluation is conducted in order to capture the impact of the programme, measured against objectives and goals as well as any baselines, indicators and targets set at the beginning of the programme.

Feedback from donors and from communities that they did not understand our impact sufficiently led to the formation of a task force on Monitoring and Evaluation (M&E) which began in 2009, and resulted in development of a new set of M&E requirements in 2010. We have introduced a new system for including stakeholders in the development of baselines and indicators. ActionAid International sees this as a further step in including rights holders in the process of programme design, ensuring programmes which are designed to meet the needs on the ground and build ownership as well as empower the people in the process of analysing their rights and entitlements. It further increases downward accountability in that rights holders should be better informed on what the objectives are of the programmes, and be able to hold ActionAid International and partners to account for what the purpose of a programme was at the onset. Tools for developing participatory baselines and indicators will be developed during 2011 by three pilot countries together with the International Secretariat.

In 2010, a number of reviews were conducted throughout the organisation at various levels. On an annual basis, hundreds of reviews take place from local level to international level. These are too many to name individually here, but the following are examples of ActionAid International's review work on three levels: theme, national and international reviews.

Two international **themes** were reviewed in 2010 by an external evaluation team. One of these was the HIV and AIDS theme review which engaged 20 countries. The review was formative rather than summative: it sought to understand ActionAid's HIV and AIDS work, and identify areas for improvement, and challenges that need to be addressed. The review found the key areas of strength for the theme to be that of social mobilisation of People Living with HIV (PLHIV) and building institutions, networks and alliances of PLHIV. Additionally, the review affirmed the success of the Societies Tackling AIDS through Rights (STAR) approach - a community education initiative. Twenty ActionAid Country Programmes used STAR to empower communities to demand access to treatment, non-discrimination, social protection and legislative measures for people living with HIV, as well as to reduce the stigma and injustice they face. This work reached approximately 3.5 million people in 2010. The review highlighted the need for better use of

indicators for monitoring work progress, better linkages to the global context and better policy analysis to feed into strategies and advocacy work. The theme unit will seek to make improvements in these areas in the work in 2011.

The other thematic review was that of Just and Democratic Governance. This theme actually underwent two external evaluations in 2010 (*Review of the Implementation of the Strategic plan Just and Democratic Governance 2006-2010* and *Taking Stock 3: Asia perspective and Just and Democratic Governance theme observations*). The reviews highlighted the unique role of governance work in ActionAid International, defining the political nature and orientation of ActionAid International. The reviews also stressed the importance to critically engage with the State and take advantage of opportunities to influence pro-poor policies with a realisation that to do this, ActionAid International needs to work on deepening local democracy and promoting participation in local planning processes, where communities can articulate their needs and hopes, together with local authorities. A noteworthy success of the theme is the strong focus on budget monitoring and economic literacy using the ELBAG tool, and being used across a number of thematic programmes: children's club and school management committees monitor education budgets locally and some governments practice gender budgeting, such as in Nepal, India and Uganda. The challenge for ActionAid International is to ensure the participation of more than a few partners/members in each country, and link local and national budget monitoring activities.

ALPS requires that **every country performs an external and a peer review** at the end of each 5-6 year country strategy period. External reviews usually have a team made up of several different reviewers who work over several months to evaluate progress against the strategy, and examine lessons emerging. A peer review team of around 5-7 ActionAid staff and one Board member then visits the country to work with the country team to validate the review and decide what is relevant for the next strategy, as well as to fill any gaps in the review, and look specifically at the issue of the country's alignment to ActionAid International policies and contribution to international strategy. Following the reviews, the countries then proceed to develop their new country strategy papers, on the basis of the review findings.

In 2010, the following countries underwent such reviews:

- Kenya – Peer and External Review
- Malawi – Peer and External Review
- Brazil – External Review (latter half 2009) and Peer Review March 2010
- India – Peer and External Review
- Italy – Peer and External Review
- UK – External Review December 2010, and Peer Review April 2011
- Sweden – External Review (latter half 2010) and Peer Review February 2011

In relation to how these reviews led to a change in the programme, the following examples from 2010 can be highlighted.

Brazil External & Peer Review 2010 The external review showed that there is a “large amount of evidence that this performance had extremely positive impacts”, taking advantage of the potential of the policy environment. The Women's Rights Programme “had a major impact on all the partners” with the resistance evidenced in the mid-term review being overcome by 2010. This has led to women's rights being an integrated part of ActionAid Brazil's programmes. Following the review process, ActionAid Brazil developed a new country strategy paying much more attention to Brazil's role internationally, to becoming a campaigning organisation and to restructuring internal programme support to enable better and more effective programming. The review also found that ActionAid Brazil has a diverse range of partners, which are carefully selected. However, through consultation with the partners, the review found a need for a clearer exit policy and strategy, which will further be developed. The partners place value in ActionAid Brazil's values and politics, but they also find that there is a need to invest more in the partnership relationships, which will also be looked at in the future.

Bangladesh External Review & Peer Review 2010 The external and peer reviews highlighted the need to look at the partnership approach in Bangladesh and how many partners are chosen. It also questioned whether one can really meet immediate needs and do rights awareness work simultaneously. It was recommended that the good women's rights work being carried out be further strengthened by making all programmes undertake gender analysis, and by using existing women's rights tools. This was taken on board, which can be seen in the new strategy which clearly focuses on feminist analysis for inclusion of women's perspective in the strategic thinking, objectives and programmatic interventions of ActionAid Bangladesh. It focuses on building women's agency through leadership development processes, promoting reproductive rights as an agenda of body politics and addressing women's strategic interests – such as sexual harassment, domestic and acid violence, rape, dowry, early marriage, trafficking of women and girls, and the sex-trade – that reconstitute the power and control over women's bodies. It also focuses on women's rights to property, equal wages and recognition of women as farmers. It strives to mainstream women's rights in all processes and steps, including intervention, design, implementation, management and evaluation.

Italy External Review & Peer Review 2010 The reviews in Italy highlighted a number of organisational issues related to fundraising, retention of child sponsors, work overload and management structures, brand image and engaging with local authorities. Following the review, ActionAid Italy has drawn on the results and recommendations from the review and taken action to address perceived problem areas. This is all captured in the new Country Strategy (2012-2017) and includes a restructuring in the organisation, redefinition of roles and responsibilities, capacity building internally, and a new brand awareness strategy being developed. Additionally, in general, the quality of the reviews was questioned – and this has led to further work being done to improve (particularly external) reviews in ActionAid International in general. This work is taken forward by the International Secretariat in the Impact Assessment and Shared Learning unit. There is a clear move to provide better guidelines and tools for how to ensure better and higher quality reviews. One specific discussion has taken place regarding the need for both external and a peer review or whether these two should be combined. The results of this discussion will follow after analysis of the relevance and effectiveness of the reviews has taken place in 2011.

Malawi External Review 2010 ActionAid Malawi underwent a review in 2010, which is now informing the development of the new Country Strategy Paper (CSP). At the time of finalising this report, the CSP was not complete and therefore final conclusions as to how the review findings have informed the new strategy remain to be seen. However, some of the key issues to emerge from the review are: the partners are still weak, and more needs to be invested in building the capacity of our partners and in the selection process; linkages on policy work from local, national and international needs to be addressed in the next strategy; we will also build on strengths registered in policy and advocacy, the rights based approach, and campaigns. A restructuring of the organisation is also likely following some critical issues being raised in the review in relation to financial control, management, leadership and reporting arrangements.

India External & Peer Review 2010 Following the review process in 2010, ActionAid India has developed a new Country Strategy Paper which has further evolved its theory of change and taken the Rights Based Approach beyond a legal dimension, partly based on CSP external/peer reviews and partly based on extensive contextual analysis. It also sets out ActionAid India's commitment to connect its work with regional and international advocacy and campaigns, in line with the review finding which highlights a need to consider India's role as a regional/international powerhouse.

UK Reviews 2010 Starting at the end of 2010, ActionAid UK undertook three key organisational reviews to gain an understanding of progress made and lessons learnt from the strategic period of *Rights to End Poverty* (2005-2010). The three reviews were guided by ALPS and included a Strategy Review, Peer Review and Governance Review. These reviews have been used extensively to guide the strategy development process, as they provided a strategic analysis of issues that needed to be addressed. Emerging topics, such as impact and accountability, identity, supporter engagement and alignment with ActionAid International, gave us an insight into the areas on which the organisation needed to focus if it was to deliver on its

mission effectively and efficiently. These topics have been explored in more depth with ActionAid UK staff via workshops and the staff conference, and the resulting information and feedback has informed the content of the new ActionAid UK strategy currently being drafted.

5.4 Indicator: Programme effectiveness: NGO4: Measures to integrate gender and diversity into programme design and implementation, and the monitoring, evaluation, and learning cycle

The international strategy, *Rights to end poverty*, requires us to place women and girls at the heart of all our work. As such, women and girls are the focus of ActionAid International's goals of poverty eradication and are one of the strategic priorities of the international strategy. Women's rights is one of six themes of ActionAid International, which each country and affiliate programme must work with. One of the goals of the organisation is that "women and girls will gain power to secure their rights". Additionally, ActionAid International lives by the following values related to gender and diversity: 1) mutual respect (requiring us to recognise the innate worth of all people and the value of diversity); and 2) equity and justice (requiring us to work to ensure equal opportunity to everyone irrespective of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability, location and religion).

In 2010, our overall greatest achievements in respect of women's rights included the support to women smallholder farmers by securing funding for two multi-country programmes, to help thousands of women secure land. Our work on violence against women and girls at both the policy and the practical level, included the Head of the Women's Rights Theme being invited as a guest speaker at the International AIDS Conference, where all key stakeholders in the AIDS response come together. The presentation focussed on the intersection of Violence against women and HIV.

During 2010, the theme also focussed on developing two new areas of work – one relating to unpaid care work and the other to sexual autonomy and bodily integrity. These two areas of work were taken forward as important issues to be further developed in the new international strategy.

In 2006, ActionAid International added a new financial form called the 'Women's Rights Work Table' to the standard set of financial forms that all county offices are required to submit each year with their plans and reports. The purpose of this table is to allow us to plan and track what proportion of our programme is advancing women's rights, and at what level. The form allows us to do what is known as a 'gender budget analysis'. Gender budget analysis – or gender-responsive budget analysis to give it the full term used internationally – analyses the ways in which institutional budgets differentially impact women and men, girls and boys, as well as different sub-groups of women and men, girls and boys, such as rich and poor, rural and urban, and black and white. The reason for undertaking this analysis is to bring about change. Thus if the analysis finds that the budget is not doing enough to change gender-unequal relations between women and men, girls and boys, then these budgets and the activities that they fund must be changed.

ActionAid's chosen approach to gender budget analysis requires each office to complete a single table that scores all projects or activities for their contribution to women's rights. Once this is done, each project or activity can be 'weighted' by the related expenditure to get the total expenditure for each of the scores. The requirement that all projects and activities are scored reflects ActionAid's 'mainstreaming plus' approach in which all themes are expected to make efforts to promote women's rights. The gender budget analysis thus does not take the simple route of analysing and 'counting' only those projects and activities that explicitly and directly focus on women's rights.

In 2010 we saw a slight drop in scores since 2009. This we suspect likely reflects a more thorough assessment rather than an actual reduction in our mainstreamed women's rights work. The following are the aggregated scores for all programmes reported on.

GBA score	2009	2010
3: Women's rights is a priority in the programme	25%	18%
2: Programme enables women's rights	48%	47%
1: Women participate, but no further focus on women's rights in the programme	19%	27%
0: Women's rights not addressed in the programme	7%	7%

5.5 Indicator: Programme Effectiveness: NGO5: Process to formulate, communicate, implement, and change advocacy positions and public awareness campaigns

ActionAid's broad policy directions, objectives and positions are identified through its five year global strategy which is approved by its governance structures (International Board and General Assembly). Following global strategy approval, the International Board receives proposals from management about the multi-country campaigns that may be required to achieve the agreed change objectives of the strategy. Once these proposals are approved, specific campaign plans are formulated, approved, monitored, evaluated and revised according to the procedures laid down in ALPS. This includes regular (12-monthly) participatory review and reflection processes by all countries and units participating in the campaign.

An external evaluation of ActionAid's two major campaigns during the current strategy period (2005-2011) was carried out in 2010 and is informing the development of campaigns for the next strategy period (2012-2017). Within the parameters laid down by the global strategy, more specific advocacy positions are formulated according to a well-defined process involving consultation of all members of the ActionAid International federation and their partners with sign-off by the Head(s) and Director(s) responsible for the sector in question. Such positions are reviewed and modified during the biennial conference of programme and policy heads from all member countries, or more frequently when external circumstances demand.

5.6 Indicator: Programme Effectiveness: NGO6: Processes to take into account and coordinate with the activities of other actors. How do you ensure that your organisation is not duplicating efforts?

ActionAid International's work is generally characterised by having a strong focus on an appraisal period prior to making a decision on when, how and what to intervene with in a new area of work. During this appraisal period, other actors are identified and their activities and areas of operation are analysed in order to find possible overlapping areas, synergies and areas for possible coordination and cooperation. A few examples are given here, including the Democratic Republic of Congo national appraisal, the Pakistan emergency appraisal, our engagement with allies and stakeholders in a European campaign, and appraisals in India.

During 2010, ActionAid International undertook an appraisal of the programme in the Democratic Republic of Congo. The appraisal team visited and interviewed INGOs, NGOs, government institutions and other stakeholders on what the particular added values of ActionAid International could and should be. All peers were invited to a workshop, sharing the findings and asking for further input to orientate ActionAid International work. Feedback given was that there is a particular role for ActionAid International to play on violence against women and on land rights, and less need for ActionAid International to focus on natural resources/forestry, as there are many actors working on that already. This information was taken into consideration when further developing the programme for the Democratic Republic of Congo.

During emergencies and humanitarian interventions the appraisal period is obviously much shorter in order to be able to assist in meeting the immediate needs of the people affected by humanitarian disasters. Pakistan is an example. ActionAid International coordinated with all parties, including government stakeholders, both at national and local levels. Engagement with UN clusters was given priority to ensure clear coordination with other agencies. Our staff and partners also attended cluster meetings at the local level. Regional UNOCHA offices were contacted and regular meetings with them were held. Information

reference meeting dates were received regularly from the clusters through networks, and ActionAid staff planned attendance accordingly. An ActionAid Pakistan staff member deployed to the affected area coordinated with the local authorities of Kashmore district of Sindh province for rapid assessment to identify new partners. All local authorities were informed of ActionAid activities in advance of any operations taking place.

ActionAid's campaigning and policy efforts are strongly focused on working with others in order to support pre-existing campaigns and to strengthen organisations and social movements at international through to national level. Two examples follow depicting how this work is carried out.

In Europe, as part of ActionAid's wider biofuels campaign, ActionAid has joined a coalition of primarily environmental NGOs working on the issue of biofuels, and to ensure that the EU's biofuels policies do not have harmful effects on development and climate. The coalition includes NGOs such as Greenpeace and Friends of the Earth Europe. ActionAid's added value to the coalition is that we bring a development perspective to NGO messages on biofuels in Europe and we build up links from our community work to demonstrate biofuels impacts to the EU, while also campaigning within developing countries. In so doing, ActionAid has demonstrated the harmful impact of EU biofuels policies on land and food rights. For instance, in 2010, ActionAid demonstrated the harmful effects of biofuels production in the Dakatcha region of Kenya, when we discovered that 50,000 hectares of forest were set to be turned into a biofuels plantation. We mobilised supporters in Kenya to protect the forest and save 20,000 residents from being displaced, while also advocating for the EU to halt their role in this. In Tanzania, ActionAid put pressure on the government to take action against biofuel-inspired land grabs. Tanzanian authorities have since put a moratorium on future biofuels investment until a sustainable biofuels policy is in place.

In India, ActionAid has supported more landless and marginalised people with more than 1,000 women and men, along with over 20 civil society groups, representatives of social movements and various academics, undertaking a 130 kilometre march to demand action on the unfulfilled promise of government land reforms to help the landless in the state of Bihar. The march generated fervent energy in hundreds of villages along the route and culminated into a resounding mass public meeting in the state capital to make the voices of the poor heard. Consequently, the Land and Revenue Department of Bihar Government issued an order to dispose of all pending land grab cases. Furthermore, an order has been issued to give 0.03 acre of land to each landless Mahadalit family – or Rs 20,000 (GBP 273) per family – to support them with the purchase of land. So far, 45,000 people have been allocated homestead land, and a similar number of families have been able to claim the land they had been granted earlier but never received. Further 1,443 acres of agricultural land have been returned to 1,500 Dalit families.

5.7 Indicator: Economic: NGO7: Resource allocation

The processes in place to track the use of resources in ActionAid International are:

- The Resource Allocation Framework (RAF): a set of policies that determines how financial resources are allocated between units of ActionAid International and how the International Secretariat and the association's international work are funded.
- The Financial Management Framework: a set of policies that determine how finances are managed.
- Internal audit – an internal appraisal process that has, as part of its responsibilities, to determine whether resources have been applied for their intended purposes.
- External audit which reviews the validity and accuracy of the financial statements produced at the end of the year.
- ALPS offers guidelines and approaches to being accountable to various stakeholders in particular the poor and marginalised people with whom we work.

The standards used in ActionAid International are:

1. Internal audit works to the global standards of the Institute of Internal Auditors
2. External audits are undertaken in line with the International Standards of Auditing

3. The RAF is an internal regulatory document that guides the allocation of resources

5.8 Indicator: Economic: NGO8: Sources of funding

The main sources of funding for ActionAid International are:

- Voluntary income (comprising committed giving and other donations)
- Official income (mainly from Northern Governments)
- Investment income
- Profit from sale of fixed assets

The five largest official donors of ActionAid International in 2010 were:

Government of Denmark	€ 28m
Government of the UK	€ 12m
UN World Food Programme	€ 7m
European Union	€ 7m
Government of The Netherlands	€ 2.6m

The five countries with the largest contributions from individual donors in 2010 were:

Supporters from the United Kingdom	€ 44.3m
Supporters from Italy	€ 43m
Supporters from Greece	€ 10.6m
Supporters from Ireland	€ 2.4m
Supporters from Sweden	€ 2.1m

Overall Income 2010, € million

Voluntary Income	€ 147.8m
Official Income	€ 72.0m
Investment Income	€ 730,000
Other Income	€ 10.5m
Total	€ 231m

5.9 Indicator: Economic: EC7: Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation

ActionAid International operates through its national offices worldwide and through the International Secretariat offices. In the national offices, the majority of staff are local people – from bottom to top-level senior management. Of the 43 country offices, only 10 have an expatriate country director. Additionally, the local national Boards take part in hiring the country directors. The Board members are mostly nationals of the respective country.

ActionAid International has an unofficial policy of employing local people for local jobs. Therefore, there are not many international staff posted as expatriates around the world. In 2010, there were 47 members of staff on expatriate contracts. In the International Secretariat head office in Johannesburg, South Africa, there is an interest in having a diverse range of people employed. Thus, in 2010, of the three International Directors one was South African, one from the US and one from Nepal (later Canada). Of the five heads of units two were South African, one Nigerian, one Zimbabwean and one from the US.

Environment Performance Indicators

ActionAid's interest in measuring and managing our impact to the environment has been captured in our draft five year strategy as follows:

Recognising the negative environmental impact associated with the conduct of our work, we will promote a greener organisation by making informed choices where our work has an impact on the environment, setting targets to reduce our environmental impact and carbon footprint.

In 2010, ActionAid International initiated a more systematic process of collecting environmental performance data from across the federation. This process has started with an Environmental Measurement Pilot which collected data from 8 units of the federation. The goal was to sample operationally diverse units and therefore the Pilot included 4 net spending units (Bangladesh, The Gambia, South Africa and Uganda), 2 net contributing units (Australia and United Kingdom) and 2 of 6 International Secretariat Offices. We plan to continue to expand data collection in the coming years. The information shown in our responses below reflects the results of the pilot, and we acknowledge that this is only a partial view of the performance of the entire ActionAid federation.

We have reported on indicators which have relevance to the ActionAid International federation operations. Several core indicators do not have relevance to our operations including: EN 11, 21, 23 and 27.

Aspect: Materials

5.10 EN1 Materials used by weight or volume

Paper use across pilot units: 121.1 tonnes (see table below)

5.11 EN2 Percentage of materials used that are recycled input materials

Across pilot participants, 82% of paper use (99.6 tonnes) has some recycled content; however, this content varies. Quantities of each type and use are shown in the table below which breaks down use by participant and by recycled content. In addition, the 'office' rows show paper used for printer and copier paper in offices; similarly, the 'printed material' rows show paper used in the process of printing reports, marketing materials or anything else conducted through an external vendor.

Pilot Locations Use of Paper by Recycled Content and Use - in kilograms								
	Australia	Bangladesh	The Gambia	South Africa	Uganda	United Kingdom	Secretariat Joburg	Secretariat London
Office 0%	297	45	2,310	625	1,145	1,471	6,660	510
Office 5%		2,008						
Office 100%	248					2,763		958
Printed Material 0%	1,787	3,447		307		806	387	1,778
Printed Material 55%								646
Printed Material 60%	4,420							
Printed Material 75%						5,148		
Printed Material 80%						207		
Printed Material 100%	30					83,123		
Total	6,782	5,500	2,310	932	1,145	93,518	7,047	3,892

Aspect: Energy

5.12 EN3 Direct energy consumption by primary energy source

ActionAid Pilot Units Scope 1 Energy Consumption		
Unit	Aspect	Gigajoules
Australia	Petrol	42.7
Bangladesh	Diesel	335.9
	Petrol	606.8
	CNG (vehicle)	0.1
	Natural Gas	(Note 1)
Secretariat London	Natural Gas	293.9
South Africa	Petrol	141.7
The Gambia	Diesel	1562.6
	Petrol	59.4
Uganda	CNG	(Note 2)
	Diesel	2313.2
	Petrol (Gasoline)	81.6
United Kingdom	Natural Gas	720.2

Note 1: AA Bangladesh uses a small amount of unmetered natural gas for cooking

Note 2: AA Uganda uses a small amount of natural gas for cooking in 11 offices. Records are currently unavailable

5.13 EN4 Indirect energy consumption by primary source

ActionAid Pilot Units Scope 2 Energy Consumption	
Unit	Gigajoules
Australia	225.3
Bangladesh	690.8
Secretariat Johannesburg	636.3
Secretariat London	392.5
South Africa	214.0
The Gambia	276.6
Uganda	166.4
UK	1164.2

Aspect: Emissions, Effluents, and Waste

5.14 EN16 Total direct and indirect greenhouse gas emissions by weight

All direct (scope 1) emissions were calculated using the Greenhouse Gas Protocol calculators. Indirect emissions (scope 2) were calculated using national average conversion factors for each country. These came from the following sources:

- Australia, Bangladesh, South Africa and United Kingdom – International Energy Agency (2010), CO₂ Emissions from Fuel Combustion, Available from: http://iea.org/publications/free_new_Desc.asp?PUBS_ID=2143 Accessed November 2010.
- The Gambia and Uganda – Carbon Monitoring for Action (2010), CO₂ Emissions per Region, Available from: <http://carma.org/region> Accessed November 2010

Carbon emissions calculations are based on site specific data excepted as noted below.

- ActionAid International shares a facility with ActionAid UK in London. Separate utility data for ActionAid International and ActionAid UK is not available. Emissions in the table below were based on site-specific data for the London office, but were apportioned based on the number of staff working for each organisation within the office.
- Fugitive emissions from cooling were calculated where coolant was replaced into a central unit in the given year.
- Fugitive emissions from Johannesburg Secretariat were estimated based on service records for air conditioning units for the entire office building.
- ActionAid Bangladesh uses unmetered natural gas for cooking.
- ActionAid Uganda uses LPG/CNG for cooking in 11 offices. Quantity records are currently unavailable.

ActionAid Pilot Units, Direct and Indirect (Scope 1 and 2) Emissions				
Unit	Emission Type	Aspect	Type	MT eCO2
Australia	Direct	Coolant	Fugitive	15.5
	Direct	Vehicle Fuel	Combustion	3.5
	Indirect	Purchased Electricity	Purchased	55.3
			Total	74.3
Bangladesh	Direct	Cooking Fuel	Combustion	Unknown
	Direct	Generation of Electricity	Combustion	34.7
	Direct	Vehicle Fuel	Combustion	54.2
	Indirect	Purchased Electricity	Purchased	110.1
		Total	199.0	
Secretariat Johannesburg	Direct	Coolant	Fugitive	4.3
	Indirect	Purchased Electricity	Purchased	147.6
			Total	151.9
Secretariat London	Direct	Natural Gas	Combustion	16.5
	Indirect	Purchased Electricity	Purchased	53.1
			Total	69.6
South Africa	Direct	Vehicle Fuel	Combustion	11.7
	Indirect	Purchased Electricity	Purchased	49.6
			Total	61.3
The Gambia	Direct	Diesel	Combustion	124.7
	Direct	Generation of Electricity	Combustion	17.9
	Indirect	Purchased Electricity	Purchased	38.6
			Total	181.2
Uganda	Direct	Cooking Fuel	Combustion	Unknown
	Direct	Generation of Electricity	Purchased	28.6
	Direct	Vehicle Fuel	Combustion	187.6
	Indirect	Purchased Electricity	Purchased	0.4
			Total	216.6
United Kingdom	Direct	Coolant	Fugitive	5.2
	Direct	Hot Water Heating	Combustion	0.5
	Direct	Heat	Combustion	40.0
	Indirect	Purchased Electricity	Purchased	157.5
			Total	203.2
		Pilot Scope 1 and 2 emissions total	1,157.1	

5.15 EN17 Other relevant indirect greenhouse gas emissions by weight

In addition to the scope 1 and 2 emissions reported above, the ActionAid pilot project collected data, and calculated emissions for paper use (both office, e.g. printer/copier paper, and printed material, e.g. reports, direct marketing, magazines etc.); and for air travel paid for by ActionAid.

Emissions from paper were estimated using the Environmental Paper Network Paper Calculator – www.papercalculator.org

Emissions from air travel were calculated following the UK Department for Environment, Food and Rural Affairs methodology; however, a radiative forcing factor of 2.0 was applied to all results per the recommendations of the Stockholm Environment Institute. Please see: *Carbon Offsetting & Air Travel Part 2: Non-CO₂ Emissions Calculations*. Anja Kollmuss and Allison Myers Crimmins. Stockholm Environment Institute. June 2009.

Carbon emissions calculations are based on site-specific data excepted in the case of London, where the secretariat and country team share an office. Office paper use data for ActionAid International is not kept separately from ActionAid UK. The paper emissions below were based on site-specific data for the London office, but were apportioned based on the number of staff working for each organisation within the office.

ActionAid Pilot Units, Indirect (Scope3) Emissions		
Unit	Aspect	MT eCO2
Australia	Office Paper	1.3
	Printed Paper	15.3
	Air Travel	470.8
	Total	487.4
Bangladesh	Office Paper	5.9
	Printed Paper	10.1
	Air Travel	110.7
	Total	126.7
Secretariat Johannesburg	Office paper	19.8
	Printed Paper	0.2
	Air Travel	587.6
	Total	607.6
Secretariat London	Office paper	3.1
	Printed Paper	6.9
	Air Travel	1,252.9
	Total	1,262.9
South Africa	Office Paper	1.9
	Printed Paper	0.9
	Air Travel	105.4
	Total	108.2
The Gambia	Office Paper	6.8
	Air Travel	109.8
	Total	116.6
Uganda	Office Paper	3.4
	Air Travel	60.1
	Total	63.5
United Kingdom	Office Paper	9.1
	Printed Paper	154.2
	Air Travel	471.8
	Total	635.1
Pilot scope 3 emissions total		3,408.0

5.16 EN 18 Initiatives to reduce greenhouse gas emissions and reductions achieved

Given that environmental performance assessment and reporting are new to the sector and ActionAid, we do not currently systematically collect information on mitigation measures; nor do we have comprehensive performance data yet. The pilot programme to measure our current carbon emissions and environmental performance is our first initiative to mitigate the impact of our activities.

As ActionAid continues to work toward understanding our current impact, we are developing a number of measures to reduce emissions from transportation and offices. These will be delivered in the coming year, and reductions should be realised in 2012.

5.17 EN19 Emissions of ozone-depleting substances by weight

The offices that house the International Secretariat in Johannesburg emitted 2.5 kg of HCFC-22/R22 – Chlorodifluoromethane from cooling equipment. R22 has a low chlorine content and ozone depletion potential, ODP = 0.05.

This emission was estimated based on recharge to a system serving the entire office building of which ActionAid International only occupies a portion.

We do not expect to report on this indicator in the future as it is not significant to the ActionAid International federation work.

Aspect: Compliance

5.18 EN28 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations

ActionAid International has not received any fines for non-compliance with environmental laws and regulations.

5.19 Indicator: Labour: LA1: Total workforce, including volunteers, by employment type, employment contract, and region

Region	Female	Male	Total
Africa EASA [East and Southern Africa]	266	403	669
Africa WACA [West and Central Africa]	158	275	433
Asia	347	593	940
Americas	56	31	87
Europe	368	169	537
International Secretariat	114	84	198
Total	1,309	1,555	2,864

The headcount is currently reported on by gender and region. Currently ActionAid International does not report by type of work, such as full- or part-time, or volunteers, but rather on the number of staff working within specific countries and regions. We are currently investigating providing disaggregation by further staff categories and will start requesting this categorisation from countries in 2011. There were 47 staff members on expatriate contracts in 2010.

5.20 Indicator: Labour: LA10: Average hours of training per year per employee by employee category

Currently we are not able to report on the number of training hours per staff member. Our global human resource standards provide for each staff member to spend at least five days on capacity development per year, but this is not reported on.

5.21 Indicator: Labour: LA12: LA12 Percentage of employees receiving regular performance and career development reviews

In 2010, 36 countries reported back to the ActionAid International Secretariat in relation to performance reviews, covering 1,990 of 2,864 total staff. The remaining are outstanding at the time of this report. The percentage of staff completing a performance review is approximately 77% out of the 1,990 submissions, which amounts to 53% of the total ActionAid International staff globally.

5.22 LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity

The ActionAid International Board consists of 4 men and 5 women (one of which is the Secretary to the Board, the Chief Executive). Presently, we do not have accurate information on the breakdown of the national board members and general assembly members. We are trying to improve this data collection and hope to report on this for 2011 for all of our national boards. According to ActionAid International's criteria for selection of assembly members, the following criteria appeal to diversity and representation of the poor people with whom we work:

- "The General Assembly should take at least 50% of their members from groups, communities and movements of poor and excluded people
- At any given time, 50% of the members of the General Assembly should ideally be women
- The General Assembly's composition should also reflect locally significant social and regional diversity as far as possible."

Our current data available shows that overall in our members, 48% of national Board members are female and 52% of General Assembly members are female. The following table provides data available at the time of submitting this report for each of the Affiliate and Associate members. Blanks indicate data not currently provided. Country Programmes do not have Boards or General Assemblies.

	Name	General Assembly		National Board		%
		Male	Female	Male	Female	% of females on boards
1	Australia	15	12	5	3	38%
2	Bangladesh			5	6	55%
3	Brazil	8	10	3	4	57%
4	Denmark			5	7	58%
5	France			3	3	50%
6	Ghana					
7	Guatemala	3	6	3	4	57%
8	Greece	12	12	3	4	57%
9	India	14	16	5	6	55%
10	Ireland			4	2	33%
11	Italy					
12	Kenya					
13	Malawi	10	10	6	5	45%
14	Nepal			5	4	44%
15	Niza					
16	Nigeria					
17	Sierra Leone	13	16	5	7	58%
18	Sweden					
19	Tanzania					
20	Thailand			7	4	36%
21	Gambia					

22	Uganda			11	4	27%
23	Uk			5	5	50%
24	USA			4	6	60%
	TOTAL	75	82	79	74	48%
		% of female in GA =52%				

5.23 Indicator: Society: SO1: nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting

ActionAid does not have ‘operations’ as such in most communities, as we work primarily through partners, and even where we are ‘operational’ our work consists mostly of social work (such as reflection meetings and training on rights). Thus it is the opening and closing of our programmes that has the major impact on communities. These processes have already been described previously – e.g. the appraisals undertaken in Democratic Republic of Congo and Myanmar, and the Board decision to suspend rather than continue operations in two other countries. These were all done in a slow, careful process with regular communication with stakeholders: we require an exit plan two years before leaving a community and increasingly put emphasis on a ‘solidarity’ phase following ‘exit’, in which we continue to provide support in cases of rights violations.

Please see ALPS for more information on these processes:
<http://www.actionaid.org/who-we-are/how-we-work/transparency>

A review of our ‘exit policy’ took place in 2010 and recommendations were made regarding the length of time we spend in communities. The General Assembly asked for further work to be done on this which is now underway, and the fruits of which should be shown in 2011 in a revised exit policy.

5.24 Indicator: Product Responsibility: PR6 Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship

ActionAid International does not have one international fundraising policy. We have a multitude of policies that relate to different issues (e.g. cross-border issues, corporate fundraising, etc) because laws/cultures vary hugely across our markets and policies need to be flexible enough to cover all our countries. Thus, the relevant policies serve as a minimum standard only.

Compliance with laws/standards relating to marketing and fundraising is the governance role of Senior Management Teams in each country, and the national Boards in each of the countries. The internal audit function checks on compliance to these when they do their audits every two years (with the support of the Fundraising unit).

For example, in The Netherlands, ActionAid International is a member of the VFI – Association of Fundraising Organisations. As well as compliance with our legal obligations, we aim to comply with the Codes of Conduct of the CBF – the Dutch Charity ‘watchdog’. We keep track of the number of complaints received and instances of non-compliance. Our annual report is scrutinised by the CBF and every three years a re-appraisal takes place of our accreditation by the CBF. ActionAid International is also subject to the Personal Data Protection Act in The Netherlands. In approaching our current and future supporters we need to abide with the privacy regulations of personal data.

In relation to cross-border issues, the following is stipulated in the Cross Border policy (which seeks to clarify the responsibilities of Funding Affiliates (FAs), Country Programmes (CPs), other ActionAid offices and International Fundraising, with regard to supporter relationship management. It defines the geographic boundaries and establishes the rules and guidelines for fundraising activities and the management of supporters within, outside, and across these geographic boundaries (including online fundraising)):

“Comply with all local, national and international legislation which may apply to fundraising activities and supporter management.”

For 2011, ActionAid International will strive to provide more detailed information in the accountability report on each fundraising country in relation to adherence and compliance to relevant laws and standards.

Annex 1 List of ActionAid offices globally

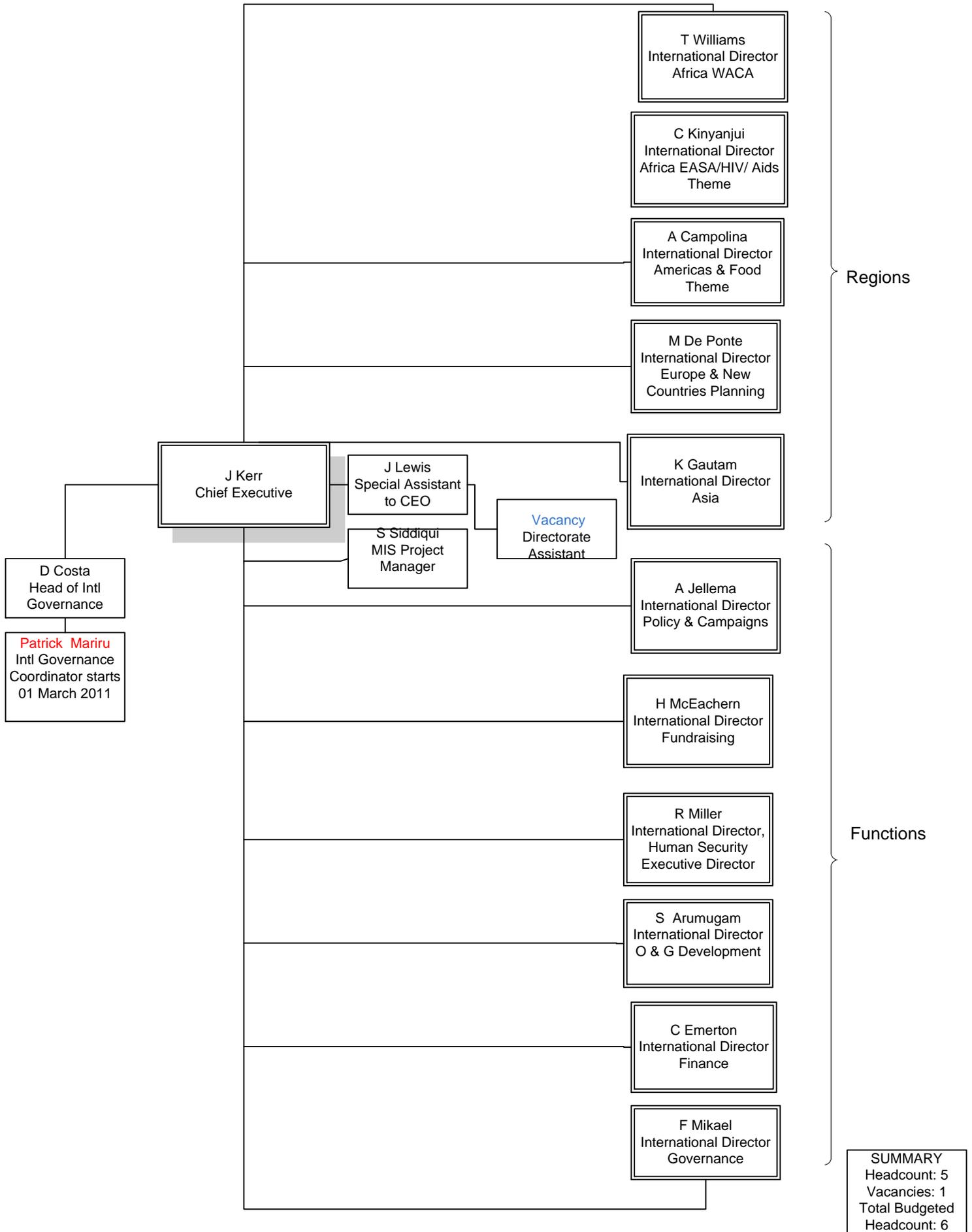
Region	Country	Location Type	Location Name
International	International Office	Head Office	Johannesburg
Asia Region	Asia Regional Office	Head Office	Bangkok, Thailand
	Myanmar	Head Office	Yangon, Myanmar
	Myanmar	Sub Office	Labutta, Myanmar
	Myanmar	Sub Office	Phyar Pone, Myanmar
	Myanmar	Sub Office	Meikhtilar, Myanmar
	Afghanistan	Head Office	Kabul, Afghanistan
	Afghanistan	Sub Office	Mazar, Afghanistan
	Afghanistan	Sub Office	Bamyan, Afghanistan
	Afghanistan	Sub Office	Shibargan, Afghanistan
	Australia	Head Office	Sydney
	Bangladesh	Head Office	Dhaka
	Bangladesh	Sub Office	Dhaka
	Cambodia	Head Office	Phnom Penh
	China	Head Office	Beijing
	China	DA/DI	DA2-Leishan
	China	DA/DI	DA3-Zhangjiachuan
	China	DA/DI	DA5-Longzhou
	China	DA/DI	DA6-Chongli
	China	DA/DI	DA7-Hengxian
	China	DA/DI	DA8-Ningming
	China	DA/DI	DA9-Yongshou
	China	DA/DI	DA10-Zhangbei
	China	DA/DI	DA11-Hanyin
	China	DA/DI	DA12-Jingxi
	China	DA/DI	DA13-Lveyang
	China	DA/DI	DA14-Ningqiang
	China	DA/DI	DA15-Tiandeng
	China	DA/DI	DA16-Zhijin
	China	DA/DI	DA17-Luodian
	China	DA/DI	DA18-Jiangkou
	India	Head Office	New Delhi
	India	Sub Office	Bangalore
	India	Sub Office	New Delhi
	India	Sub Office	Bhopal
	India	Sub Office	Bhubaneshwar
	India	Sub Office	Chennai
	India	Sub Office	Guwahati
	India	Sub Office	Secunderabad
	India	Sub Office	Jaipur
	India	Sub Office	Kolkata
	India	Sub Office	Lucknow
	India	Sub Office	Mumbai
	India	Sub Office	Patna
	India(FIELD OFFICE)	Sub Office	Ahmedabad Field Office
	India (FIELD OFFICE)	Sub Office	Srinagar Field Office
	Nepal	Head Office	Kathmandu
	Nepal	Sub Office	Biratnagar
	Nepal	Sub Office	Bharatpur
	Nepal	Sub Office	Nepalgunj
	Pakistan		Islamabad

	Pakistan		Lahore
	Pakistan		Karachi
	Pakistan		Abbottabad
	Thailand	Head Office	Bangkok, Thailand
	Vietnam	Head Office	Hanoi
	Vietnam	Sub Office	HCM City
	Vietnam	Sub Office	
Africa Region	Africa Regional Office	Head Office	Nairobi - Kenya
	Burundi	Head Office	Bujumbura
	Burundi	DA/DI	Rutana
	Burundi	DA/DI	Ruyigi
	Burundi	DA/DI	Karusi
	DRC	Head Office	Goma
	DRC	Sub Office	Bukavu
	DRC	Sub Office	Kinshasa
	DRC	Sub Office	Walikale
	Ethiopia	Head Office	Addis Ababa
	Ethiopia	Sub Office	Benishangul Region
	Ethiopia	DA/DI	Kamashi
	Ethiopia	Sub Office	Northern Region Coordination Office
	Ethiopia	DA/DI	Ofla
	Ethiopia	DA/DI	Janamora
	Ethiopia	Sub Office	Awassa
	Ethiopia	DA/DI	Azernet
	Ethiopia	DA/DI	Yem
	Ethiopia	DA/DI	Kemba
	Ethiopia	DA/DI	Gena Bossa
	Ethiopia	DA/DI	Kombolcha
	Ethiopia	DA/DI	Seru
	Ethiopia	DA/DI	Decha
	Ghana	Head Office	Accra
	Ghana	DA/DI	Kadjebi
	Ghana	DA/DI	Tamale
	Ghana	DA/DI	Tumu
	Ghana	DA/DI	Zebilla
	Ghana	DA/DI	Sunyani
	Guinea-Bissau	Head Office	
	Kenya	Head Office	Nairobi
	Kenya	Sub Office	Coast
	Kenya	Sub Office	West
	Kenya	Sub Office	North-East
	Kenya	DA/DI	Makima
	Kenya	DA/DI	Elangata Wuas
	Kenya	DA/DI	Narok
	Kenya	DA/DI	Kieni
	Kenya	DA/DI	Ijara
	Kenya	DA/DI	Tangulbei
	Kenya	DA/DI	Homa Hills
	Kenya	DA/DI	Kuria
	Kenya	DA/DI	Kongelai
	Kenya	DA/DI	Usigu
	Kenya	DA/DI	Cheptais
	Kenya	DA/DI	Khwisero
	Kenya	DA/DI	Bamburi
	Kenya	DA/DI	Malindi

	Kenya	DA/DI	Wenje
	Kenya	DA/DI	Marafa
	Liberia	Head Office	Monrovia
	Liberia	Sub Office	Lower Montserrado
	Liberia	DA/DI	Gbarpolu County
	Liberia	Sub Office	Grand Gedeh County
	Liberia	Sub Office	River Gee County
	Malawi	Head Office	Lilongwe
	Malawi	DA/DI	Dowa District
	Malawi	DA/DI	DA2-Mwanza District
	Malawi	DA/DI	DA13 Ntchisi District
	Malawi	DA/DI	DA16 Dedza District
	Malawi	DA/DI	DA10 Nsanje District
	Malawi	DA/DI	DA11 Mchinji District
	Malawi	DA/DI	DA12 Chiradzulu
	Malawi	DA/DI	DA14 Neno District
	Malawi	DA/DI	DA15 Rumphi District
	Malawi	DA/DI	DA3 Salima District
	Malawi	DA/DI	DA4-Kabunduli
	Malawi	DA/DI	DA5-Mzimba Nkhosolo
	Malawi	DA/DI	DA6-Nkhulambe, Phalombe District
	Malawi	DA/DI	DA7-CHATATA URBAN DA
	Malawi	DA/DI	DA8-Chitipa DISTRICT
	Malawi	DA/DI	DA9-Machinga
	Malawi	DA/DI	Regional Office-Blantyre
	Mozambique	Head Office	
	Mozambique	DA/DI	Erati
	Mozambique	DA/DI	Cabo Delgado
	Mozambique	DA/DI	Pebane
	Mozambique	DA/DI	Maganja da Costa
	Mozambique	DA/DI	Namarroi
	Mozambique	DA/DI	Manhiça
	Mozambique	DA/DI	Marracuene
	Nigeria	Head Office	Abuja
	Nigeria	Sub office	Lagos
	Rwanda	Head Office	Kigali
	Senegal	Head Office	Dakar
	Senegal	Sub Office	Kaolack
	Sierra Leone	Head Office	
	Sierra Leone	DA/DI	WADA
	Sierra Leone	DA/DI	Kambia
	Sierra Leone	DA/DI	Makeni
	Sierra Leone	DA/DI	BO
	Sierra Leone	DA/DI	Kono
	Sierra Leone	DA/DI	Tonkolili
	Sierra Leone	DA/DI	Moyamba
	Somaliland	Head Office	Hargeisa
	Tanzania	Head Office	DAR ES SALAAM
	Tanzania	DA/DI	ZANZIBAR
	Tanzania	DA/DI	BAGAMOYO
	Tanzania	DA/DI	SINGIDA
	Tanzania	DA/DI	DODOMA
	Tanzania	DA/DI	TANDAHIMBA
	Tanzania	DA/DI	KILWA

	Tanzania	DA/DI	MAFIA
	Tanzania	DA/DI	PEMBA
	Tanzania	DA/DI	NEWALA
	The Gambia	Head Office	The Gambia
	The Gambia	DA/DI	
	Uganda	Head Office	Kampala
	Uganda	DA/DI	Busiki
	Uganda	DA/DI	Nebbi
	Uganda	DA/DI	Masindi
	Uganda	DA/DI	Amuru
	Uganda	DA/DI	Pallisa DI
	Uganda	DA/DI	Kumi DI
	Uganda	DA/DI	Katakwi DI
	Uganda	DA/DI	Kapchorwa DI
	Uganda	DA/DI	Kalangala DI
	Zimbabwe	Head Office	Zimbabwe
	Zimbabwe	DA/DI	Zimbabwe
	Zimbabwe	DA/DI	Zimbabwe
Americas Region	Americas Regional Office	Head Office	Rio de Janeiro
	Brazil	Head Office	Rio de Janeiro
	Guatemala	Head Office	Guatemala
	Haiti/Dom Rep.	Head Office	
	USA	Head Office	
Europe Region	ActionAid International Europe Office (International secretariate)		Brussels
	UK	Head Office	London
	UK	Sub Office	Chard
	Greece	Head Office	Athens
	Ireland	Head Office	Dublin
	Italy	Head Office	Milan
	Italy	Secondary office	Rome
	NIZA	Head Office	Amsterdam
	PSO	Main Office	Paris
	Denmark	Head Office	Copenhagen
	Denmark	Sub activist office	Århus
	AADK - Tanzania	AADK Training Center for Development Cooperation	Arusha
	AADK - Tanzania	AADK Global Platform Tanzania	Dar es Salaam
	AADK- Kenya	AADK Global Platform Kenya	Nanuyki
	AADK - Jordan	AADK Mena regional Office, Amman	Amman
	AADK - Nicaragua	AADK Central America Regional Office	Managua
	AADK - Honduras	AADK country office	
	AADK - El Salvador	AADK country office	San Salvador
	AADK - El Salvador	AADK Global Platform El Salvador	Cuscatlán
	AADK - Guatemala	AADK country office	Ciudad de Guatemala
	AADK - Nepal	AADK Global Platform Nepal	Kathmandu

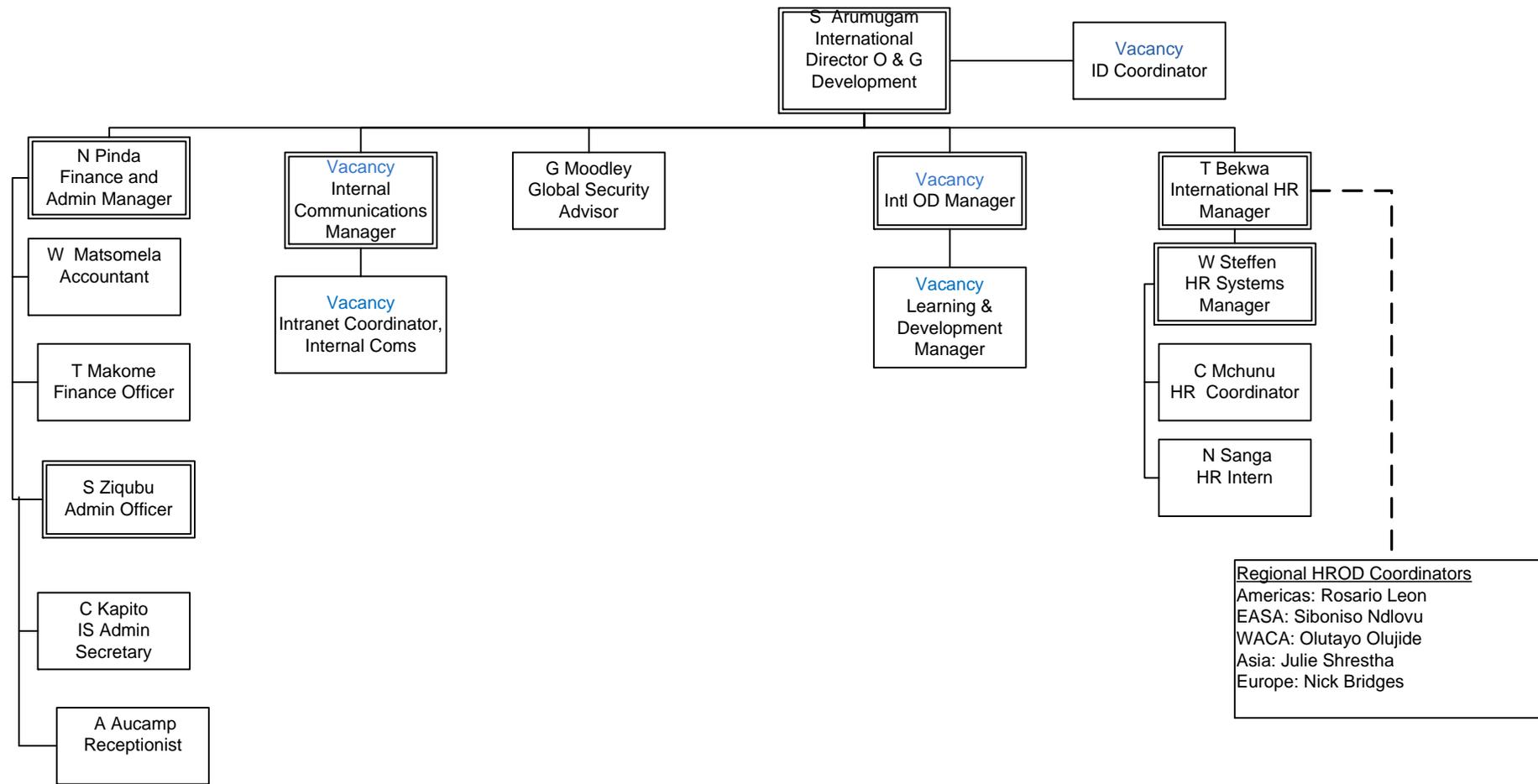
International Director: Directorate



NB: P Mariru still to start 01 March 2011

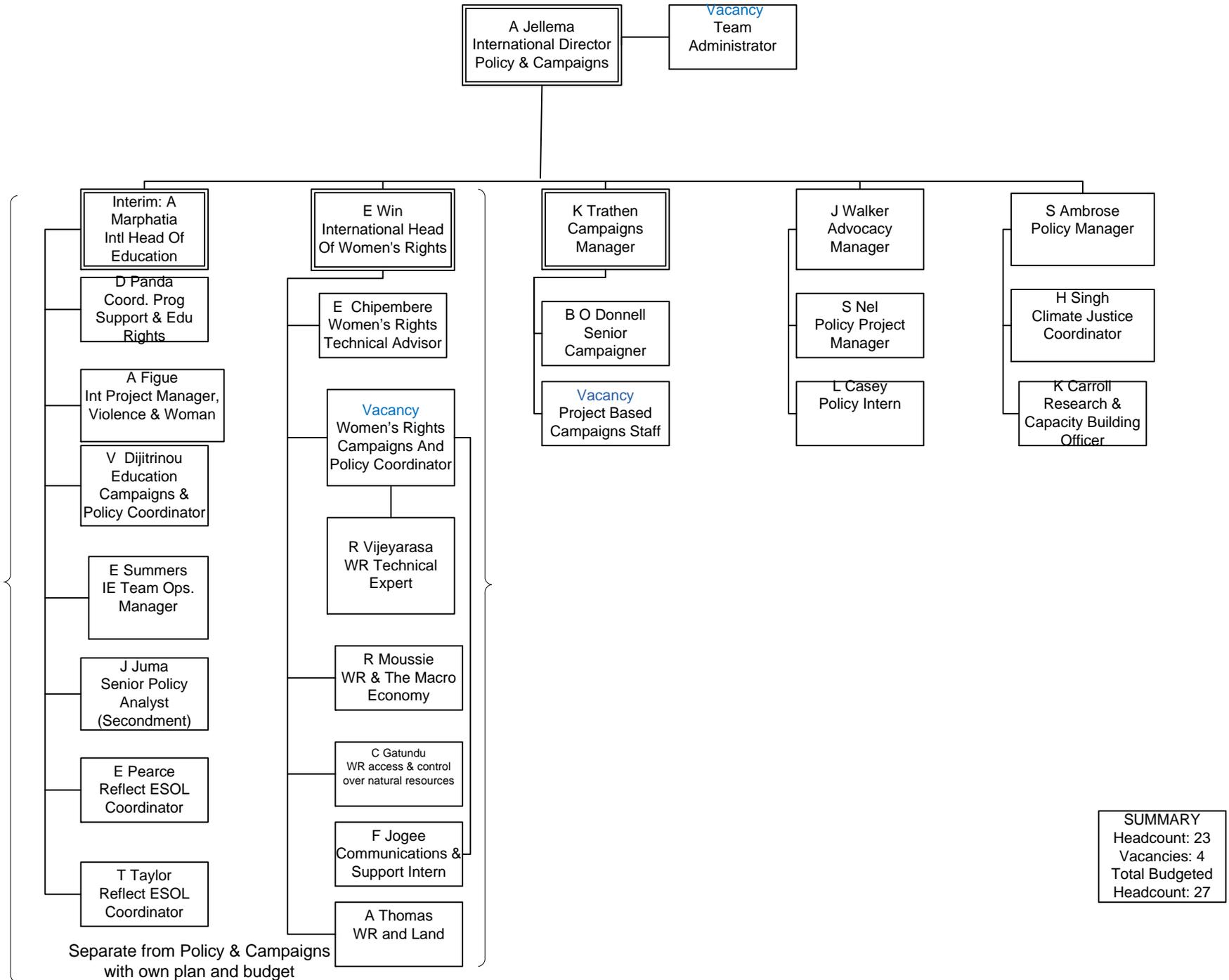
NB: ID's are counted in with their Regions/Functions

International Director: Organisation and Governance Development

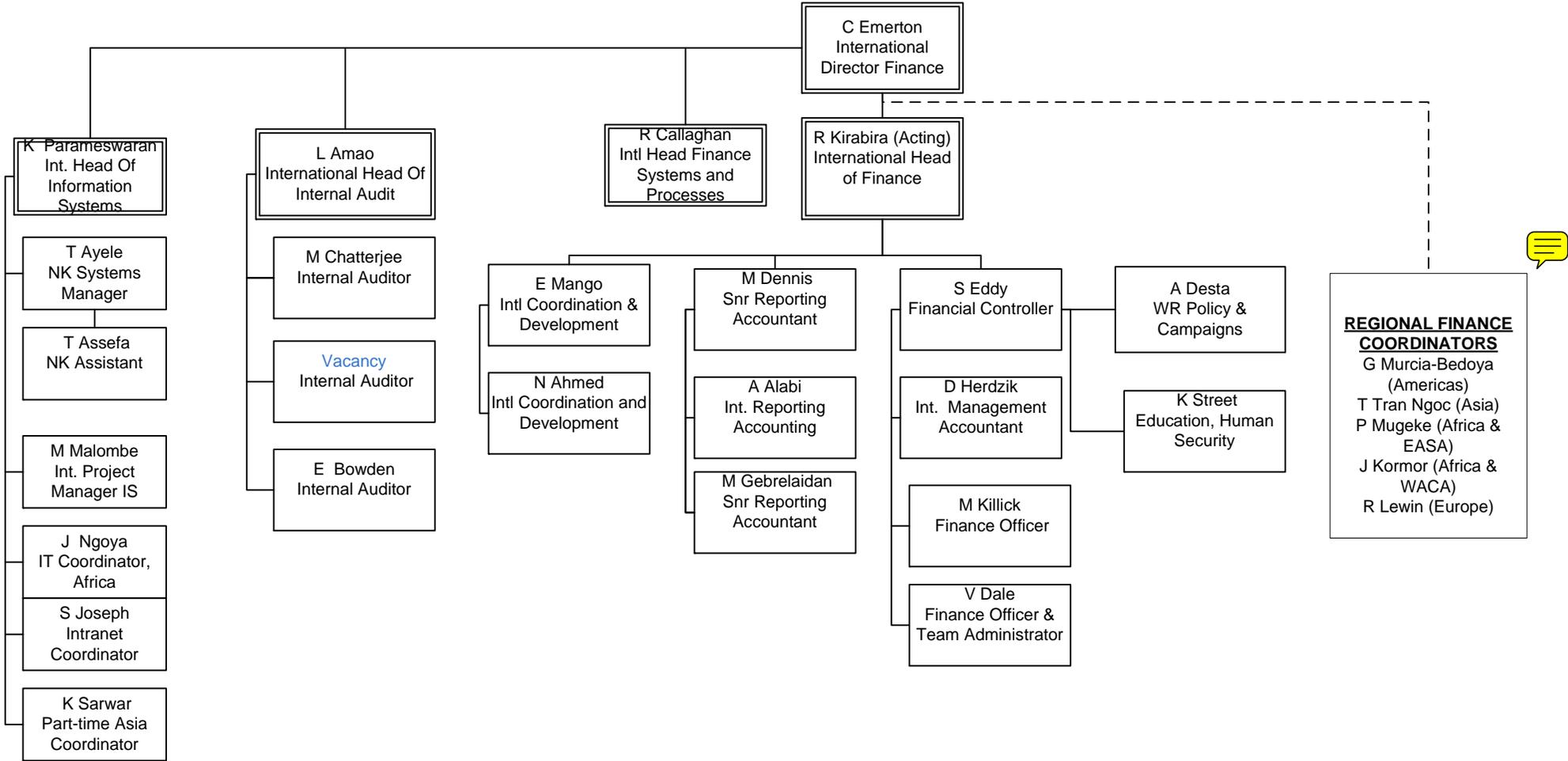


SUMMARY
 Headcount: 12
 Vacancies: 5
 Total Budgeted
 Headcount: 17

International Director: Policy & Campaigns

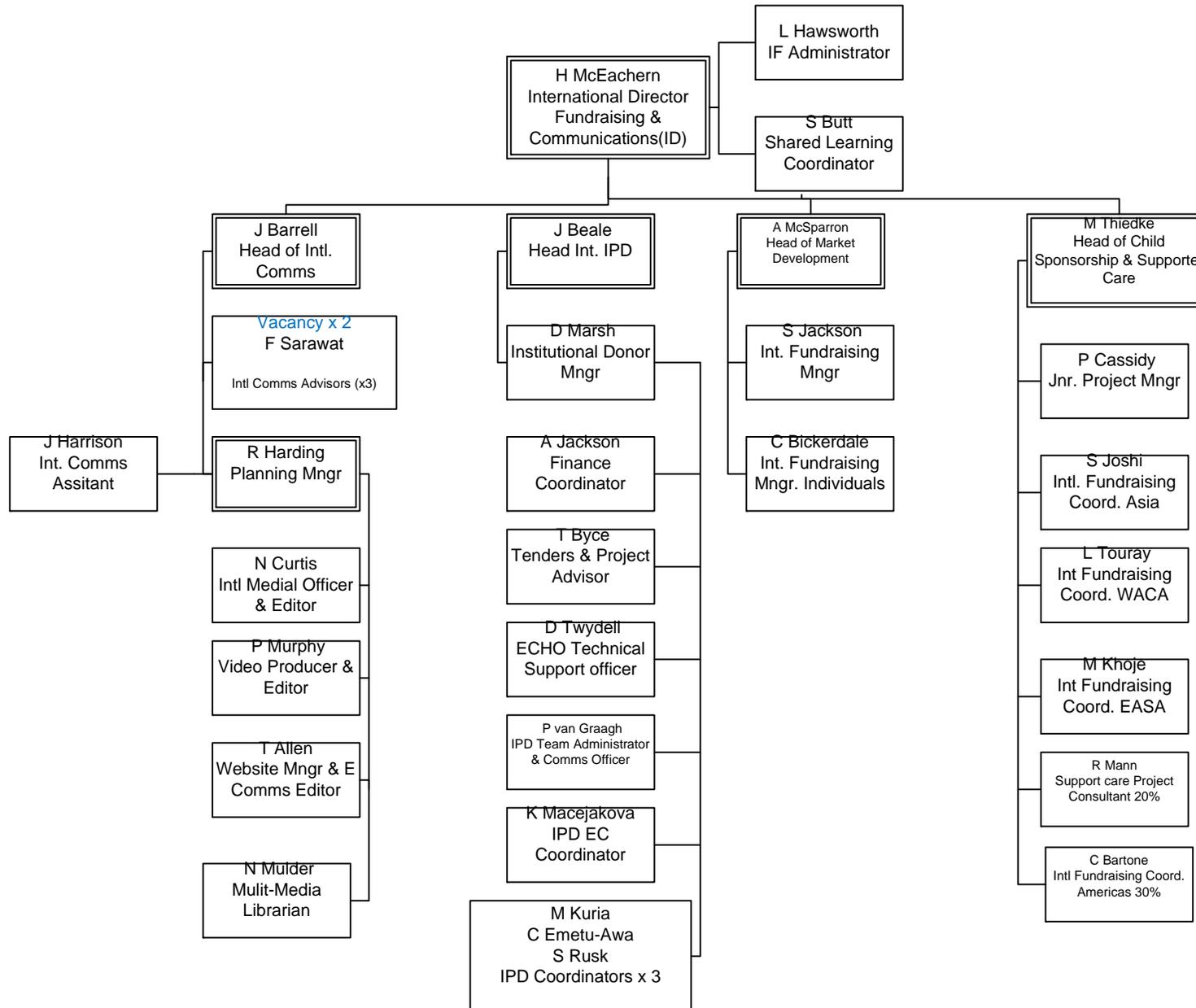


International Director: Finance



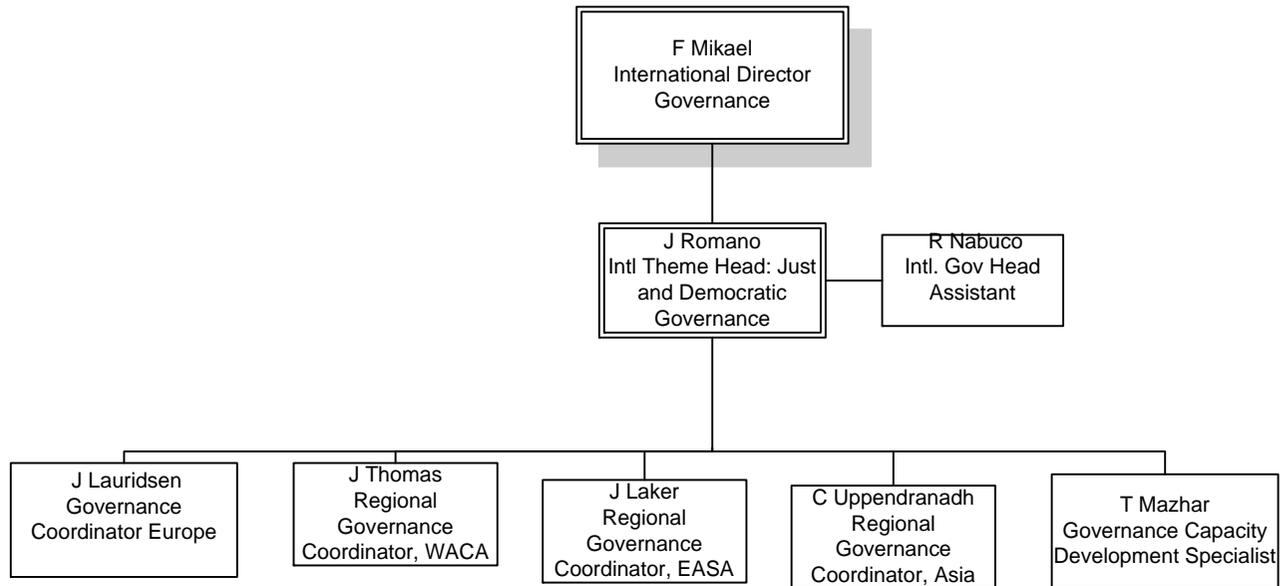
SUMMARY
 Headcount: 24
 Vacancies: 1
 Total Budgeted Headcount: 25

International Director: Communcations, Fundraising & IPD



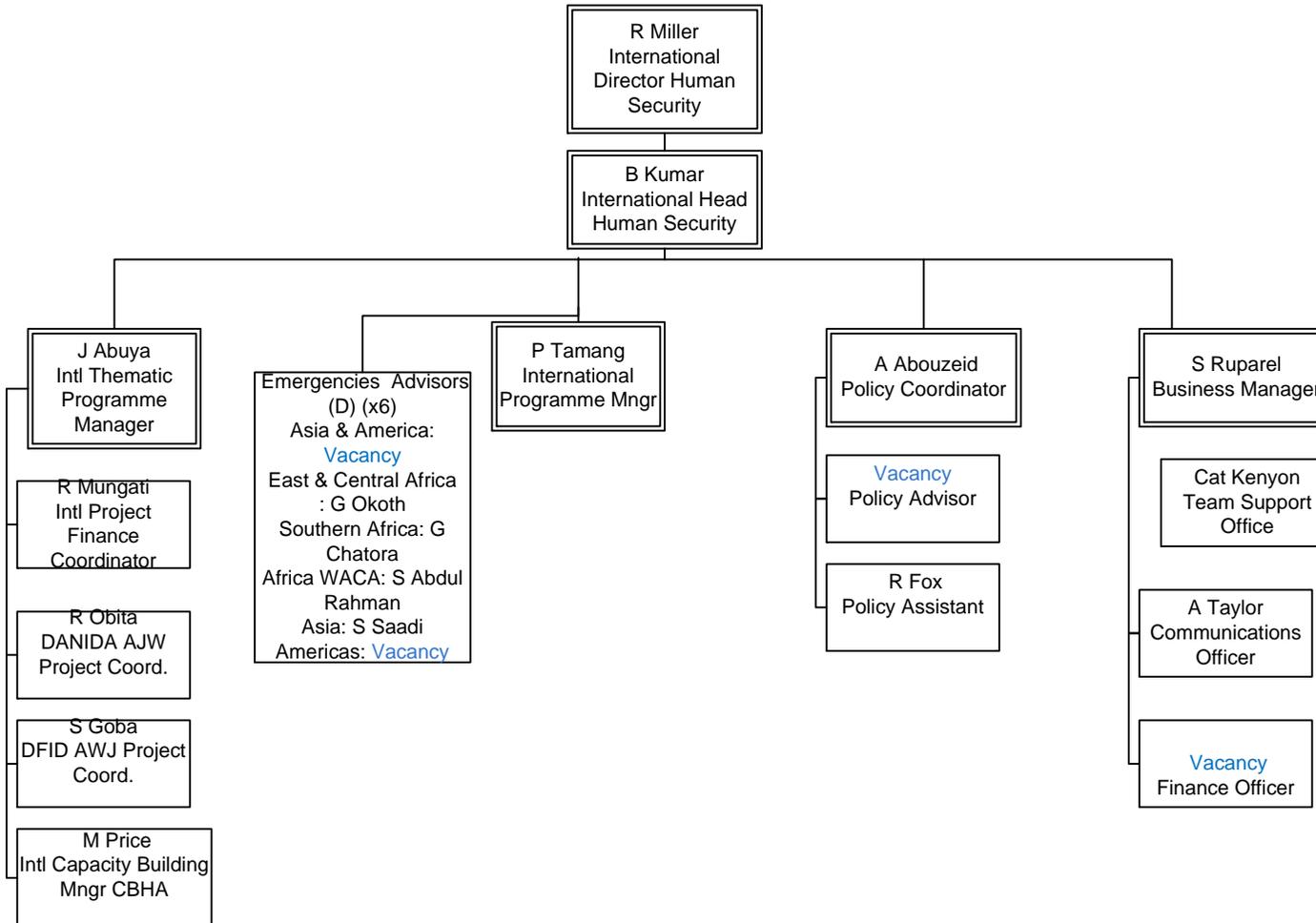
SUMMARY
 Headcount: 29
 Vacancies: 2
 Total Budgeted
 Headcount: 31

International Director: Governance



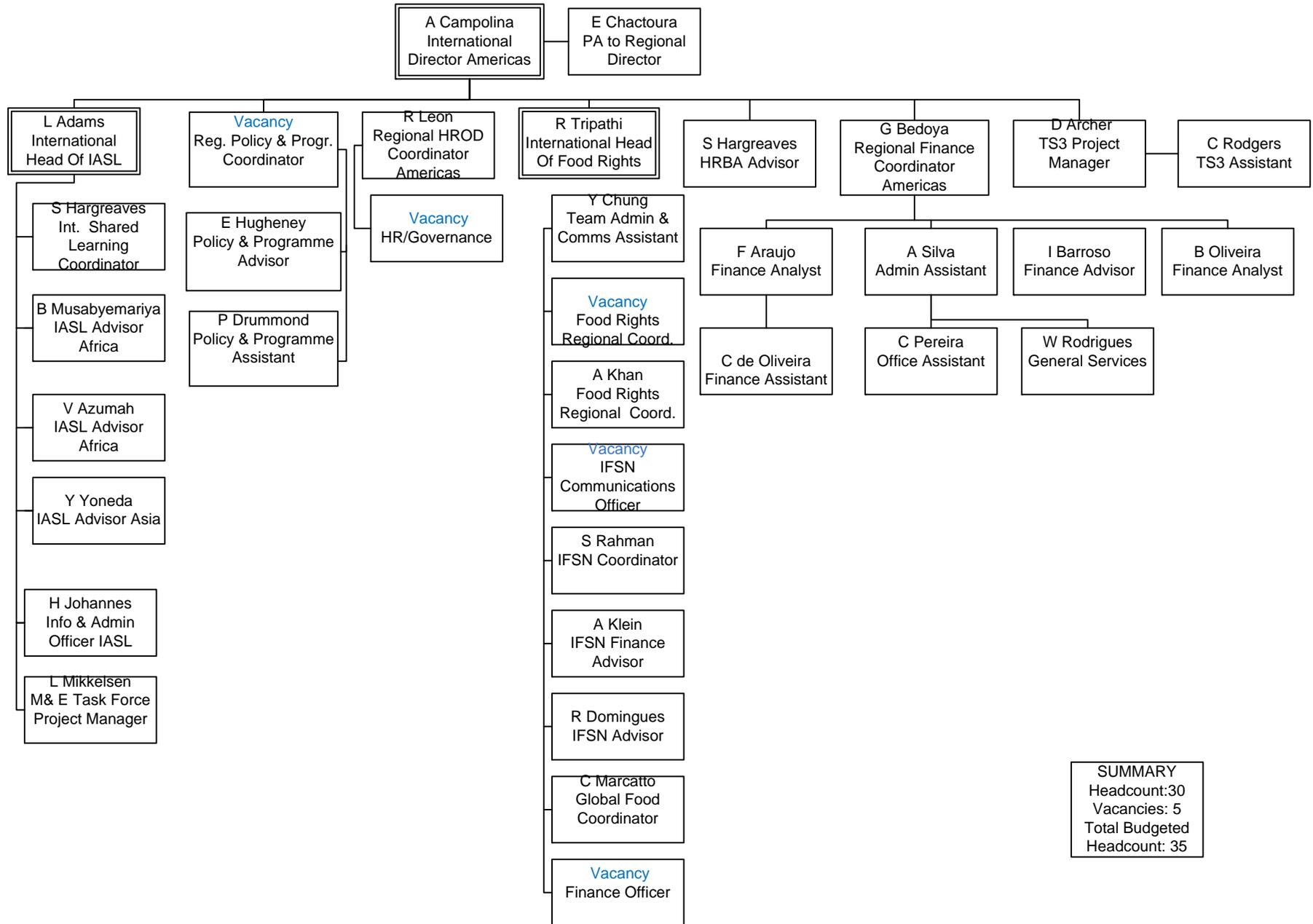
SUMMARY
Headcount: 8
Vacancies:0
Total Budgeted Headcount:
8

International Director: Human Security



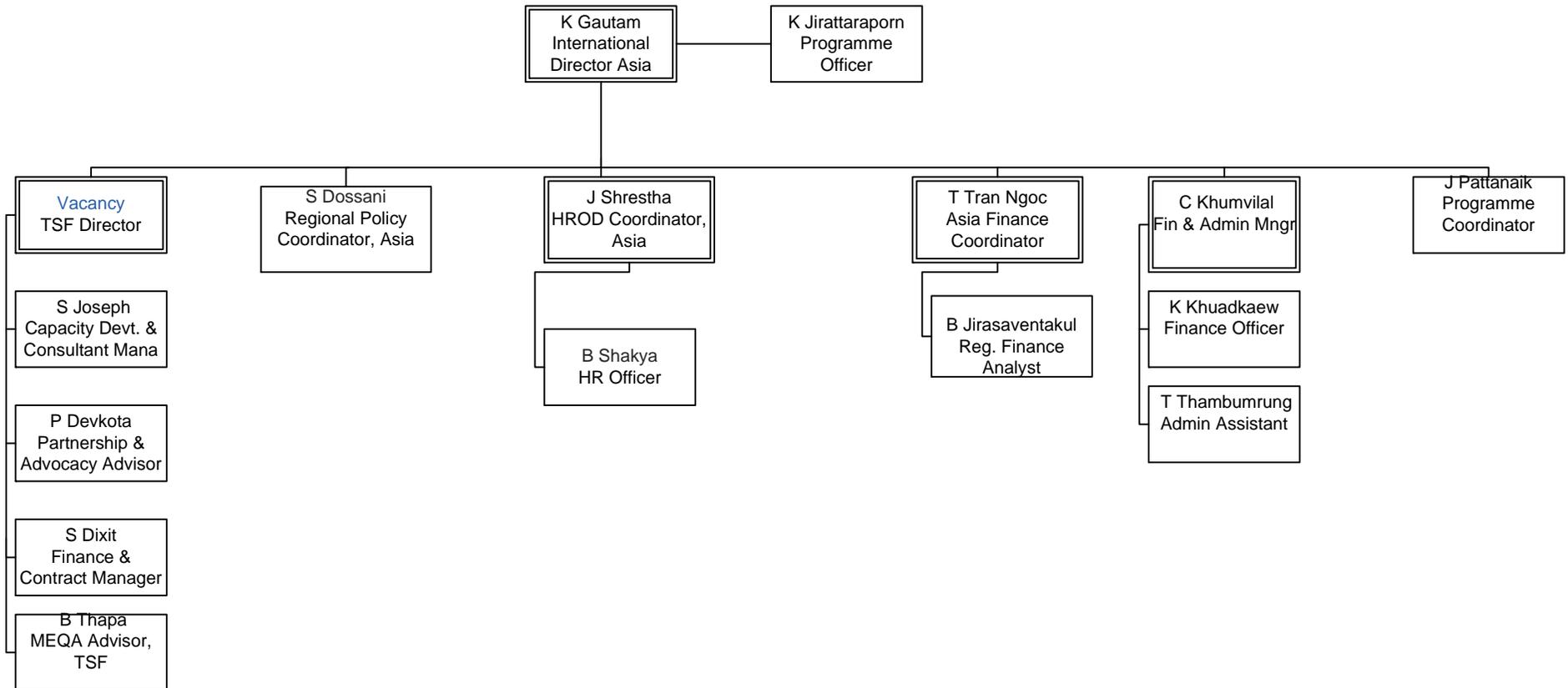
SUMMARY
 Headcount: 19
 Vacancies: 4
 Total Budgeted Headcount:
 23

International Director: America



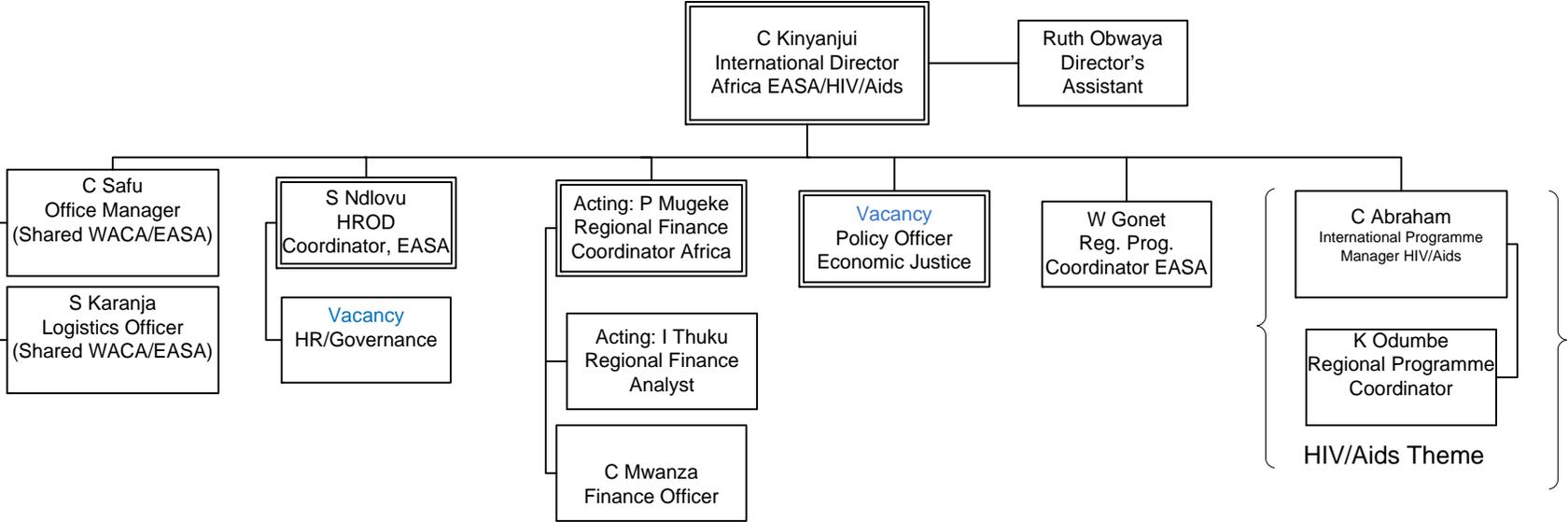
SUMMARY
 Headcount:30
 Vacancies: 5
 Total Budgeted
 Headcount: 35

International Director: Asia



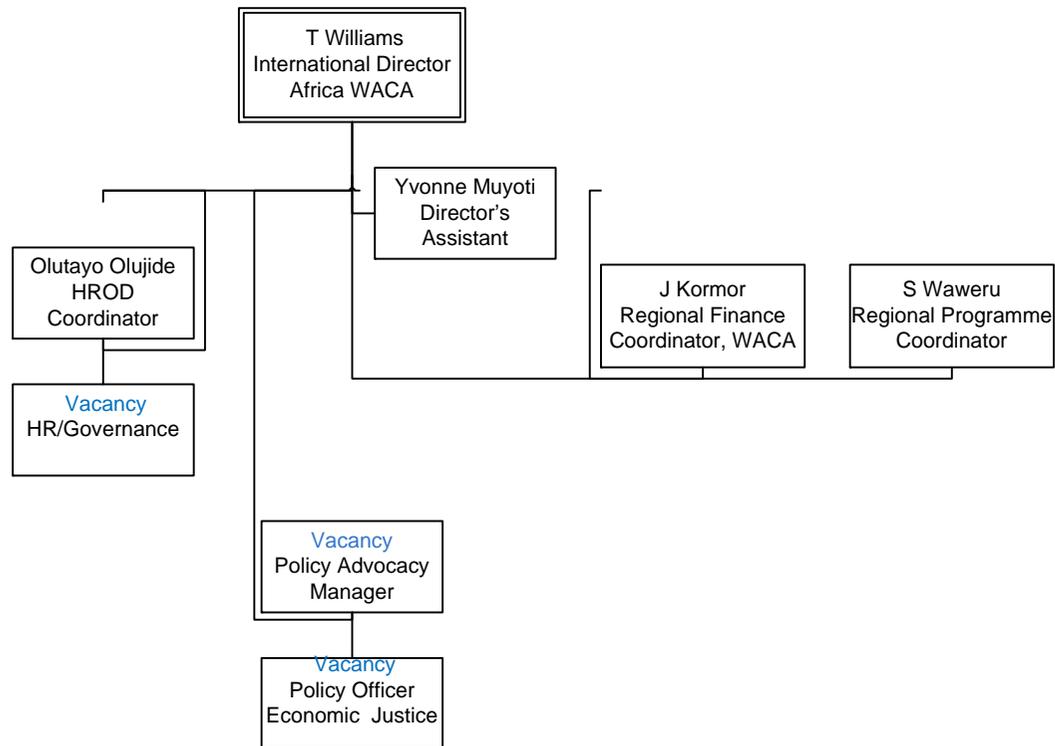
SUMMARY
Headcount: 16
Vacancies: 0
Total Budgeted
Headcount: 16

International Director: EASA



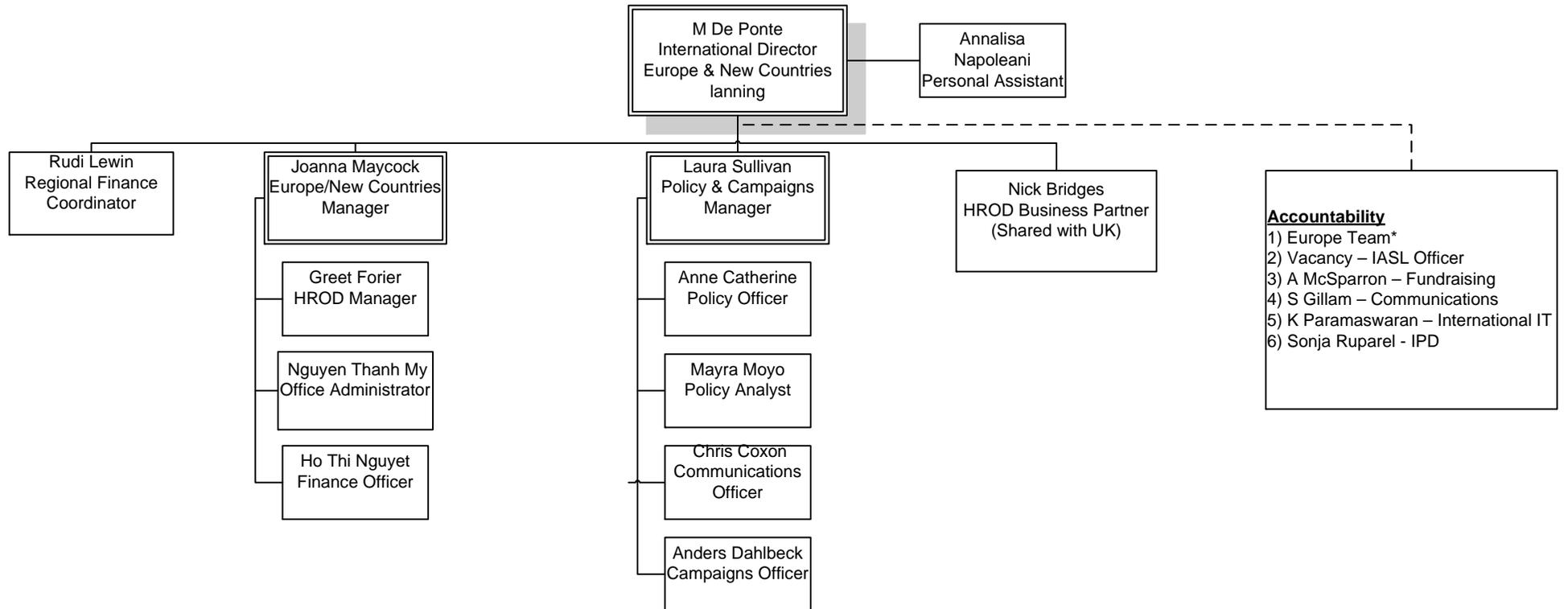
SUMMARY
 Headcount: 11
 Vacancies: 2
 Total Budgeted
 Headcount: 13

International Director: WACA



SUMMARY Headcount: 5 Vacancies: 3 Total Budgeted Headcount: 8
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International Director: Europe & new Countries Planning

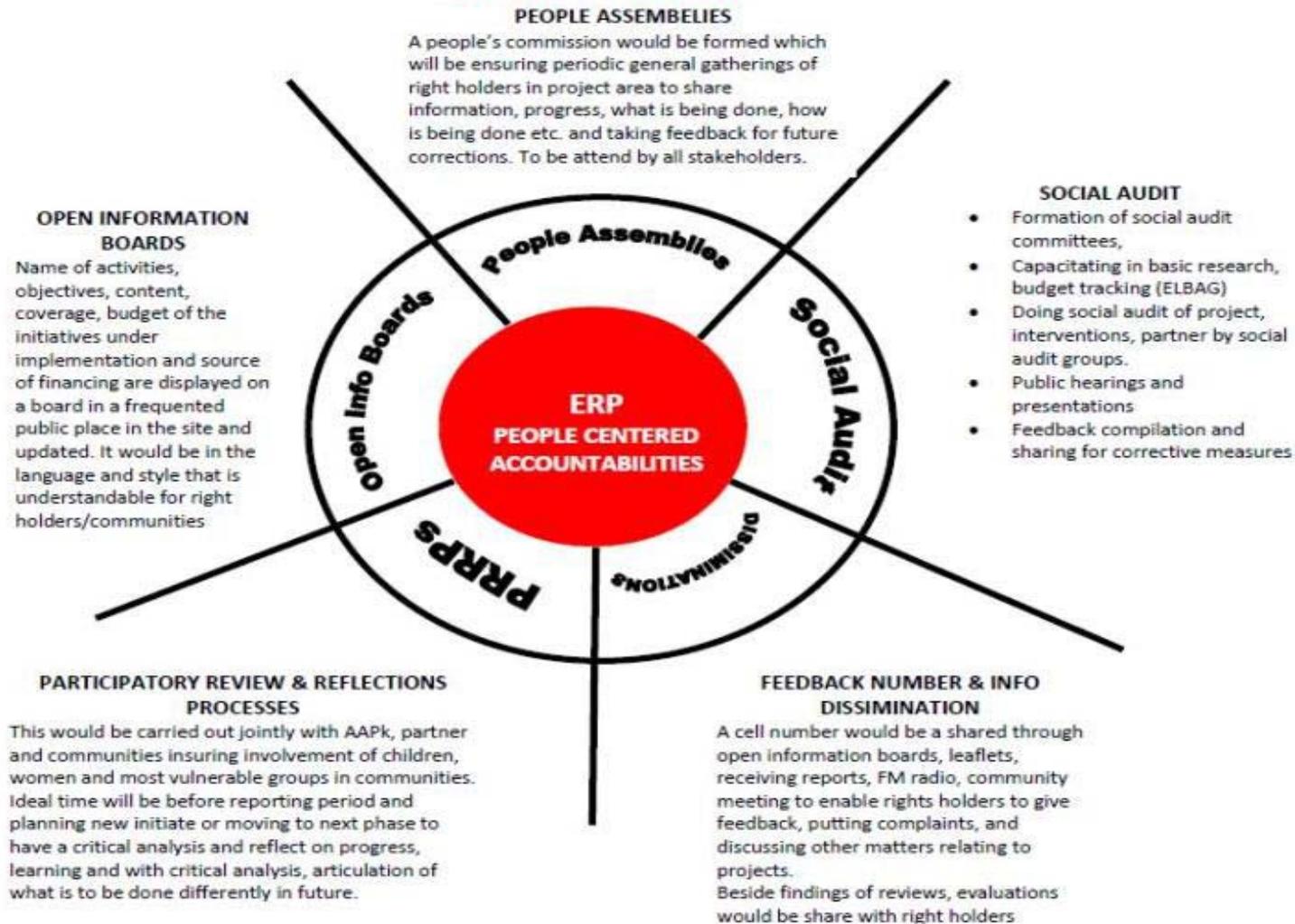


SUMMARY
 Headcount: 12
 Vacancies: 0
 Total Budgeted Headcount : 12

Annex 3 People centred accountability framework of ActionAid Pakistan



PEOPLE CENTERED ACCOUNTABILITIES IN EMERGENCY RESPONSE PLAN ActionAid Pakistan



IMPORTANT: This plan would be made part of partner's agreement, M & E Office in ERP would be primarily responsible to ensure that process and undertaken by partner. He along with support of emergency coordinator, and regional emergency coordinators will be responsible for building capacities of partner and communities to undertake such process effectively and coming up with the outcomes that make sense and leads to informed revisions, corrections, improvement of program intervention. Time lines and other operational modalities is to be agreed with partners at the before proposal and agreement finalization.