



act:onaid
Stories of change

Annual report **2011**

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Marie Charles Juste Luce Saintilmé (left), and Louisiane Nazaire (right), take part in a *Je nan Je* (Eye to Eye) march to mobilise people displaced in Haiti's earthquake to demand their rights to land and housing.

Credit: Magali Delporte/ActionAid

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Letter from the International Board Chair and Chief Executive

Awarm welcome to our Annual report, 2011. This snapshot of our year shows how we continued to link grassroots activism with state-level lobbying, and amplify the voices of partners and women, men and youth living in poverty to achieve legal, social, economic and environmental change.

And in 43 countries around the world – by placing human rights at the heart of all we do – we did just that. With the fantastic support of thousands of supporters and campaigners worldwide, we made good things happen. In this report we are proud to show you some powerful examples of what we achieved towards ending poverty and injustice, and also to show how we are doing our very best to learn lessons from what went well, and what didn't.

This was our transition year from the old strategy, *Rights to End Poverty*, to the new strategy, *People's Action to End Poverty*. The new strategy has a greater than ever emphasis on connecting people, mobilising and bringing change through changing attitudes. Internally, 2011 was a year of huge change for ActionAid, as the Board, Assembly, national boards and staff across our federation worked together to co-create this ambitious new strategy, debate our theory of change and determine the areas where ActionAid can have the most impact in the coming years. In the meantime we restructured the International Secretariat, started drafting our new programme framework and developed country by country strategy plans in line with the international strategy.

During 2011 the global economic slump and Eurozone crisis made themselves felt on our fundraising with individuals and big donors, for example through the cancelling of the next round of grants from the Global Fund. There were disappointing outcomes from the fourth High Level Forum on Aid Effectiveness in Busan, South Korea, where donors failed to agree a target for ending 'tied aid' – a practice whereby donor governments force countries to spend aid on their

goods and services. Women's rights were also not prioritised. Added to this, activists had only limited success at the UN Climate Change conference in Durban, and NGOs faced ever-shrinking democratic space in countries as far apart as Ethiopia, Uganda and Vietnam.

However, despite this, we kept our efforts strong. We reached millions of people, from those still homeless and landless after the Haiti earthquake, to people facing drought and hunger in East Africa, to women farmers struggling to grow enough to survive because of climate change. To highlight but a few of the 43 stories of change we are pleased to share here, we helped change laws in Pakistan, transform education for girls in Tanzania and Nigeria, and stop a biofuel plantation in Kenya.

This report is available to all our stakeholders, but its primary audience is our board and assembly members, our staff and our partners who are directly responsible for our work. Our exciting new website is designed to provide accessible information about this work for our supporters and the general public.

We hope you will feel proud of the work in this report, and enjoy reading the stories of change that we asked every Country Programme, Affiliate and Associate to share as part of it. We hope they will inspire, inform and show how people's action to end poverty can bring change.

This report is dedicated to three staff members who tragically died in 2011 – Chinyere Emetu-Awa from Nigeria, Romano Nasur from Kenya and Sunil Sharma from India – who, as passionate and committed members of the ActionAid family, helped us towards our vision of a poverty free world. •

Joanna Kerr
Chief Executive

Irene Ovonji-Odida
Chair of the Board

Overview

Overall progress against 2011 priorities and *Rights to End Poverty* in its final year



Small farmer Ocola Apio Polly, from Katakwi in drought-prone eastern Uganda, is a community leader spearheading a cooperative of women farmers that pools community resources to build up local food stocks. With ActionAid's support, Polly travelled to Australia to spread her community's message ahead of the G20, successfully urging Prime Minister Julia Gillard to champion women farmers – an issue at the heart of our organisational priorities this year.

Credit: ActionAid

This was a special year, as we made the transition between our old strategy, *Rights to End Poverty*, and our new one, *People's Action to End Poverty*.

Creating the strategy brought together representatives from the International Board and Assembly, national boards and as many staff as possible, while reaching out to partners, supporters and the communities in which we work. A key part of the process – which was as important as the end document itself – was our international conference in Johannesburg,

which drew 120 people from 45 countries to help shape the strategy and the future role of ActionAid – its identity, structure, governance and political positioning.

Besides agreeing the strategy itself, we set three other priority objectives for the federation that would both lay foundations for the new strategy and consolidate our last one. These were to tackle food insecurity with women farmers in the face of climate change, develop and influence national development strategies, and build capacity on our human rights based approach (HRBA). This was the first year that the

federation chose three mission priorities to deliver collectively, leveraging our shared resources while delivering on critical internal and external agendas.

Given ActionAid's local programming and global campaigning capacity, our biggest effort and impact was on food security, where we linked our climate change, food rights, women's rights, and HungerFree campaign work. We built on the success of prior years in making women's land rights central to the debate, as well as linking it to climate change. By influencing the Comprehensive Africa Agriculture Development Programme (CAADP) we gained more resources for national agricultural budgets and support to women farmers. Meanwhile our lobby work ahead of, and during, the UN Climate Change summit focused on the need for a 'real deal' for smallholder farmers – one that directly compensates rural communities for the impact of global warming on their livelihoods and food security – through a UN Green Climate Fund. Our local programming work – illustrated in the next section – demonstrates the myriad ways we worked alongside rural women to achieve land rights and gain more inputs, seed banks, new resilience approaches, and so much more. Our efforts alongside peasant movements and farmers' groups earned ActionAid the reputation for creating sustainable change in advancing food rights for all.

Our work on national development strategies united our participatory training methods on economic literacy and budgets with our national policy work, achieving a more integrated push for social protection nationally, and for tax justice internationally.

Part of this was to start to formulate potential new policies to redress the unequal burden of care on women, such as redistributive transformative social protection. We also worked on tax issues, inspiring ActionAid Tanzania, Rwanda, Uganda and Kenya to work jointly to analyse their countries' tax incentives, and how tax competition among them can be reduced.

Our third priority, on HRBA capacity building, saw for the first time one integrated training package that combined

campaigning, local programming, funding, gender analysis and facilitation skills. By the end of 2011, hundreds of ActionAid and partner staff around the world had greater capacity for HRBA programme design, deeper understanding of the requirements for country strategy alignment and Local Rights Programme self-appraisal, and increased confidence and commitment to support others to strengthen HRBA programmes.

Our women's rights work continued to address a wide range of issues depending on context. In China we supported women to become village leaders and promote women's rights to freedom from domestic violence, while in the Democratic Republic of Congo a Reflect circle taught women to read, and therefore vote and exercise their political rights. In Liberia and Malawi we also used women's forums to help women become aware of their legal rights on a range of issues. And in Ethiopia we helped end the brutal practice of female genital mutilation in Seru District, Oromia State.

Another success this year was deepening our HRBA in emergencies. We signed up to the Humanitarian Accountability Partnership, committing to being externally assessed on our accountability. In Haiti, we launched a major campaign on transparency and accountability. And in our East Africa response we supplemented emergency food with longer term livelihood support, and research on the link between the drought and climate change.

Although our strategy was only signed off in July, the evaluation completed in 2010 gave us clear directions upon which we began to act. The main areas we sought to improve on were our internal organisation, impact on children, fulfilling our partnership principles, and strengthening our monitoring and evaluation and evidencing our impact.

In addition we decided to work more with youth. A good example this year was in the run-up to the November elections in the Democratic Republic of Congo, when ActionAid, along with international partners, launched a public awareness campaign with local partner, the Congo Advocacy Coalition, protecting youths and street children from being used for



Samara Tomé de Souza Braga, 18, lives in Complexo Da Maré favela, Rio, Brazil, where ActionAid partner REDES is helping to unite the community – divided by drug-related gang warfare – through arts activities such as free libraries, graffiti workshops and dance groups. Samara attends REDES' activities to challenge issues of gender inequality in her community.

Credit: Eduardo Martino/ActionAid

political ends or to intimidate opponents. Meanwhile, ActionAid in Brazil worked to include youth in linking child sponsorship with deeper rights work, mobilised young leaders to bring about social and economic change in communities in Myanmar, and pushed for significantly more investment for quality education for millions of children worldwide.

All countries worked to strengthen their monitoring and evaluation, starting by assessing the quality of their Local Rights Programmes (formerly called 'development areas') and making plans for strategy alignment, and setting indicators and baselines. Fourteen countries participated in piloting the new system, testing outcome mapping and developing tools

for cost effectiveness, data gathering, setting indicators and monitoring entitlements.

If our biggest achievement in 2011 was creating our new strategy, the biggest challenge now is for us to breathe life into it – not just fighting poverty but working for long-lasting solutions to it, linking people and movements across the planet and across issues; connecting our work locally, nationally and globally and campaigning from the local to the global level. We want to show the impact of our work more explicitly on the lives of women, men, youth and children living in poverty, and to hold ourselves collectively accountable for delivering on our key promises. •

Impact and progress around the world

An A-Z of our stories of change

capacity, but also established food security networks at community and district level through which they now have greater bargaining power. ActionAid joined with other civil society and international organisations to lobby government and donors through joint statements, representations and press releases. This resulted in the Afghan government allocating 20,000 metric tonnes of food aid for drought-affected districts.

Australia

ActionAid's *Fertile Ground* campaign pressured the Australian government to prioritise the needs of women smallholder farmers during 2011 at the Commonwealth Heads of Government meeting (CHOGM) held in Perth.

In preparation for the event, women smallholder farmers in Uganda wrote personal messages to the Australian Prime Minister, asking her to demonstrate solidarity by urging world leaders to provide them with greater support. The letters were collected by ActionAid activists in October, and hand-delivered by ActionAid's Florence Apuri who was attending the global meeting. The day after receiving the letters, Prime Minister Julia Gillard announced a new €26.7 million international centre for food security, and supported a CHOGM communiqué singling out the role of women smallholder farmers as a key part of the solution to hunger and food security.

Bangladesh

Members of Lalua Union in Patuakhali, Bangladesh regained access to precious natural resources with the help of ActionAid in 2011. For the first time in 15 years – since commercial fishing salinated their paddy fields – farmers were able to cultivate winter rice using fresh water preserved in canals and released through specially built sluices.

The success of their first winter crop – providing an extra three months' food for 35,000 people – galvanised local women to successfully demand that local government give

Small farmer Abdullah loads a bag of grain to take home in Yati Rough village, in Afghanistan's drought-hit Jawzjan province, where ActionAid provided 8,600 families with flour, cooking oil, rice, beans, sugar, salt, and clean water supplies. We also joined other organisations to demand that donors and governments increase their emergency response funding, as well as take longer term action to help people cope better with the drought.

Credit: ActionAid



This year saw ActionAid around the world win rights-based change in myriad ways – food, land rights and women's rights were at the fore. This 'at a glance' section showcases a story of change from each of our country programmes, affiliates and associates. Each country also selected a lesson learned from the year – these are analysed at the end of this report. Full Annual reports from all countries are available.

Afghanistan

Nearly 500 small farmers and landless labourers from Jawzjan province gathered outside the Provincial Governor's office on World Food Day in October – part of the country's first-ever people's rally demanding the right to food security.

This was the culmination of ActionAid's initiatives to improve livelihoods and enhance food security for some of the 2.8 million people across 14 provinces affected by drought during 2011. Our work not only increased small producers'

the community control over the sluice gates to irrigate the rice fields. This created community solidarity, respect for women leaders, and interest among other unions in replicating the initiative. Access to sweet water has now improved health, saved time collecting water and boosted the potential for kitchen gardening, along with nutrition and household income.

Brazil

One tangible outcome of ActionAid Brazil's work on education was saving a small rural school in Paraíba state from closure. This was achieved through a *mutirão* – an educational session where children learn about local themes and issues, such as agro-ecology.

“When [we] did the *mutirão*, many children from neighbouring

communities started to come here,” explains school teacher Joselita Araujo. “It helped us learn how to work in school with various themes that are part of children's reality – especially environmental activities like water conservation and growing tree seedlings.”

The 2008 *mutirão* mirrored one of the demands of Brazil's National Campaign for the Right to Education – that education be made relevant to local context, especially in rural areas. At the time, the threatened school had only 18 students, but this year thanks to the initiative, 46 children are now in education.

Burundi

“I knew Kenyerazigume Network was managing a granary and I brought a bag of beans to be kept here. I know it will be protected from being spoiled, from thieves and from unplanned selling imposed by my husband.” This is how Anne Marie Niyonzima, from Cankuzo province, Burundi, describes the benefits of local ActionAid-supported granaries.

Thanks to the granaries, during the past two years prices for beans and maize have stabilised, farmers can now store rather than sell their seeds, and network members have taught the wider community about granary management. The networks are linked to others at provincial and national level, with active involvement in different national and international campaigns. As a result they have a stronger voice in how local services – including agricultural extension and education – are provided.

Cambodia

“Without the support from Cambodian Human Resource Development (CHRD) and ActionAid providing financial support and resources, the villagers of Santepheap wouldn't have their land back today,” says 33-year-old Pheap (name changed to protect identity), standing in front of the house for which she and her family had just received the deeds from the local authority.

Pheap and more than 300 other families – many of them former Khmer Rouge fighters – had lived in the village since 1996. In 1998 the government officially recognised them as part



Jerome Niambara is the son of a smallholder farmer in Kibumbwe, Karusi province, Burundi – an area affected by recurrent food shortages and malnutrition. In Burundi, ActionAid is helping farmers lobby for better agricultural support from local government, and to set up granaries so they can safely store rather than sell their seed.

Credit: Stephen Wandera/ActionAid

of the peace and reconciliation process but, in 2006, as land prices rose, 1,200 hectares of their land were taken. “My family was running out of food,” Pheap recalls. Since then, ActionAid and CHRD have helped the community understand its basic rights, and supported them in winning back their homes and land. After more than six years, the families are starting to make a living on their land, but the struggle continues for 27 other families.

China

“I will make the village committee more supportive to women,” promises Ms Yang Shenglan, newly elected deputy leader of Datela village, Hebei province.

In 2008, ActionAid started a women’s leadership initiative in the village, where traditionally women have not taken part in public affairs. Women facilitators, including Yang, were selected by the community and trained in women’s rights and leadership development. Women set up groups (called Women’s Learning Centres) to discuss their own issues, including the often hidden problem of domestic abuse. “After the training I began to realise that domestic violence does exist in our village – which I thought of before as part of family issues only,” says Yang. Today, women in Datela get together every month to discuss women’s health, and learn how to protect themselves. They also decided to intervene to help families facing domestic violence in their village.

Democratic Republic of Congo (DRC)

In Mboko village, South Kivu province, almost all of the village’s non-literate women were able to vote for the first time ever in 2011, and start to fully enjoy their social and political rights, thanks to the progress they made through the village’s Reflect (adult literacy) circle.

Working with ActionAid local partners, the women formed the Fizi advocacy committee. Together they wrote and presented a petition to the Governor of South Kivu province, denouncing the prevailing insecurity in the country which



Meko Aman, 19, benefited from community education to end the practice of female genital mutilation (FGM). She was the first to marry without FGM in Waltai village, Oromiya Regional State, Ethiopia, thanks to a groundbreaking, ActionAid-initiated Women’s Watch Group.

Credit: Letekidan Berhane/ActionAid

is jeopardising their physical safety, reproductive health and ability to establish a livelihood. The Fizi committee has planned, with the DRC Reflect network, to conduct a DRC-wide campaign in 2012, calling for a resolution of eastern DRC’s insecurity problems, which make women particularly vulnerable.

Denmark

In 2011 ActionAid strengthened its profile as a youth activist organisation prioritising sustainable, innovative and environmental policymaking in the run up to the 2012 Rio+20 summit.

Through its *Tracing* campaign, which involved an international group of 15 Activista – our global youth movement – campaigners hitchhiking around Denmark, ActionAid’s message directly reached the campaigners’ 70 Danish host families, 220 motorists who picked them up, five politicians and 700 people who attended presentations. The campaign attracted local and national media attention, and contributed to materials for the follow-up national campaign, *Tour De Future*, including a development education road movie to engage 16 to 25-year-olds in the build-up to the Rio+20 summit.

Ethiopia

In 2011, twelve communities (more than 42,000 people) in Seru District, Oromia Regional State, gave up the deeply entrenched practice of female genital mutilation (FGM). FGM is traditionally carried out by elderly women using unsafe sharp tools, often causing infection.

In 2009, ActionAid and UN Women helped train 69 women from Seru district about practices that are harmful to women, such as FGM, and the legal and state safeguards to protect them. The women came together to form an alliance, working in collaboration with religious and traditional leaders and creating links with district government offices. Since then girls have been refusing to undergo FGM. Meko Aman, 19, is one of them. “I’m getting married even though I’m not circumcised – previously no one dared to marry an uncircumcised girl,” she says.

France

This year Peuples-Solidaires (PSO)/ActionAid, our French associate, became a key actor on G8 and G20 issues, and on food and agriculture. In the run-up to the G8 in May, PSO lobbied for greater G8 accountability in implementing L'Aquila Food Security Initiative (AFSI) – a follow-up on the G8's 2009 pledge to disburse €16 billion to agriculture. PSO obtained



Around 40 small farmers from countries including Austria, Brazil, France, Belgium and Bolivia gathered with activists to send a message to the G20 agriculture ministers' meeting in Paris in June, demanding action on food prices, land use, biofuels and support for women farmers – one of ActionAid's organisational priorities this year.

Credit: Magali Delporte/ActionAid

the first-ever dialogue between the AFSI and civil society organisations, whose recommendations were taken into account in the final G8 declaration. PSO also played a central role in organising civil society events around the G20 agriculture ministers' meeting in June and the G20 heads of state meeting in November, and had frequent advocacy meetings with the French minister of agriculture. This advocacy and mobilisation pushed G20 declarations to include reference to smallholders and women farmers, as well as access to land and global food and agriculture governance.

The Gambia

ActionAid supported the Rice Farmers' Cooperative Society (RFCS) in Jahally Pacharr in 2011, helping them produce enough to eat and sell by double-cropping rice for the first time. This tidal rice irrigation scheme, supported in partnership with the Department of Agriculture and the Taiwanese Technical Team, enabled a total of 3,567 hectares to be cultivated, benefitting 3,800 cooperative members in 76 villages. The average 3.5 tons per hectare yield will ensure food security in the area for at least six months of the year.

Maimuna Ceesay, vice president of the society, explains: "For me, like many members of the RFCS, buying imported rice from the shops is a thing of the past. Through this scheme, each member of the cooperative cultivates two crops of rice on the same plot every year. This has been more than enough for me to feed my family."

Ghana

In Ghana, dehumanising rituals to 'prove' widows had no part in their husbands' deaths involve stripping, scalding and parading them barefoot through villages. In Talensi-Nabdam district, ActionAid, the Widows and Orphans Movement (WOM) and the network of widows organised public awareness meetings, where widows shared stories and called for the ritual's abolition.

As a result, about 150 widows in Kongo were spared in

"My husband died in 2004 but the funeral was performed in March 2011, by which time [making widows prove they had no part in their husbands' deaths] had been abolished by the chief and elders. I thank our network, WOM and ActionAid for the good work."

Rose Yengbong, Kongo, Upper East Region, Ghana

2011, while communities in Winkogo and Bongo abandoned the practice altogether. ActionAid and WOM mobilised widows into 22 associations, networking them regionally to lead advocacy work.

Greece

When Yiannis Ampazis went on a sponsor visit to Kenya he started to understand what extreme poverty meant. What he saw led to him becoming an ambassador for ActionAid. Yiannis is now one of 86 sponsor-ambassadors, appearing on TV and speaking at public events, sharing ActionAid's message and approach. "Supporters want to see tangible results and this is important. I try to explain that until we see the successful tangible outcome, some work is invisible and because we can't see it, it doesn't mean that it is not there.

"ActionAid became a passion, a personal issue. I want to learn, support and promote its work more. I believe ActionAid's impact is very important and I want other people to know the same."

Guatemala

ActionAid's Child Leaders Programme helped 745 Mayan children and their parents negotiate the non-formal education and municipal systems, giving them the confidence to speak up and claim their rights to local services.

This non-formal education scheme helped them learn about their Mayan culture, the environment and their options for their future – to study and not necessarily marry early or become agricultural workers.



Marie-Charles Juste Luce Saintilmé, 50, helped mobilise earthquake-displaced people in Mariani to demand that the Haitian government ensure their rights to land and housing.

Credit: Magali Delporte/ActionAid

“We have the right to a decent life, which implies a safe place to live. We are the only ones in charge of our destiny. We have the responsibility to change our living conditions by advocating to the government to change policies and reduce the imbalances in the society. We will continue pressuring authorities to have more results and make our voices heard.” *Community activist Marie Charles Juste Luce Saintilmé, Mariani, Haiti*

guarantee rights to land and housing. An estimated 10,000-strong march on Port au Prince made their demands loud and clear and the campaign’s 800,000 grassroots membership has taken the fight for rights to parliament.

ActionAid trained local women such as Marie-Charles Juste Luce Saintilmé to lead inter-camp committees and identify unused land nearby. When she found such land 30 minutes from Mariani, camp members immediately negotiated with the local authority. In December 2011, over 15,000 square miles were given to ActionAid’s partner Cozepam to build shelters for 216 families. Legal ownership is currently being transferred to a community-based savings and loan group of camp members, helping them move towards empowered ownership.

India

ActionAid linked grassroots work to state level advocacy in Bundelkhand, which straddles the border of Madhya Pradesh and Uttar Pradesh. Through testimonies and a public hearing in which 800 community leaders participated, ActionAid partner Aapda Nivarak Manch showed how a state government drought relief and agricultural development package was not benefitting its target – small farmers and landless labourers. A team including ActionAid met the state planning commission to share findings and recommendations, which fed back into the package

The programme also offered training for mothers on organisation, negotiation and conflict solving. ActionAid and the local partner have been working to persuade the minister of education to gradually take administrative and economic responsibility for this project, to allow for broader impact and as part of fulfilling education rights for the population.

Haiti

In 2011 ActionAid Haiti helped found the *Je nan Je* (Eye to Eye) campaign, galvanising Haiti’s most vulnerable and affected people to demand aid transparency and accountability post-earthquake, and mobilising people in displaced people’s camps to demand the government

review and monitoring meeting held in December. This ensured our participation in future discussions and decisions on how the package will be delivered. Soon after, a well in Chakothi village, Hamipur district, was repaired, enabling over 37 acres of land to be irrigated. The district magistrate also ordered a Below Poverty Line survey in the village, enabling it to access government help.

Ireland

ActionAid Ireland's five-year collaboration with Kenya, Malawi, Nepal and Vietnam to promote women's rights and education ended in 2011, with some strong results. In Nepal, the project – funded by IrishAid – increased the number of women taking part in local decision-making bodies such as school committees, health service and drinking water management committees, and in local party politics. Women have also succeeded in accessing government budgets from local governments to mobilise and expand the women's rights programme in their communities. Partnership with women's movements, the establishment of women's groups and capacity building and campaign initiatives were key to achieving this change.

As a result, ActionAid was for the first time successful in securing a long-term programme funding agreement with IrishAid worth €3.5 million over four years, allowing it to continue supporting important work with women across these four countries.

Italy

ActionAid campaigned against a biofuel plantation proposed by the Italian-owned Kenya Jatropha Energy (KJE) Ltd. Despite death threats and attacks, ActionAid and the local communities with which it works in Dakatcha district opposed the plantation on social and environmental grounds, and met the company at its headquarters to request that it stop the project and respect the communities' rights.

As a result, Kenya's National Environment Management Agency (NEMA) rejected KJE's request and instead asked the Italian company to launch a smaller pilot project. Following the

presentation of the pilot, NEMA decided to block this too, and carry out an independent environmental impact study. This pressure not only stopped KJE, but now all biofuel plantations have been banned in Kenya's Coastal Region – a success ActionAid hopes to see replicated across poor countries as communities stand up for their rights and defend their land against biofuel plantations.

Kenya

ActionAid developed its three-year Kenya Drought Response Plan (KDRP), prioritising women and vulnerable groups and combining on-the-ground interventions with policy and advocacy initiatives. While providing direct relief to 375,000 people and protecting their livelihoods, ActionAid mobilised those affected by hunger to 'map out' the risks facing them and press local authorities to help them prepare for and adapt to them. ActionAid further mobilised the media to highlight the

plight of affected communities and challenged the government to respond through employing rapid response mechanisms.

As part of the Food Security Advocacy Group, we informed the government's ratification of the Nairobi Declaration on Drought, and the setting up of the National Drought Management Authority. KDRP has influenced ActionAid's way of working internationally, and the sector's response to slow-onset crises. Internally, it clarified the need for tighter processes and protocols around emergency response, including guidance manuals, standard operating procedures and oversight group mechanisms – an approach commended in the Disasters Emergency Committee (DEC) Real Time Evaluation of the DEC-funded East Africa drought response.

Lesotho

In Khoelenya, Lesotho, residents demanded and won a parliamentary forum with their MP – a milestone in a country



Farmer Gertrude Kadzo, from Dakatcha in Kenya's Coastal Region, holds a bag containing three years' worth of jatropha seed harvest – a biofuel crop she was wrongly advised would be more profitable than the pineapples she used to grow. Pressure from ActionAid helped lead to biofuel plantations being banned in the region.

Credit: Piers Benatar/Panos Pictures/ActionAid

where most people believe elected leaders should not be challenged. ActionAid contributed by working with partners to establish community forums where residents became used to discussing issues and speaking out. Women, who traditionally have not spoken up, actively participated in the forum. One tangible result of this was the government starting to build a bridge requested by the people. But the deeper and longer term change is one of culture and active citizenship, where people believe they can hold decision makers such as councillors, MPs and ministers to account.

Liberia

Like many Liberian women, Victoria Banks was forcibly married into a life of domestic violence and few rights aged 14. Today she's chair of the Parent Teachers Association (PTA) in ELRZ Community, Grand Gedeh County – one of many whose life has been transformed by ActionAid and the Access to Justice for Women project.

The project raised awareness of women's rights and protection laws, and ran Societies Tackling AIDS through Rights circles for over 100 women. When the PTA elections came round, Victoria and ActionAid raised the issue of the deliberate exclusion of women from the election process. "We wrote to the Ministry of Education asking them to cancel the elections as

"The situation is better now as many women are taking part in leadership/decision making processes and hold key positions, something which was forbidden in the community. Prior to ActionAid coming, women suffered a lot, but after the training and awareness we started demanding our rights from duty bearers." Victoria Banks, PTA chair and member of the Access to Justice for Women project, Grand Gedeh County, Liberia



Matrida Chingwalu (left) and Loyita Champion are being helped with the economic impact of desertion by their husbands through the Salima Women's Network on Gender in Malawi. The network supports women through, for example, small business training, and working for the rights of women to better healthcare and access to justice through the courts.

Credit: CameronMcNee/Mission Malawi/ActionAid

we had not participated," says Victoria. "With agreement, it was rescheduled... to give us the chance to prepare." Victoria and her officers – 75% women – won the election by a landslide, and are now improving the school buildings and the number of female staff.

Malawi

In Malawi, women's forums helped combat abuses such as child abduction, wife desertion and family neglect. In Salima and Chitipa, women's forums took up cases such as these, encouraging greater reporting, and pushed for the removal of court fees in some areas. ActionAid supported the women by providing training on mediation and running workshops on rights awareness. In addition to this grassroots work to

change attitudes and behaviours, ActionAid and its partners participated in 16 days of activism for women's rights. Seventy women from eight district women's forums participated, following which Chitipa District Health Officer's office was persuaded to extend cancer testing facilities. Two outreach clinics have been established and over 260 women have already been tested. In Chitipa, partners and women's forums engaged chiefs to ensure local by-laws stopping early marriage were enforced.

Mozambique

Since 2009, ActionAid has been building the capacity of Local Consultative Councils – legal entities that enable people to take part in district planning, budget monitoring and making

local government accountable. A striking result of this in 2011 was the community of Pebane voting against a district plan that failed to provide for road and water pump rehabilitation, and the extension of the electricity supply. After the community said no to the plan, it was reworked by the government to incorporate these three priorities, and then approved. Community members are monitoring its implementation, providing regular updates to the district civil society organisations' platform.

Myanmar

In Myanmar, where citizens' rights are severely restricted and communities isolated, ActionAid has a programme of putting 'fellows' (activists) in communities to raise awareness of rights and facilitate community development. One issue where real impact was seen in 2011 was on National Registration Cards (NRCs) which allow people to travel, apply for jobs and pass security checkpoints.

Many ethnic groups don't know they are entitled to an NRC, and are unaware of its importance. In one village in Kayin state, a fellow helped a community member to get her NRC, with which she was able to travel to ActionAid's health volunteer training. Other members of the community also successfully applied for their NRC, and soon word spread to neighbouring villages and in the region. Gradually, with the help of the fellows, 96 people have to date gained their NRC.

Nepal

ActionAid worked with Nepal's Department of Education to construct 12 climate-responsive 'green schools' as part of the government's School Sector Reform Plan. The two-classroom buildings use low-cost appropriate technology, including locally made compressed earth blocks and specialist roof materials and ventilation that enable the schools to stay cool in hot climate areas and warm in cold ones.

In order to promote and scale-up the use of this technology, ActionAid engaged in various promotional activities at local



Ishaku Yaro, assistant head teacher at UBE Primary School, Kaduna State, Nigeria. The school is part of the Transforming Girls' Education in Nigeria and Tanzania project, which recognises that the gender barriers that keep girls out of school also prevent them from protecting themselves from HIV and AIDS. It aims to enable schools to respond more effectively to the challenge, not least by providing systematic training and support on these issues to teachers, networks and government agencies responsible for tackling the disease.

Credit: Chris Morgan/GCE/ActionAid

and national level. The Education Department also invited ActionAid to provide workshops for the department's technical experts, signalling the government's willingness to scale-up the technology. In addition to supporting the government's Education for All campaign and School Sector Reform Plan priorities, the project also created local employment opportunities and initiated community mobilisation for social transformation.

Netherlands

In early 2011 Niza/ActionAid launched 'Support an activist', a fundraising initiative mobilising Dutch citizens to become part of a bigger movement of people working to end poverty. Support an activist connects supporters with activists in the South who are directly involved in change on the ground.

Through a blog and monthly newsletter, activists – all of whom are working in ActionAid programmes – share stories about the challenges and successes of their work, and the impact on people's lives. At the end of 2011 every supporter received a

personal letter and photo from the field, helping them engage on a personal level. During the year we welcomed 1,100 new supporters in this way, generating a total income of €70,000.

Nigeria

In Nigeria, HIV and AIDS discrimination is rife, adversely affecting people's willingness to be tested for HIV, and their adherence to anti-retroviral therapy. This year, ActionAid ran policy-influencing and advocacy-skills training for government agencies responsible for HIV and AIDS, and civil society organisations and their networks. Using the learning from this, ActionAid supported a series of advocacy and influencing initiatives, including breakfast meetings with MPs, alliance building with religious and traditional leaders, law enforcement agencies and the capital for Association of Lawyers. They also used their new skills to draft an anti-stigma and discrimination bill.

This bill has been signed into law in Cross River and Kaduna states, ensuring the rights of over 10,000 people living with HIV and AIDS to associate freely and access services. It's hoped

it will improve voluntary counselling and testing, voluntary disclosure and uptake of treatment, and the rights of children of HIV-positive parents to enjoy education without discrimination.

Pakistan

ActionAid partners won landmark legal rulings on civil rights this year. The Schedule Caste Rights Movement campaign to gain Dalit women the right to marriage registration – without which they cannot get National Identity Cards, vote, gain property rights if widowed, or resist forced remarriage – was picked up by legislators and MPs. A proposed Marriage Registration Bill was presented in parliament and is now with the Ministry of Law and Human Rights for further action. Meanwhile, Pakistan's Supreme Court granted the country's estimated 500,000 transgender people the right to National Identity cards, allowing them to access basic human and civil rights. Awareness-raising work by the transgender community through groups such as the Saathi Foundation attracted media and public attention, and finally, in response to a petition filed by an independent lawyer, won them recognition as an official 'third' gender.

Rwanda

Many of Tuzamure Agaseke Cooperative members in Gitesi, Rwanda, are genocide widows or have been left by their husbands. Some are single mothers, while others have husbands in prison for crimes during the genocide. In 2006, ActionAid started training them in cooperative management, helping them overcome their poverty. By 2009 the co-op was fully fledged, and has now diversified into growing maize, acquiring land with its savings, and, with support from ActionAid, establishing a multipurpose milling machine to produce and package maize for nearby markets.

Empowered and with new advocacy skills and confidence, the women have implemented an Early Childhood Development centre for 75 children and their families, and spearheaded community campaigns for improved education and early care, sanitation and nutrition.

“We are strong and confident when we are claiming our rights because we know the laws and are open minded – we are now the women’s voice in our community.”

Cooperative president, Esperance Nyirahabiyambere, Gitesi, Rwanda

Senegal

This year ActionAid was asked to lead the country's Comprehensive Africa Agriculture Development Programme process – a huge step forward for our advocacy work. In collaboration with the International Food Security Network (IFSN) and the United States Agency for International Development (USAID), ActionAid organised workshops to help

farmers and civil society review the national investment plan for agriculture. They focused on smallholder farmers (especially women), land issues, and the need for greater involvement of farmers and other groups in implementing, monitoring and evaluating an investment plan that would be efficient.

This grew out of ActionAid's role in kickstarting a dialogue between the government and the National Farmers' Platform in 2008. Their relationship had broken down following the failure of the government's agricultural plan to address key issues for small farmers.

Sierra Leone

Culture and tradition frequently prevent women taking leadership positions in Sierra Leone. This year, work by ActionAid and Women's Action for Human Dignity (WAHD) to raise awareness of women's rights in 28 communities in



Musu Sillah (right), a member of the Women Stand Up Strong group, and the Kathirie, Yirita and Bombali District Women's Forum in Sierra Leone, shows off the soap she and other members made after receiving training as part of ActionAid's Access to Justice for Women project. Some of the income from selling the soap goes towards covering costs for women in the community to travel to court and seek legal advice on rights abuses.

Credit: ActionAid

Bombali resulted in the election of Marie Tarawallie, the first woman ever to hold the position of head of the local court system at chiefdom level.

“I approached WAHD and declared my intentions and was later invited to attend leadership training that helped to build my confidence and courage throughout the campaign – especially among my men opponents,” says Marie. Women are now more sure of justice in the local court system. “I believe my presence in the court will remove those obstacles to accessing justice by women and poor people in general.”

Somaliland

The Access to Justice for Women project implemented by ActionAid and funded by the UK's Department for International Development (DFID) has changed the attitudes of traditional and religious leaders towards women's rights in what is a very patriarchal society. Our work created a preference for the formal court system (as opposed to Sharia or customary law) in upholding these rights – overall, an average of 92% of people preferred the formal system compared to 80% before the project began, despite the disincentive of court fees.

There is also clear evidence that traditional elders' attitudes towards violence against women have changed hugely. As a result of training sessions and meetings with 60 traditional elders and 30 religious groups, those favouring rights for women to protect them against violence rose from 5.6% in 2010 to 50% in 2011.

“Through the Access to Justice for Women project we discussed women's rights, and together have been working on it. We saw there were rights women had that our culture violated. Islam is against these wrongful cultural practices and we understood this through the project. Now we have this awareness it is good for our future, and we will stop discriminating.”
Mohamed Hirsi Farah, traditional elder, Somaliland

South Africa

More than 30 villages affected by mining in the Mapela Tribal Authority took part in rural empowerment workshops run by ActionAid this year, focusing on water contamination and air pollution, the loss of agricultural land, illegal evictions and loss of cultural heritage.

Mining activities had led to illegal exhumations in Sekuruwe community cemetery. One of those affected was Samuel Mashakeni. His young brother's grave was unearthed and none of the skeletal remains have since been traced. In his testimony he said: “I never allowed the mine to exhume my brother. They did it without my permission.” ActionAid secured funding for legal support, resulting in mining company Anglo Platinum paying €2.8 million in compensation to the community in an out of court settlement.

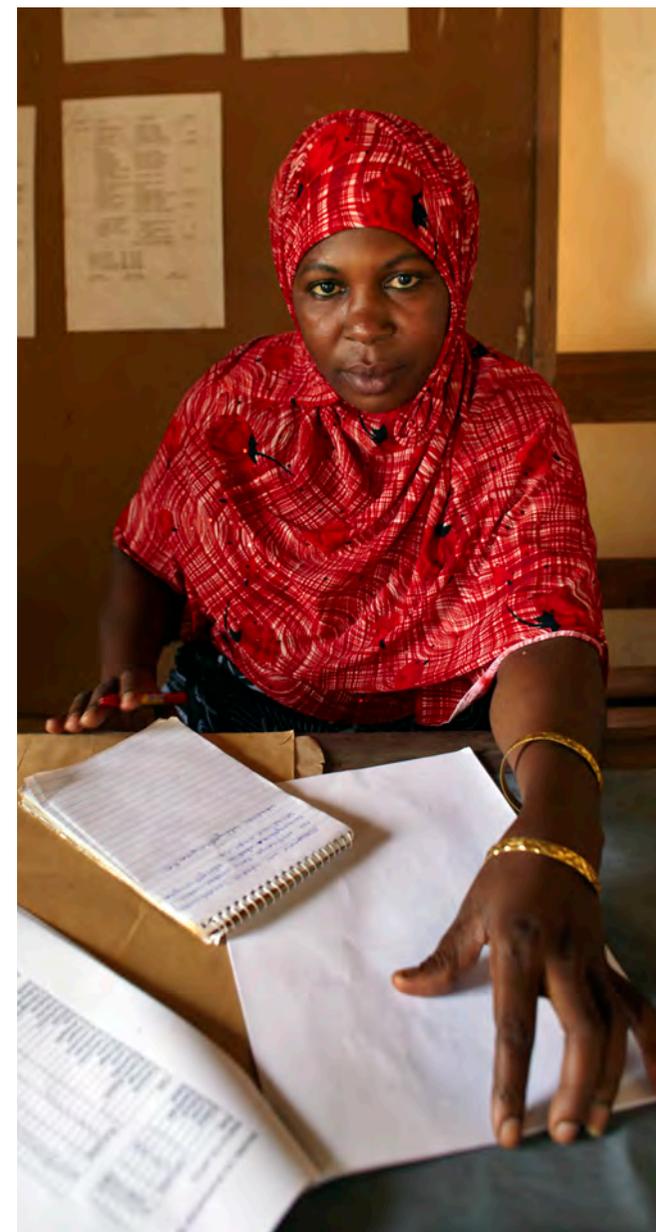
Sweden

In May, ActionAid released the *Swedfund* report, revealing that €10 million of Sweden's Overseas Development Assistance was invested in a venture capital fund registered in a tax haven. The investment was used to fund a new company, PanAfrica Energy, registered in Mauritius and Jersey. PanAfrica Energy negotiated an agreement with Tanzania's state energy company, effectively enabling PanAfrica Energy to avoid paying any corporate tax in Tanzania. Since 2004, PanAfrica Energy has avoided at least €7 million tax in Tanzania.

The report played a significant role in exposing the problem of tax avoidance in poor countries, prompting the Swedish Minister for Development Cooperation to admit the issue was one the government had neglected, and one that will be included in the 2012 Swedish Policy for Global Development Coherence.

Tanzania

This year, villagers of Njelenje were trained by ActionAid on Public Expenditure Tracking (PETS). As a result, they formed a committee to scrutinise funds spent on infrastructure by Mbeya District Council. The PETS committee discovered that



Community activist Mwanahamis Mpoyo is secretary of Tandahimba Women's Rights Association in Tanzania, and is responsible for budget tracking in the health and education sectors. She promotes community awareness of the value and practice of Public Expenditure Tracking – an ActionAid initiative – so local people can make sure public money is spent on services that are rightfully theirs.

Credit: Andrew McConnell/Panos Pictures/ActionAid



Gladys Mubanga, 41, teaches at Kankoyo Basic School, Mufulira, Zambia, where mining giant Glencore's Mopani mine stands accused of avoiding its taxes. ActionAid and the Centre for Trade Policy and Development campaigned to crack down on this, following which the Zambian government committed to reclaiming up to €718 million of outstanding tax.

Credit: Jason Larkin/Panos Pictures/ActionAid

five recently constructed bridges were not only of very poor quality, they also had far less money spent on them than was budgeted for – €16,000 was allocated but only €5,200 was signed off for the construction.

The PETS committee shared the findings of their audit with the district council and demanded an explanation. As a result, the District Commissioner has ordered that service delivery initiatives which have been delayed because of lack of funds should be expedited, and some are soon to be finalised. Two district officials have since been suspended and their accounts frozen as part of an investigation into the missing funds.

Thailand

Granny Nu Rittiruk, 74, is a subsistence farm labourer. She works in the fields around her village in Phetchabun, northern Thailand. In 2011, a huge flood struck her community. “We were given four hours to leave our homes before the flood reached us. It was such short notice that barely anyone was prepared. I could not do anything but watch what little I owned

disappear before my eyes.”

ActionAid Thailand provided 315 flood relief packages to Granny Nu's community and other affected people in the district. We also worked with the community on livelihood and environmental rehabilitation, mobilising the community and local authorities to press the government for recovery support in the post-flood period. ActionAid Thailand is already supporting women farmers in sustainable agriculture in this area, and after the floods we expanded our work with the community, local authorities and other agencies to develop water management strategies and establish better systems for long-term preparedness for future floods.

Uganda

In June 2008, Koboko Civil Society Network (KOCISONET) – an ActionAid partner in Nyambiri parish, north-west Uganda – petitioned the local district council about low education standards at the parish school. KOCISONET trained community civic educators to hold local authorities accountable, and as a

result, tracking of school resources revealed embezzlement of over €234 from the school by the head teacher. The community requested further training for school managers, PTA members, local councillors and teachers on how best to run their school.

Pressure from the community led to the district council constructing a four-classroom block, a school borehole and a decent road to help children get to school. A new head teacher and auditing school funds have led to better financial management, increased enrolment, and the appointment of male and female teachers, boosting the attendance of both boys and girls at the school.

United Kingdom

Our tax justice campaign reached the press, parliament and the public in 2011. ActionAid followed up the successful SABMiller exposé with a briefing showing how tax is a corporate responsibility issue. Over 15,000 supporters took action calling on the UK to champion tax justice at the G20.

As a result, tax authorities in five African countries losing out to SABMiller came together to tackle the problem. They are now signing new tax information sharing treaties with each other, enabling SABMiller, or any other multinational they suspect of tax avoidance, to be investigated. The G20 recommitted to the fight against tax havens and agreed developing countries should benefit.

We had huge public response to the campaign – with over

“It's very, very unfair that we pay our taxes but Mopani doesn't. They make profits from our environment, so we should be compensated. If I don't pay my taxes in the market every day, they'll give my stall to someone else.” *Katherine Mwape, a market trader near to Glencore's Mopani mine, Kankoyo, Zambia*

15,000 supporters taking action, nearly every MP contacted, and recruiting over 5,000 new supporters. We also received unprecedented media coverage for new research revealing the full extent of FTSE 100 companies' use of tax havens.

USA

A subsidy that was fuelling rising food prices has been eliminated thanks to an ActionAid-led coalition of industries, environmental organisations, budget advocacy groups and development organisations. The €4,3 billion subsidy to the corn ethanol (biofuel) industry had served as a powerful incentive for US farmers to divert their corn harvests towards the production of ethanol (for fuel) rather than for food.

ActionAid USA made the case against the subsidy from a food rights perspective using case studies from ActionAid around the world. When ActionAid started working with the coalition, only 50 senators were against the subsidy. Nine months later, 73 senators voted to end it. On December 31, 2011 the subsidy officially expired.

Vietnam

In Da Bac district, Hoa Binh province, Vietnam, people depend on rice and maize, but good quality seeds as well as other agricultural inputs are expensive and depend on local traders. In 2011 ActionAid supported a seed production group, training them in traditional cultivation techniques, seed selecting, saving irrigation water, and using and producing organic manure. Yields have now risen.

In December 2011, the District People's Committee set

“This year, my family does not have to depend on the seed traders and we can sow the seeds as our own plan – this will help to ensure food for us.” Small farmer, Ms Vung, member of an ActionAid seed production group in Vietnam

Ban Van Phien works his family rice field in Duong hamlet, Vay Nua commune, Hoa Binh province in Vietnam where ActionAid's seed production group this year increased yields.

Credit: Chau Doan/OnAsia/ActionAid



up two kiosks in the market to introduce and sell the seeds, attracting farmers, district departments of agricultural extension, plant protection and agriculture, and farmers' unions. The success of the model has strongly influenced local government thinking on ways to promote low input and organic farming for sustainable agriculture, and more importantly, reduced the dependence of farmers on traders.

Zambia

In Zambia we help leverage change by working with traditional leaders such as Chief Ndake from Nyimba, Eastern province. He has been working with ActionAid on the Women's Land Rights project for two years, attending training on the issue and learning about a newly emerging problem: land grabs by outside investors. Leading by example, Chief Ndake has so far allocated land to 30 women in his chiefdom, and has visited half of his 38 villages to raise awareness of land issues. ActionAid has provided chiefs with awareness raising materials for villagers, and has trained community members as paralegals, working to interpret land disputes and advise on

obtaining land certificates or enhancing land tenure.

Zimbabwe

During the 1950s, Zimbabwe's Tonga community was displaced, cutting cultural ties with other Tonga communities in Zambia. Decades of neglect and poor quality education eroded their cultural and social cohesion. Since 2008, local partner Basilwizi, with support from ActionAid, has run training sessions in accountability, citizen empowerment, financial management and information and advocacy, primarily for the Tonga Language and Culture Committee (TOLACCO) and its members.

TOLACCO formed a task force of traditional chiefs, local and district councils and school development committees to persuade the Ministry of Education, Sport and Culture at local, district, provincial and national levels to have the Tonga language, Chitonga, officially recognised. In 2011, 52,745 pupils took lessons in Chitonga, and more than 250 children sat Chitonga examinations. The reintroduction of the language in schools is restoring the community's cultural rights, pride and dignity as equal citizens. •

International impact

Our International Secretariat and cross-federation achievements

Our programme work continued to be supported by six international 'theme' teams, each focussed on one of the six strategy objectives, and a cross-cutting policy and campaigns team. Each of these teams was deeply involved in the strategy development process, consulting partners and allies, developing and piloting propositions and focusing on our new direction while continuing to deliver ongoing programmes.

Right to education

One role of our international teams is to design, fundraise for, and manage multi-country programmes that link different countries to allow for shared learning and greater policy influencing. One example is the three-year Transforming Education for Girls in Nigeria and Tanzania project, which aims to break down the barriers to girls' education. Through this, ActionAid supported partners to establish girls' clubs, set up parent teacher associations and work alongside education ministries. School development plans are now in place in 90% of schools in Nigeria and 75% of schools in northern Tanzania. In Nigeria there was a doubling of completion rates for girls in the project area, while in Tanzania, girls' primary pass rates and completion rates rose by up to 4.5%. We also succeeded in influencing government policy to mandate schools to support young mothers to stay in and return to school, with the option of flexi-time learning.

In 2011, we secured €431,000 for a pilot project in Ghana and Uganda, plus small grants for work in The Gambia, Liberia, Malawi and Zambia, to improve quality of education for girls through promoting three key rights – non-discrimination,

"I know now that going to school is my basic right. It is not right for me to get married when I am too young. I have to be older in my twenties when it is ok."

Maua Juma teaches her little brother Saleema to write at home in Makyoni, Tanzania. Maua's school is part of the Transforming Education for Girls in Nigeria and Tanzania project, which has significantly improved girls' attendance and pass rates in both countries.

Credit: Kate Holt/Shoot The Earth/ActionAid



safe and non-violent environment and girls' participation. We established ActionAid as a leading actor on gender and education nationally and internationally, launching innovative baseline research in Tanzania, Nigeria, Kenya, Mozambique and Ghana, and co-convening an international workshop at the Global Partnership for Education's 'replenishment event' to address the €5,7 billion funding shortfall to get all children into primary school.

We consolidated work done throughout *Rights to End Poverty* on rights in schools by rolling out a charter of 10 core education rights, and deepening our partnership with teachers' unions on education financing work. This helped us meet one of the main programme and policy priorities for the year – influencing National Development Strategies (NDS) to deliver human rights for all – as we started to expose and explore links between education financing and tax avoidance. It also laid the foundations for linking our campaign work on tax justice to education under our new strategy.

Our policy influencing work included producing resources to strengthen lobbying for education rights, including *At what age...?* – a report on child marriage, work and legal rights, published through the Right to Education Project, and produced the *Fund the Future* report, setting out principles for quality aid to education.

The right to human dignity in the face of HIV and AIDS

This was the final year for our dedicated HIV and AIDS team and objective. We will continue to work with people living with HIV and AIDS as a priority group under the new strategy, securing rights to food security and land, quality social services, education, support in emergencies and freedom from violence for women.

A major focus of the HIV and AIDS team this year was ensuring strong integration of the key issues they have been working on into our five new objectives. The HIV and AIDS team also took part in many National Development Strategies



Zenia Rueben, pictured here with her daughter and grandchildren, is a member of a Women Land Rights (WOLAR) Reflect circle in Mwanza, Malawi. Zenia's land was taken by a male cousin, so she joined WOLAR, learned about her rights, and settled her dispute with him amicably. Through the WOLAR project, 2,275 women farmers in 91 Reflect circles gained literacy skills and knowledge on issues of land access, control and ownership.

Credit: ActionAid

processes during the year, supporting countries including Nigeria, Kenya and Nepal in defining both their National Development Strategies priorities, and the health and HIV and AIDS component of their National Development Strategies work. The team continued to work with their women's rights counterparts to strengthen the voices of women living with HIV who were lobbying for universal access to treatment, care and support during the Global AIDS Week of Action, and sought to integrate key issues and methodologies such as Societies Tackling AIDS through Rights (STAR) into HRBA training, and to integrate the HRBA framework into STAR training.

The HIV and AIDS team continued to support programme work, spearheading various fundraising initiatives for multi-country programmes and raising €718,307 from the Rush Foundation for Malawi, Uganda and Gambia for Innovative

programming on HIV and AIDS.

Our policy influencing work included commissioning, alongside the East Africa Network of National AIDS Services Organisations, a gender audit of all African AIDS legislation, highlighting the impact on women and girls and paving the way for Africa-wide advocacy on HIV, human rights and legislation. We supported the Association of People Affected by AIDS in Asia to commission a multi-country study on AIDS, criminalisation and human rights, providing evidence on the magnitude of rights violations for at-risk populations, and the need to invest more in repealing harmful laws and promoting human rights. We also played a key role in mobilising civil society and women living with HIV and AIDS to influence the United Nations General Assembly High Level Meeting on AIDS in June.

“We have become capable enough to claim our rights at the family, society and local government level. We are now also aware about domestic violence, international law and other laws in favour of women's rights, including the 33% reservation for women in every committee and forum. Knowledge about existing national and international laws and policy has empowered us to advocate on cases of domestic violence.”

Ramsara Singh on the benefits of local Reflect circle membership in Gotri village, Bajura, Nepal

Women's rights

This year we concluded our highly successful multi-country programme on Women's Land Rights in Malawi, Mozambique, South Africa and Zambia, which over the last two years has demonstrated the powerful links between literacy and women's empowerment to demand land rights – for example, through Reflect circles in Malawi, women have gained ownership of land in their own names. We will continue to prioritise women's land rights under the new strategy, including through a new, EC-funded, €1 million multi-country programme in Sierra Leone, India and Guatemala, for which we have started to gather baseline information.

Our policy work on women's land rights showed the impact on women of large-scale leases, land grabs and contract farming for biofuels and export food production, and engaged in the drawing up of voluntary guidelines, led by the Food and Agriculture Organisation (FAO), on the responsible governance of tenure for land, forests and fisheries. By the end of 2011 our negotiations resulted in strong commitments to gender equality in land governance.

We continued to prioritise our work on violence against women, launching a pilot programme in a new area of work to make urban spaces safer for women. Using well-tested safety

audits – including safety walks, mapping exercises and focus group discussions – we consulted over 300 women, from migrant garment workers in Phnom Penh to women vendors in Addis Ababa, to identify what must change to give them a world free of violence. The pilot empowered Brazilian women in Recife to discuss with local government the violence they face at home and in poor urban favelas, and supported Liberian women to raise the issues of rape and exchange of sex for grades on campuses in Monrovia. This pilot built the foundation for the work we have now agreed to do organisation-wide under our new strategy.

As part of the National Development Strategies organisational priority we launched our Unpaid Care Work pilot – reaching over 500 women and men in rural and urban communities across Nepal, Nigeria, Kenya and Uganda, raising the issue of the unfair burden of domestic work on women – this fits with the new strategy’s objective of economic alternatives for women. We also ran a five-day training for staff and partners on women’s reproductive and sexual health to start meeting objective five of our new strategy, which is to ensure women’s control over their own bodies.

Right to just and democratic governance

In 2011 the international governance team led the National Development Strategies (NDS) initiative, helping countries such as Kenya, Bangladesh, Nepal, Nigeria and Tanzania engage in evidence-based advocacy on issues including tax reform and social protection – the first steps towards meeting the new strategy’s objective on quality public services and redistribution. Through National Development Strategies knowledge-sharing and learning workshops, ideas on progressive development alternatives were discussed with country programmes that expressed interest in National Development Strategies activities.

A major focus of the year was building the capacity of staff and partners. This included running accountability and governance training for 600 staff in six Asian and ten



ActionAid and other members of the Tax Justice Network came together to launch a toolkit for activists at this year’s World Social Forum in Dakar, Senegal. The forum opened with tens of thousands of people from 120 countries marching for action on land grabs, financial secrecy and the non-commitment of G8 leaders to addressing the environmental, food and economic crises facing developing countries.

Credit: ActionAid

African countries, and supporting the publication of four resource books on accountability, voice, power and budgets. By securing a €519,000 seed fund grant from the Danish International Development Agency (DANIDA), we paved the way for deepening our governance work on the provision of essential services, progressive tax reform, and strengthening people’s democracy movements in Asia and Africa.

We worked to influence the global and regional democratic governance agenda through research and collaboration with networks including the Oslo Governance Forum, South Asia Social Forum, Asia-Arab Dialogue on Democracy and South-

South Cooperation.

One disappointment was that ActionAid and federation members were not yet in a position to support the Arab Spring or the democratic aspirations of millions of poor and marginalised people in west Asia and north Africa, who resisted autocratic regimes and expanded the space for democratic practice. While two of our new members, ActionAid Denmark and ActionAid Australia, work in the Middle East, this work had not yet been integrated into the federation as a whole. ActionAid is now appraising whether we are in position to do more in these key regions.

Right to food

This year the right to food team consolidated its work on food rights, integrating the new strategy's focus on climate resilience by developing a 'core minimum food security programme' for country programmes, and a *Climate Resilient Sustainable Agriculture toolkit*. These tools will enable us to more effectively support smallholder farmers in the transition to more sustainable food production.

We also documented sustainable agricultural practices in Vietnam and India, outlining lessons learned and exploring where successful models could be replicated in other countries; these studies provided policy recommendations to Asian governments to improve the region's food security. Our *What women farmers need: a blueprint for action*, outlined the 'essential services package' governments need to provide to small women farmers. We also did research on Public Financing for Agriculture to improve government expenditure on agriculture and policies that favour women smallholders, and published a policy brief to secure more investments for women smallholders at the G20 agriculture ministers' meeting in Paris.

“Like many other members of the society, I sell the surplus to generate income that I use to support my children in school and to meet other basic needs of my family. I also give out some rice to my relatives in the urban areas. I have also opened a savings account at the VISACA bank in my village. Being a member of the Rice Farmers' Cooperative Society (RFCS) is the key to my success. Like many other women members of the RFCS, I am blessed. I thank ActionAid and other organisations for supporting the RFCS.” Maimuna Ceesay, vice president of the RFCS, Jahally Pacharr, The Gambia



ActionAid and the Voluntary Association for Rural Development in Bangladesh helped set up a farming cooperative to train women on seed preservation and sowing techniques, reducing the hunger that previously affected the families' health and prevented children from going to school. Now, with child sponsorship funds, people are more self-sufficient, children are enrolled in school and have educational materials.

Credit: Nicolas Axelrod/ActionAid

In Africa, we helped monitor and influence the Comprehensive Africa Agriculture Development Programme (CAADP) including promoting civil society participation in the process. The highlight was signing a Memorandum of Understanding (MoU) with the African Union Commission (AUC) in July. Through the MoU, ActionAid is now able to formally register, participate, contribute and influence agricultural

policies in many ways – including climate change negotiations, land policy initiatives, agricultural financing meetings, AUC summits and the African Ministerial Conference.

We also undertook policy and advocacy work on price volatility, and held weekly food price crisis calls with policy staff across the ActionAid federation. We designed, conducted and analysed three surveys in 20 countries in Asia, America and

Africa on the local impacts of rising food prices – the results of which led to the development of the *Action Guide on 2011 Food Price Crisis* for country programmes, and fed into various G20 policy briefs and reports, and the 2011 *HungerFree Scorecard*.

HungerFree/policy

The HungerFree campaign has secured improved investment in food for millions of farmers over the last four years, as well as helped organise strong, lasting coalitions in more than a dozen countries. This year we upped our collective advocacy, with ActionAid in France, Italy, Australia, Brazil, South Africa, the UK and the US joining forces on a strategy for the G20 summit on food price volatility and security, and tax havens. We again used the opportunity of World Food Day and Rural Women's Day to campaign for the rights of women farmers, mobilising in over 20 countries to make women farmers visible, while pushing for governments to support them. Our call to action was backed by the launch of the third annual *HungerFree Scorecard*, ranking countries on their support for tackling hunger.

It was also a critical year for our work on climate change. As the UN Climate Change (COP) negotiations in Durban, South Africa geared up in October, we supported the Pan African Climate Justice Alliance (PACJA) 'Caravan of Hope' as it travelled through 10 African countries, galvanising action on the climate crisis facing the continent. As the caravan travelled from Burundi to South Africa it picked up farmers and activists, held lobby meetings, met heads of state, and attracted international

"I wish the decision makers would realise that the damage caused by climate change is not a distant concern in Africa. It's right here with us – and it will continue to be with us if they don't start taking action."

Mark Diba, Kenyan farmer, travelling with the Pan African climate caravan of hope as it made its way to Durban

media coverage. More than one million people signed the PACJA climate change declaration, calling on African leaders to demand that rich nations meet their obligations and take action to solve the global food and climate crises during the COP 17 negotiations. We also supported the Rural Women's Assembly in Durban, bringing together more than 100 women from across southern Africa to learn, share experiences and concerns about the impacts of climate change on their livelihoods.

We secured places for staff from five ActionAid countries on official government delegations, supporting the positions that our small lobby team took to the meeting. An important outcome was that we stopped the soil carbon market initiative being included in the COP 17 outcomes in Durban – and future multi-lateral United Nations Framework Convention on Climate Change (UNFCCC) processes – by lobbying African governments to not accept it and instead push for public

financing for climate change from rich nations.

Other policy work this year focused on tax avoidance, including influencing G20 leaders to commit to tackling tax evasion, and recognise for the first time that multinational companies should improve tax transparency and comply with tax laws. We also defined the campaign elements of the new international *People's Action to End Poverty* strategy, and recruited 1,400 new Activista campaigners in 36 countries as a result of our Global Change trainings. These initiatives on tax, unpaid care, and youth mobilisation all built foundations for work under our new strategy.

Human security in emergencies

The biggest humanitarian disaster in 2011 was the East African drought. Our response provided 375,000 people with food, water, specialist nutritional support and livelihood protection.



Participants in the Pan African Climate Justice Alliance's 'Caravan of Hope', which brought environmentalists, farmers and activists from across Africa to lobby the UN Climate Change Conference in Durban.
Credit: James Akena/PACJA

We replaced livestock for 200 families, provided seeds and agricultural tools to 2,000 families, and trained 300 farming families on sustainable agricultural practices. A ground-breaking innovation was our collaboration with infoasaid, a consortium of the BBC World Service Trust and Internews, to help drought-hit Kenyan herders use new technologies such as the Freedom Fone and Frontline SMS to receive weekly updates on livestock prices, and key information on animal disease prevention and water availability.

In Haiti, we brought our human rights based approach firmly into our emergency response through the grassroots *Je nan Je* campaign. Translated as Eye to Eye, the campaign demands accountability on where aid is going, and women's rights to land and housing. Not only is it mobilising women, men and youth living in poverty, it attracted the attention of decision makers in Haiti and Washington, and Haitian diaspora in the US.

We also had smaller responses to floods in Pakistan, India, Bangladesh, Thailand, Cambodia, Myanmar, Guatemala and Nigeria, as well as to drought in Afghanistan, mudslides in Uganda, and storms in Lesotho. Climate change is wreaking

“We were given four hours to leave our homes before the flood reached us. It was such a short notice that barely anyone was prepared. The flood intruded quickly and swept my pots, pans, and other belongings away. I could not do anything but watch what little I have owned disappear before my eyes. I couldn't stay at home after that.” *Granny Nu Rittiruk, 74, farm labourer in Lom-Sak district, Phetchabun, Thailand. ActionAid provided 315 flood relief packages to flood-affected families in Granny Nu's community*

havoc in people's lives and we need to further build our capacity to respond, to build people's own resilience, and to influence policy on climate change.

To build this capacity, we held six country-level Emergency Preparedness and Response trainings, providing technical and human rights-based perspectives on emergency response. We now have 69 people on our E-fast register to support responses. Bangladesh, South Africa, Democratic Republic of Congo, Liberia, Ghana, and Zimbabwe have begun work to complete their preparedness plans.

This was the second year of Access to Justice for Women in Conflict Situations in seven African countries. The project engaged with police, courts, judiciary and traditional leaders, amplifying the demand for justice from women and reducing the incidence of violence against women. The programme has resulted in stronger groups to support women survivors of violence, increased willingness of women to access the justice system, and increased momentum for national and regional-level judicial and legal reforms – enhancing the likelihood of justice being done. We also completed the five-year UK Department for International Development (DFID)-funded Disaster Risk Reduction through Schools (DRRS) project in nine countries and compiled lessons learned; Malawi, Bangladesh and Nepal are now replicating and scaling-up DRRS projects.

Research in four East African countries analysed the links between climate change and drought, and the impact of these on smallholder farmers and pastoralists (particularly women). The findings will inform the development of a multi-country programme approach and strategy for tackling climate change challenges based on a Comprehensive Resilience Framework. We further integrated human security perspectives into our human rights based approach and built stronger links between our climate change work and disaster risk reduction and resilience building – work that fits with the first objective of our new strategy. •



The *Je Kontre* march in June drew 10,000 protestors to demand good housing for people living in tents since the earthquake in Haiti in January 2010, and accountability and transparency around the use of reconstruction funds. Farmers also demanded that local seeds are protected and used to make local agriculture sustainable.

Credit: ActionAid

Organisational change priorities



ActionAid Sierra Leone's Foday Swarray (right), from Western Area, hands activity plans over to the Education Officer of Freetown city council, Henry Fyfe, as part of the organisation's commitment to inform local people about how our resources will be used for development. In 2011 we held meetings with several City Councils to share plans for the year.

Credit: ActionAid

and campaigns team, and programmes staff were merged into a new Programmes Directorate, bringing a much more integrated approach to our human rights based approach (HRBA). Creation of a revamped Directorate of Organisational Effectiveness, with continued focus on evaluation and accountability, more resources for innovation and learning and a new dedicated planning and information function began, and will continue into 2013.

Strengthening governance, deepening accountability

With the transition of Nigeria and Sierra Leone from Associate to Affiliate status, and the Board approval of Democratic Republic of Congo and Myanmar as full Country Programmes, our membership now comprises 9 Associates, 16 Affiliates and 18 Country Programmes. The Secretariat continued to support governance capacity building by hosting a technical skills seminar on board/management relations and risk management (among other issues), as well as organising a two-day forum of national and International Board members and staff to learn and share experiences on good governance, federal models and internationalisation.

Strengthen staff capacity

Our 2011 federation plan agreed an integrated capacity building initiative on the HRBA – using the newly released HRBA manual developed in 2010 – as the third major priority for the year. A combined total of 271 staff and 20 partner countries participated, and Nigeria and Zambia followed up with in-country trainings, which were piloted in Rwanda and Vietnam.

The other priority area for staff development was our women's leadership programme, which supported 25 staff in over 20 countries. This highly rated, intensive programme



Our organisational change priorities received much attention in 2011 as our 2010 evaluation, *Taking Stock 3*, was critical of our progress in these areas.

We initiated a complete restructuring of the International Secretariat and a major overhaul of all our systems in order

to achieve more synergy and effectiveness. The International Directors' team and the number of directorates were halved to six, while fundraising and communications continue as one strengthened directorate. Our five separate regions were replaced by seven smaller clusters, all reporting to one Country Coordination directorate, and our six theme teams, policy

included two training workshops, mentoring, coaching, and action learning projects. The Secretariat and ActionAid Denmark, with funding from DANIDA, also ran programmes on strengthening staff capacity for our governance work in 20 countries, with a combination of training and technical advisors. Overall, staff numbers in 2011 were just 1 less from 2010 at a total of 2,863. Of these 52% were female. Female representation at leadership level grew from 42% in 2010 to 46% in 2011.

Strengthen our systems and structures

The restructuring started in July was extended until April 2012. By time of this report (May 2012) 95% of restructuring has been completed. A total of 159 positions were advertised and filled, 82% of these were filled from within the organisation, giving a good balance of stability and new input. A major success was the move of our finance team in July. Ten positions in London were made redundant and 17 people hired in Johannesburg, with 7 positions filled internally. Once in place, the new finance team prioritised updating our financial management framework and improving our TM1 system, which is used to consolidate financial statements across all 43 countries.

The new Global Security Coordinator was appointed and the ActionAid International Safety & Security Policy was revised and approved. The ActionAid International Crisis Management Protocol and Security Risk Analysis framework were developed, approved and rolled out. The Security Focal Persons network (SFP Forum) was revived and the first SFP security training was organised, involving 29 participants from 26 countries.

We decided to reschedule major systems changes such as the Management Information System, new planning system, and the revised Accountability Framework into 2012, after the restructuring. Some interim improvements made included integrating new monitoring and evaluation requirements and a simplified partnership and complaints policy into our



Wendy Pacay, ActionAid Guatemala's Sponsorship Manager, talks to ActionAid sponsored child Sandra Maribel Choc Xo, aged 8, during a message collection at the village school in Icbolay, Alta Verapaz, Guatemala. Involving children more actively in our human rights based approach was a priority in 2011.
Credit: Greg Funnell/ActionAid

Accountability, Learning and Planning System (Alps) 2011, and creating a human resources management information system which went live in the International Secretariat and two Country Programmes.

Increase and diversify our income

Major initiatives underway include transformation of our child sponsorship product, setting up new fundraising programmes (in particular, high value), and supporting our emerging sponsorship sources, especially India and Brazil. The Fundraising and Investment Fund supported Sweden and Australia to engage with the Swedish International Development Agency (SIDA) and AusAid respectively.

Overall, our voluntary income – which includes income from trusts, individuals and corporate - as reported in Euros decreased by 2.7% due both to exchange rate changes in relation to the UK pound, and lower level of emergencies and therefore emergency funding.

The total number of supporters making regular donations increased slightly to 385,000 with declines in Greece and the UK compensated by large increases in supporter numbers in Italy, Brazil and India.

Official income decreased to €69m from €72m in 2010, which is a success given reductions in emergency funding. Major multi-country programmes for which we secured funding include €3.5 million from IrishAid for supporting women's



As part of ActionAid's campaign against tax avoidance by Grolsch owner SABMiller, ActionAid did a stunt at the company's block party in Stockholm this year. Dressed in bottle costumes, we took to the streets armed with beer mats for people to sign and send to SABMiller, joining other tax justice campaigners around the world in asking them to end the tax dodge.

Credit: ActionAid

Strengthen our communications and campaigns

Our new global web platform launched in May, making us the first international NGO to have an individualised web presence for all national affiliates – using the latest digital technology, 33 countries now have updated sites. One of the immediate benefits of the new design was a doubling of website traffic to around 80,000 visits per month, enabling us to top Google rankings on searches on the East African drought. Following an extensive consultation process embracing all country communications teams, other key functions across the organisation and external experts, we were able to develop a new communications framework. At its core are the principles of ensuring that communication initiatives are externally orientated and more audience focussed, strengthening the role of communications in achieving our objectives over the new strategy period.

We made considerable inroads this year to advancing the impact of our international work across our membership. We moved towards better coordination of our advocacy and lobbying work in the run up to, and during, key international forums, including the G20 summit and the UN Climate Change Conference in Durban. It was also a significant year for moving towards defining and developing the campaigning elements of the new international strategy. Through a broad and inclusive process we set about developing new multi-country campaigns.

The new ActionAid Campaign Strategic Framework (CSF) was developed over 2011, driven by the need to improve the way ActionAid campaigns in order to achieve greater impact and change. The CSF seeks to strengthen ActionAid's ability to work in a more integrated way, and build our capacity to become a more effective campaigning organisation.

Please see the HungerFree/policy section (page 20) for progress against our final objective in relation to mobilising supporters and partners. •

rights programmes in Malawi, Kenya, Nepal and Vietnam, and €2 million from the Dutch government's FLOW for Ghana and Rwanda to advance food security by reducing women's unpaid care burden. In-country, some of our top fundraising included Myanmar raising €2.6 million from the UNOPS-Lift, Pakistan raising €1.4 million for brick kiln workers and bonded labourers, India winning four grants worth €1m in total from the Humanitarian Aid and Civil Protection department of the European Commission (ECHO) for humanitarian work, and Vietnam raising €129,000 from the Swedish International

Development Agency (SIDA) for disaster preparedness.

We also raised €3.2 million from the Gates Foundation for work on public financing of agriculture in East Africa. Malawi secured a grant from the Roger Federer Foundation of €5 million over 10 years for education work. Despite the serious downturn in funding for HIV and AIDS work, we secured a €646,000 grant from the Rush foundation to support innovative initiatives to work with women and youth living with HIV and AIDS. Our global education team brought in an additional €431,000 for education work, to name some highlights.

ActionAid General Assembly and International Board



Members of the ActionAid Assembly and Board join staff in Johannesburg in January to craft our new strategy, *People's Action to End Poverty*.

Credit: ActionAid

One of the identifying features of ActionAid International is our governance structure. Committed to shifting power closer to the people and communities living in poverty and with injustice, ActionAid started a very ambitious project in 2004 to turn each of its country programmes into national affiliates (with national boards) and move its headquarters from London to Johannesburg. Each new associate or affiliate has a seat on the International Assembly, which elects the International Board.

The International Board is a diverse group of leaders in their field: Irene Ovonji-Odida (Chair) from Uganda, Sriprapha Petcharamesree (Vice-Chair) from Thailand, Patrick Dowling (Treasurer) from Ireland, Nyaradzayi Gumbonzvanda from Zimbabwe, Alexandra Mitsotaki from Greece, Matteo Passini from Italy and Poguri Chennaiah from India. The Assembly endorsed the nominations for Adrian Zapata from Guatemala and Kibby

Kariithi from Kenya to join the International Board in 2011, while we said goodbye to the visionary Candido Grzybowski from Brazil after years of dedicated service on the board. In December 2011 Patrick Dowling ended 3 years of service as treasurer but will continue on the AAI Board into 2012. Michael Lynch-Bell from the UK joined as our Treasurer.

In 2011, ActionAid's Assembly voted in ActionAid Sierra Leone and ActionAid Nigeria as full affiliate members (see box for the full list of Affiliates, Associates and Country Programmes). The International Board and Assembly members continued to work extremely hard to ensure that this governance model and its related processes remain a political, not just a technical, project.

The International Board and Assembly also played a critical role in steering the strategy process. On July 22, when the Strategy was approved, Board and Assembly members noted that the process did not just deliver an exciting strategy towards achieving our mission, but actually strengthened the federation as a whole. •

Country Programmes (CP)

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

Affiliates (AF)

Australia
Brazil
Denmark
Ghana
Guatemala
Hellas (Greece)
India
Ireland
Italy
Kenya
Nigeria
Sierra Leone
Sweden
Uganda
UK
USA

Associates (AS)

Bangladesh
France
Malawi
Nepal
NIZA (The Netherlands)
Tanzania
Thailand
The Gambia
Zambia

Lessons learned

Challenges and lessons from our year of transition



Insecurity in countries such as Afghanistan, Nigeria, Liberia and Uganda affected our programme work, leading, in some places, to security procedure reviews.

Credit: ActionAid

This year each country programme and international directorate gave an insight into some of the main lessons and challenges from this, our year of transition. From this emerged some common issues and trends of relevance to the federation.

The external context

Lack of state funding and commitment to basic rights restricted our work. In [Ghana](#), [Somaliland](#), [Afghanistan](#) and [Burundi](#), lack of government willingness to allocate resources for education or to effect policy or law reform held back our HRBA work. In [Sierra Leone](#), the Education for All initiative is a

challenge because of lack of state provision of trained teachers, while in [Burundi](#) a high level of illiteracy is impeding our work. In [Zambia](#), difficulties accessing information from government departments held back our work to track government budget spending. However, where lobbying authorities is necessary, an interesting observation from ActionAid [Nigeria](#) is that engaging with state government is more effective than local government, because it has more resources and immediate powers to respond.

Insecurity and violence in Afghanistan, Nigeria, Liberia and Uganda affected programme work. Election violence led [ActionAid Sierra Leone](#) to develop a security protocol and improve information sharing during times of unrest, while the

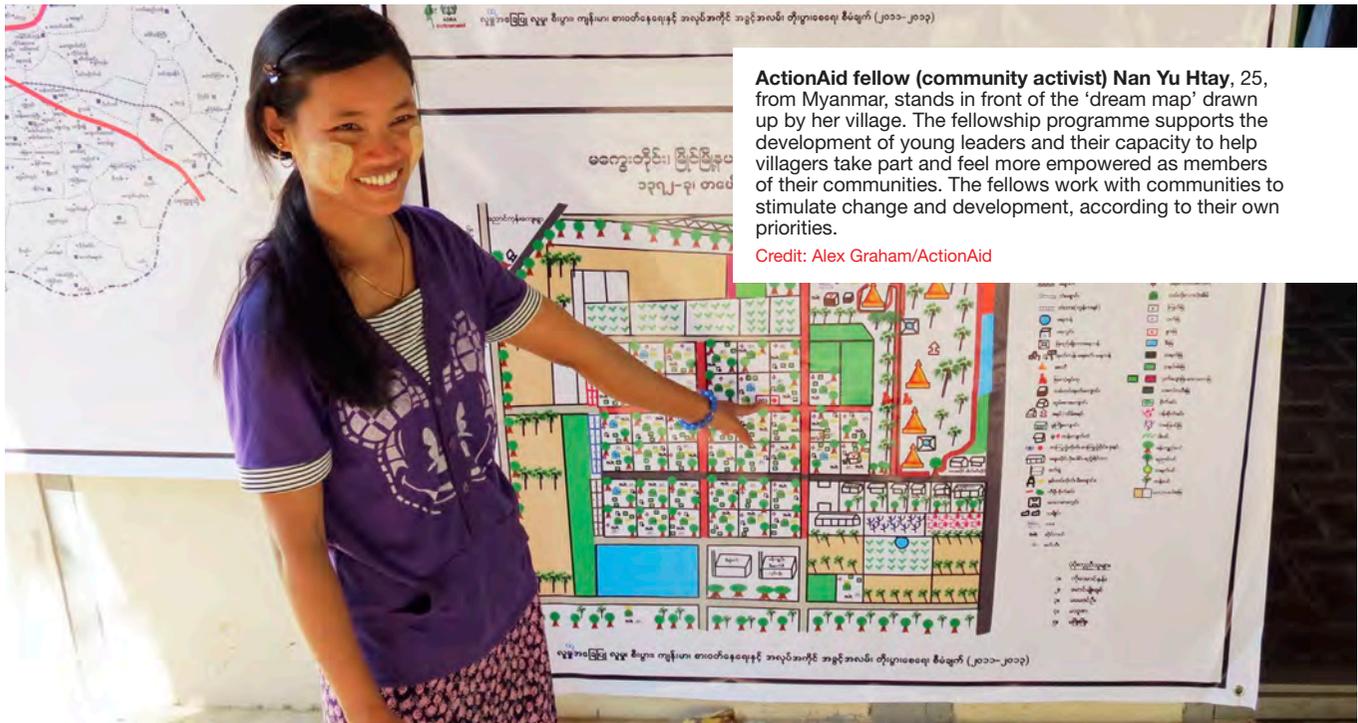
kidnapping of two staff members in the [Democratic Republic of Congo](#) led ActionAid to tighten its security policy, including training for staff and partners on security management, a review of safety and security procedures, constant security monitoring, documentation and sharing of security incidence reports.

Funding was a challenge for some middle-income countries. In [South Africa](#), middle-income country status means it is not a priority for institutional donors. Similarly, [Vietnam's](#) listing as a middle-income country has diminished attention on poverty reduction and significantly constricted official development aid. At the same time, our child sponsorship comes from countries impacted by the financial crisis, such as Italy, Spain, Greece, Ireland and the UK. Alternative funding strategies are necessary. Two middle-income countries that have been investing in local fundraising – [Brazil](#) and [India](#) – are starting to see success, with [Brazil](#) now recruiting sponsors not only for local children, but also for children in [Haiti](#).

Lessons learned

Many countries shared lessons from their efforts to deepen programme quality and build capacity on our human rights based approach (HRBA), including on monitoring and evaluation. [Ghana](#), [Lesotho](#), [Burundi](#), [Rwanda](#) and [Zambia](#) all reported difficulties, ranging from lack of facilitation skill and time, to community resistance, with [Cambodia](#) commenting: “Developing local rights programmes in an inclusive, participatory way, while linking to ActionAid country and international strategy and developing a comprehensive monitoring and evaluation framework, takes significant time and human and financial resources.”

The **women's rights team** realised the need for stronger research capacity to gain methodologically sound baselines for their work on violence with poor urban women, suggesting that in 2012 they will strengthen their capacity to do this. The human security team also reported difficulty in measuring the impact of our Disaster Risk Reduction (DRR) preparedness



ActionAid fellow (community activist) Nan Yu Htay, 25, from Myanmar, stands in front of the 'dream map' drawn up by her village. The fellowship programme supports the development of young leaders and their capacity to help villagers take part and feel more empowered as members of their communities. The fellows work with communities to stimulate change and development, according to their own priorities.

Credit: Alex Graham/ActionAid

work, as well as our ability to measure the true impact of our emergency programme work.

Nigeria noted the importance of quality, trained facilitators, attributing the weakness of Reflect circles in Nigeria to the fact they were run by untrained volunteers. Capacity was also an issue in Ghana, Pakistan and Uganda, where ActionAid staff felt they were spread too thinly over too many themes and programme focus areas. They consulted staff, partners and rights holders and narrowed their focus, reducing the number of issues and themes on which they work by up to a half.

Changing people's attitudes will be key to challenging the inherent tension between our human rights based approach and 'service delivery' initiatives. Ghana, Zimbabwe, Myanmar, the Democratic Republic of Congo, Uganda, Cambodia and Lesotho shared continuing challenges with implementing our HRBA, as communities still express a preference for projects with faster, more tangible benefits, such as classroom

construction, and reluctance to engage in advocacy. ActionAid Uganda reports that rights consciousness among communities is too low to adequately link service delivery to rights awareness, leaving partners, staff and community activists with a challenging work environment.

A lesson learned from ActionAid Burundi suggests that because the HBRA approach is difficult where poverty is deep, focusing on a small geographical area can increase impact, helping rights holders 'join the dots' between services and rights.

Lessons were also learned on how to 'walk the talk' of our principles in relation to agency of poor and excluded people, partnership, and women's rights. Many country programmes stressed the need to develop campaigns built on local contexts so they can be owned by rights holders. In Zambia, men are the custodians of power and decision making, so advocacy needs to target them. In Burundi we saw the need to sensitise rural men and boys – those resisting ActionAid's

work on the issue – about rights to land.

Similarly, in Somaliland, men's resistance to women's rights was also raised as a challenge. The lesson suggested by ActionAid Somaliland is that by working more closely with traditional structures and institutions in patriarchal societies we can change their perception and transform them into rights advocates.

In Haiti there was a feeling that ActionAid needs to strengthen campaign activities and mobilisation at the sub-national level and that 'downward' communication would help better communicate to people the humanitarian aspects of campaigns – otherwise campaign objectives can be perceived to be long-term by those affected, and not relevant. Lesotho and Rwanda took steps to decentralise after feedback showed the need to be more in communities. ActionAid now has a presence in the community, and staff monitor closely programme implementation alongside community-based partners and rights holders.

Working in alliances and partnership is a key value and organising principle. Overall, last year we spent 29% of our programme budget through partners. The percentage varies dramatically country by country depending on context. Brazil, Guatemala, Senegal and Somaliland all spend more than 75% of their programme budget through partners. The lowest are China (4%), Kenya (6%) and Afghanistan (13%).

In Sierra Leone, involving sponsorship facilitators, mothers, guardians and communities enhanced participation, reduced expectations and helped build trust and confidence in the sponsorship programme. On a similar theme, in Mozambique it was felt that, while partnership at local rights programme level is vital, representation of poor people in these structures is important for sustainability. Direct implementation by ActionAid in the early phases of the Local Rights Programme was necessary, allowing community mobilisation while rallying them around common issues and organising them – gradually transferring the responsibilities for implementation.

There were lessons to be learned about the mechanics

In India, our Wall Street Campaign galvanised solidarity for the children, men and women who live on the streets of Chennai – people who get little or no support in their struggle for identity and rights. The campaign attracted people from all walks of life to see homeless people as fellow citizens with the same rights as themselves. Such was the impact of the campaign in uniting new alliances of people to call for change, a policeman who had come to keep order at the protest ‘signed’ a wall with his palm print in its support.

Credit: Parvinder Singh/ActionAid



of partnership too. ActionAid **Zambia** mentioned the lack of information-sharing platforms at district level, meaning that partners were unable to share experiences and lessons. There was also a disconnect between national policy work and district level – local rights programmes felt “left behind” and missing the chance to gather evidence. In **DRC** it was felt there was a need for tools to help identify competent partners, and that regular monitoring would identify gaps in partner capacity. Here it was felt that multi-activity MoUs rather than lots of single ones with partners would help address this and inspire confidence in partner organisations.

In **India** there was a perceived need to move away from identity based politics (social groups) towards newer solidarities, uniting social movements, people’s struggle groups, social activists and academics, researchers and knowledge institutions, to build a critical mass and a political voice. The need to forge stronger alliances with like-minded civil society organisations and people’s movements fostered the idea of ‘knowledge

activist hubs’, bridging the gap between grassroots activism and intellectual/scientific knowledge.

Strategy development and restructuring held many lessons for us. A strength of the strategy development process was the collective and inclusive process that allowed for repeated engagement with partners, staff and boards. However, this also had transaction costs, with some teams having to repeatedly engage the same points with multiple drafts. The human security team noted it would have been useful to have as much of the process as possible mapped out from the start, so colleagues could have planned better their time to feed in.

The Secretariat restructuring was a highly necessary part of change to the strategy, but we did not perhaps understand the magnitude of the impact of the length of the process on more junior staff in particular, who had many months of knowing change was coming without sureness of their future, which impacted on morale and delivery. In spite of great efforts to avoid it, the capacity

to strategise new work, while continuing work on ongoing projects was a problem. The level of capacity overall within the organisation to enable effective cross-geographical representation into international planning is woefully short – especially in the South – for us to be able to effectively deliver on shared projects.

Integration and cross-organisational working were trends that were welcomed in a few different areas. The education theme welcomed the new strategy and structure emphasis on breaking down silos, noting that a failure in the past has been cross-thematic linkages, leading to fragmentation of efforts at community level. The campaigns team pointed to the Campaigns Strategic Framework (CSF) and Campaigns Future workshop as a useful space to kick-start the thinking, producing practical recommendations for how we design, agree, plan and implement campaigns more collaboratively.

Child sponsorship presents a range of opportunities and lessons for integration. In **Liberia**, integration of the child sponsorship programme with other work reduced ‘silo’ working, and in **Brazil**, there was a call from communities to better integrate child sponsorship activities with their work with rights holders. Child sponsorship by schools could have been seen as a ‘window’ to the world and an educational tool in teachers’ hands, says ActionAid Greece, which aims to develop guidelines for teachers to build on the child messages and the community newsletter, and support pupils’ understanding of human rights, poverty, injustice and development.

From partnership working to implementing our human rights based approach, and from walking the talk with rights holders to better organising ourselves internally, we all took away hugely valuable lessons in 2011. Accountability, transparency and learning are pivotal to our work and our values, so sharing information such as this on what went well and what didn’t helps us do better. Building on this, and the achievements over the last strategy period, we will strengthen our impact through *People’s Action to End Poverty.*•

ActionAid country data at a glance

During the last year of *Rights to End Poverty*, we collected a few metrics to give us a sense of the scope and scale of our programme, and to complement our stories of change.

These include status as a country programme, associate, or affiliate (see pg 25 for difference), start date of ActionAid work in the country, income and expenditure, the numbers of people we reach through our programmes in communities, the number of partners, and progress in

increasing numbers of female staff and board members. These metrics are summarised here, along with some key data about number of programmes and overall size of staff.

Full financial figures and a financial narrative are available in our accompanying report. •

Name of Country	Status	Start Date*	Income €'000	Expenditure €'000	People we reach	Total number of LRPs***	Partnerships	Board		Staff	
								Number	% Female	Total	% Female
Afghanistan	CP	2002	5,101	5,212	208,217	11	3	n/a	214	24%	
Australia	AF	2009	6,998	6,457	14,000	n/a	n/a	44%	26	65%	
Bangladesh	AS	1983	6,707	8,042	199,000	30	71	50%	185	31%	
Brazil	AF	1998	4,217	5,430	214,500	24	13	45%	17	65%	
Burundi	CP	1976	955	1,066	78,500	5	21	n/a	43	33%	
Cambodia	CP	2005	2,868	2,279	189,000	19	19	n/a	39	49%	
China	CP	1998	1,765	1,401	132,000	17	n/a	n/a	36	61%	
Denmark	AF	2010	36,651	24,602	8,500	25 Mena** 19 CAM**	n/a	43%	175	72%	
DRC	CP	1987	948	1,652	60,000	1	87	n/a	31	42%	
Ethiopia	CP	1989	5,037	4,941	399,000	15	96	n/a	112	18%	
France	AS	2009	868	983	13,500	n/a	n/a	60%	10	80%	
Ghana	AF	1990	3,430	3,621	159,000	11	29	46%	68	31%	
Greece	AF	1998	10,284	2,285	74,500	n/a	n/a	71%	31	81%	
Guatemala	AF	1997	2,301	2,604	44,000	7	15	57%	19	58%	
Haiti/DR	CP	1997	3,522	4,828	118,000	7	7	n/a	47	40%	
India	AF	1972	11,373	10,553	6,725,000	92	233	55%	173	42%	
Ireland	AF	1983	3,489	892	8,000	n/a	n/a	33%	6	100%	

CP - Country Programme AS - Associate AF - Affiliate n/a - not applicable **Mena - Middle East and North Africa **CAM - Central America ***LRPs - Local Rights Programmes

Continued on page 30

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

Name of Country	Status	Start Date	Income €'000	Expenditure €'000	People we reach	Total number of LRPs	Partnerships		Board		Staff	
							Number	% Female	Total	% Female		
Italy	AF	1989	48,711	13,986	185,324	n/a	1	38%	93	70%		
Kenya	AF	1972	16,479	14,037	396,500	18	61	46%	151	46%		
Lesotho	CP	2004	1,053	1,000	36,000	7	n/a	n/a	15	53%		
Liberia	CP	1996	726	1,688	149,500	4	101	n/a	50	46%		
Malawi	AS	1991	5,378	4,547	13,500	14	52	55%	64	55%		
Mozambique	CP	1988	4,154	3,909	204,571	7	29	n/a	46	40%		
Myanmar	CP	2000	1,949	2,311	133,000	n/a	n/a	n/a	68	60%		
Nepal	AS	1982	4,798	4,332	103,000	18	35	50%	80	41%		
Netherlands	AS	2007	2,742	2,346	9,500	n/a	n/a	43%	17	76%		
Nigeria	AS	1999	5,232	6,710	791,500	12	285	42%	88	53%		
Pakistan	CP	1990	6,703	6,557	613,030	23	36	n/a	108	33%		
Rwanda	CP	1997	1,570	1,258	190,000	7	31	n/a	22	41%		
Senegal	CP	2001	1,276	1,767	223,564	9	14	n/a	22	50%		
Sierra Leone	AF	1988	3,288	2,916	635,500	7	8	58%	67	27%		
Somaliland	CP	1983	677	990	32,000	2	8	n/a	17	29%		
South Africa	CP	2007	1,185	1,601	125,500	8	40	n/a	18	61%		
Sweden	AF	2006	3,592	2,117	8,000	n/a	n/a	38%	13	92%		
Tanzania	AS	1997	3,439	3,871	981,000	9	37	46%	80	44%		
Thailand	AS	2002	84	413	41,000	4	15	55%	9	33%		
The Gambia	AS	1979	3,107	3,636	310,500	3	17	80%	45	33%		
Uganda	AF	1982	6,534	4,508	458,000	9	56	64%	80	38%		
UK	AF	1972	72,095	19,593	184,000	n/a	n/a	46%	175	76%		
USA	AF	2000	4,102	2,280	4,500	n/a	n/a	50%	4	50%		
Vietnam	CP	1989	3,384	2,804	214,369	18	14	n/a	49	63%		
Zambia	AS	2000	2,800	2,867	23,000	8	18	45%	30	63%		
Zimbabwe	CP	2003	4,147	3,394	149,000	8	25	n/a	38	58%		