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Annual report  
Stories of change

2010

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'Down with Hunger, Up with Justice' was the demand of more than 800 Nepali youth who joined the September 2010 'Activista Journey to end Hunger'. This march, which called for the new Nepali constitution to address landlessness and hunger, was one of dozens of actions organised by ActionAid globally as part of our international HungerFREE campaign.

**Photo credit:**  
Srikanth Kolari/ActionAid

## This report

This report – written primarily for our Assembly, Board, staff and partners – aims to provide a brief overview of ActionAid International's work in 43 countries and internationally, against our 2010 plan and the international strategy, *Rights to End Poverty*. This year, we experimented with a new approach to compiling the report. We asked each country and international programme to select just one example of change from the year and to analyse why this was the most significant or powerful change achieved. The need for annual review and reflection on lessons learnt was given less emphasis than before, given the high number of comprehensive reviews in 2010, including the extensive external evaluation, *Taking Stock 3*, and several thematic and country reviews. Attention was focussed on gathering high-quality, evidenced stories and reliable numbers, in line with this year's focus on improving our monitoring and evaluation data and analysis. Our impact assessment and shared learning team, and a subgroup of the Directors, then analysed the stories and findings of evaluations from the year to arrive at the brief overview and reflection of progress this year. Some financial information, extracted from the full financial report, is included and supplemented by the full audited financial statement available alongside this report. Detailed analysis of both challenges and achievements remain available to both the public and our Board and staff in the full annual reports done by each country, and in the evaluation reports, both available upon request and on our websites. More stories on our work are available for the public on our website [www.actionaid.org](http://www.actionaid.org).

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ActionAid International is incorporated in The Hague, The Netherlands.

Registration number: 27264198

ActionAid International is incorporated in South Africa under section 21A of the Companies Act 1973. Registration number: 2004/007117/10

# Letter from Chief Executive and Board Chair

**Joanna Kerr**, ActionAid International Chief Executive, and **Irene Ovonji-Odida**, Chair of the International Board, at the January 2011 strategy conference.

**Photo credit:**  
ActionAid

We are proud to submit our report of the highlights of ActionAid International's work during 2010, across 43 member countries and through the International Secretariat, in the penultimate year of our strategy *Rights to End Poverty*.

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

We are thus proud that in 2010 we not only helped hundreds of thousands of people recover from these and other disasters, but also campaigned to get decision-makers to take action on climate change and on the food crisis. We strengthened our local and policy work on sustainable agriculture. We brought the issue of women's rights to land to the fore in international negotiations and within national policy debates, while standing alongside women to claim land and other rights locally. As the stories in this annual report



show, we also made considerable gains in securing safe and accessible education for millions of children, in advancing just and democratic governance, and in supporting people living with HIV and AIDS.

Internally, it has been a year of exciting change and consolidation. During 2010, we welcomed Guatemala, India and Denmark as full members, and further democratised our governance structure, holding a second annual general meeting in which members tabled motions and began to more firmly steer the organisation. Chief Executive Ramesh Singh said goodbye after more than 20 years' service with ActionAid, and we welcomed our new Chief Executive, Joanna Kerr, who took the reins in July. We carried out an extensive external review looking at our achievements against *Rights to End Poverty* over the past five years, and began developing a strategy – consulting staff and partners – that will guide us from 2012 onwards. The

review found our strengths to include our commitment to taking sides with the poor and excluded, our unique rights-based approach, our partnerships and reputation with social movements, and our commitment to learning and accountability. We are committed to addressing the weaknesses found, most of which relate to how we are organised internally, as well as the need to have a clearer and more consistent identity and approach with our diverse range of stakeholders, across our different programmes.

This year our report takes a new format, featuring one example selected by each country programme that shows the impact they have made. We hope you enjoy the stories as we have. From providing small-business support or seeds to empower people to make choices in their lives, to linking supporters to children to enable their families and communities to develop, to helping women understand how they can challenge their lack of status through Reflect circles; from communities discussing how to reduce their vulnerability to disaster, to mobilising on the streets and influencing government, all across the globe ActionAid partners and the communities with whom we work are making a difference. We are proud to stand alongside them and support them, contributing our analysis, passion, and resources, and making links to other movements.

Joanna Kerr  
Chief Executive

Irene Ovonji-Odida  
Chair of the Board

# Reflection and overview



The more than 40 stories in this report show good progress in achieving results with our human rights-based approach across diverse contexts. In Ethiopia and China, where there are severe restrictions on our ability to do human rights work, we have nonetheless been able to stand by women and girls to defend and achieve their rights. In Pakistan and Haiti, in the face of having to respond immediately to incredible suffering, we have analysed and taken action on longer term rights abuses with survivors. In Kenya, Brazil and Nigeria, we have taken advantage of more open contexts to push the boundaries and advance legal rights, securing new

clauses in constitutions that protect and advance rights for poor and excluded people. In the US, UK and Italy we have influenced the policies of governments that impact on the lives of millions in the countries in which we work.

Throughout this work, we have managed to involve children and youth more consistently – for example children drawing about food rights in Brazil, pastoral children in Kenya using dance, poems and drama to demand girls' education, Activista mobilisations in Greece and the further development of our child-centred empowerment methodology, and Children's

Reflection and Empowerment for Social Transformation (CREST), in West Africa. There is a strong theme of women's rights across almost all the stories, showing the great gains we have made in both our stand-alone and cross-cutting women's rights work. We are also getting better at quantifying our impact, being able to show in more cases the numbers of people we reach through change, and providing qualitative stories which illustrate shifts in power that go beyond individuals.

But the review of the stories also shows some weaknesses. We don't have strong enough stories of how our supporters have helped to bring about change. It is still not always clear enough how our local, national, and international work is linked. We are better at describing what our partners have done, than what changes were achieved, or what our contribution was. We don't have a consistent enough approach to aggregating numbers and impact, or providing evidence for that impact.

Overall, the stories in this review – and the fuller country reports from which they are drawn – are in line with the findings of our evaluations. The reviews are consistent in affirming good progress against objectives, validating our theory of change and rights-based approach, commending our participatory and empowering methodologies and ways of working, but noting there is work to do to make our approach and our identity more consistent and more integrated, linking programmes more effectively across levels and geographies. In some areas we need to do more to make our campaigning work effective, in others we need to do more to appropriately address immediate needs within a human rights-based approach. One interesting finding was that while we have made very good progress in increasing people's awareness of rights, we have not always been able to translate that into supporting them to secure their rights.

Children in the Masindi district in Uganda take part in activities to deepen understanding of our child sponsorship approach. Our work in Masindi has evolved from direct service provision to now working with five partners on the rights to food and education.

Photo credit:  
Georgie Scott/ActionAid

“ Now I know how to support women to speak out against rights violations. This has never been done before. [...] This means that the impact of the project lasts much longer – changing attitudes and opinions is essential.”  
*Liberata, Administrator for the territory of Rutshuru, Democratic Republic of Congo.*

In 2010, over 20 countries scaled-up their hunger campaigning to bring media, public and government attention to food rights. In Rwanda, ActionAid and partners launched a banana plantation project benefiting over 600 households, while simultaneously calling on the government to amend the constitution to recognise food as a right.

Photo credit:  
ActionAid



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

with children and youth. We are also very proud of the continued development of our governance structures. There is a marked change in the levels of involvement of our boards and assemblies, with members now taking an active role in strategy development, for example.

An area for focused attention and improvement in our work, which we have identified above and beyond findings of the evaluations, is our approach in new middle-income countries such as Thailand, South Africa, and China, where we are not yet having the impact we believe is possible. We also want to further diversify our funding and increase unrestricted funds, while better aligning our fundraising, programming, and planning processes. While we did achieve the explicit programming methodology and campaigning model we identified as necessary in 2009, we did not manage the more specific actions of developing better systems

**Gender Budget Analysis** is a relatively new tool we introduced to 'walk the talk' in relation to our demands for accountability and transparency, by monitoring and reporting on our commitment to address women's rights in all that we do. The slight drop in scores since 2009 likely reflects a more thorough assessment rather than an actual reduction in our mainstreamed women's rights work.

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

and skills for integrating diverse models of mobilisation and campaigning, or consistently developing micro-level organisations into something more powerful at national level. These gaps are consistent with findings in *Taking Stock 3* and are being taken forward with our new strategy.

### Conclusions and actions

As the *Taking Stock 3* report said: "The capacities built, relationships established, impacts achieved and lessons learned from the past six years put ActionAid International in a position to have increased influence on reducing poverty and empowering poor and excluded groups in the future." These achievements, coupled with our experience and willingness to learn, put us in a stronger position than ever as we prepare to launch our new international strategy. Using our experience and guided by our new strategy 2012-2016, ActionAid International will continue to use people's rights as a powerful tool to fight poverty and injustice, in collaboration with our partners and local communities themselves.

# Asia region

## Afghanistan

ActionAid Afghanistan is working to provide access to justice for women by training female paralegals. The number of cases brought to court in the project area has increased ten times since 2009. Through *Reflect* circles, women reach out to paralegals who are trained in both Sharia (Islamic) laws and the formal legal system. Since the start of the project, paralegals have taken up over 300 cases in 3 provinces and brought justice to more than 100 cases. UN Women has included this activity in its strategic plan for Afghanistan, while the Afghan government has started recognising paralegals as representatives of women, and ActionAid Afghanistan has advocated for paralegals to be officially recognised in the formal justice system. At community level, women are slowly being more accepted as equals in society, there is less reluctance to send girl children to schools, parents are more aware of the dangers of early marriages and religious leaders are open to hearing about challenges for women and finding solutions.

## Australia

2010 was the first full year of membership of ActionAid International for the former AustCare, so the focus was on linking to the broader federation. One of the most important achievements of this was working with ActionAid Kenya and Uganda to secure AUS\$7.1 million from the Australian government for an ambitious five-year programme to increase food security for smallholder farmers in Kenya and Uganda. Work on the HungerFREE campaign, which attracted wide media coverage, helped establish ActionAid Australia as a leading expert in the fight against hunger, and to influence the Australian government's aid agency,



AusAID, on food security issues. ActionAid Australia had over 2,000 child sponsors and activist supporters providing regular funding in 2010.

## Bangladesh

ActionAid Bangladesh's partner, Young Power in Social Action (YPSA), has supported the Federation of People with Disabilities to successfully advocate for protection for men, women and children with disabilities who are vulnerable to violence and injustice. This year, the Federation helped 297 people with disabilities gain access to social welfare schemes, vocational training, and reserved seats on buses. ActionAid Bangladesh contributed to this by providing rights education to members of the Federation and to 720 people with disabilities to build their literacy and leadership skills.

The Federation brings together 49 self-help groups which were formed at sub-district level to campaign for rights, and because of this work, local government has allocated a budget for people with disabilities and the Federation is now represented on local government committees. Following on from this success, ActionAid Bangladesh has undertaken advocacy to increase the national budget allocation for people with disabilities and to help draft national legislation on disability.

## Cambodia

Community organiser Chom Siphean used the training she'd received from the *Human Resource Development for Community Sustainable Organisation* – an ActionAid Cambodia partner – to mobilise local people to look at the day-to-day issues that affect them, and take action

People take part in the ASEAN Disaster Risk Reduction Day, October 2010 in Kampong Thon province, Cambodia. The event was part of a campaign to increase awareness on the role of government and communities in disaster risk reduction and climate change. The effects of climate change worldwide have made our work on disaster risk reduction even more a priority.

Photo credit: ActionAid

Expenditure	
	€'000
Australia*	3 915
Afghanistan	3 149
Bangladesh	5 718
Cambodia	2 110
China	1 580
India	9 981
Myanmar	1 485
Nepal	4 913
Pakistan	6 315
Thailand	209
Vietnam	2 983

\* Figure includes national spend, excluding transfers to AAI federation.

People reached	
Afghanistan	32 985
Bangladesh	261 689
Cambodia	226 022
China	135 818
India	7 297 461
Myanmar	83 750
Nepal	696 636
Pakistan	639 855
Thailand	17 601
Vietnam	286 000

“From the women’s learning group and various trainings, I learnt to keep accounts for my family [...] I shared what I learnt with my family, who were very interested, and I now feel my husband and son depend on me and I am very important.”  
*Ma Shaye, Xiali village, Zhangjiachuan, China.*

to protect and promote their rights. As a result, 203 people successfully demanded free health care and 542 couples demanded joint ownership of land, recognised by the Commune Council. Villagers were made aware of the value of the natural resources – for example their forests – and worked together to protect them. Chom is just one of 500 community facilitators supported by ActionAid Cambodia. Together these facilitators work with 135,000 people.

#### ■ China

During 2010, ActionAid China’s women’s rights work helped a community of minority Muslim women to take leading roles in various community projects. The women persuaded their village leader to build better pathways to the fields, and to include a women’s toilet in the new village committee office. ActionAid China has worked to empower women and girls countrywide since 2008, and women’s groups have now transformed into women learning centres. They play an important role in promoting women’s rights in rural communities and are provided with training skills in literacy, healthcare, engaging in public activities and women’s leadership in communities. During the 16 days of activism on Violence Against Women, 4,000 women in Guizhou province alone participated in a campaign to end violence in their communities, engaging with local government officials and the community to increase knowledge on policies against violence.

#### ■ India

In 2010, ActionAid India and 20 other civil society organisations jointly organised a 130km march of over 1,000 landless and marginalised people demanding land reform and the promise of land. Mass public meetings and individual meetings with state authorities, coupled with mass media coverage, led to much public

attention and support. In response, the state land and revenue department issued an order to dispose of all pending land-related cases and give 0.03 acres of land to each landless Mahadalit family – those on the lowest rung of the Indian caste system – or cash for purchase of land. The state government has also ordered the restructuring of the land administration so that future cases are immediately resolved. Claims are now being invited from Mahadalit families and, so far, 45,000 applications for homestead land have been successful, resulting in 4,200 families gaining possession of land. Another 1,500 families have taken possession of 1,443 acres of land for farming.

#### ■ Myanmar

2010 saw the first election in 20 years in Myanmar, although internationally it was not widely accepted as free and fair. The government subsequently invited civil society

organisations to help develop national plans of action, and as a result, ActionAid Myanmar has established a working relationship with government. One example of this is the partnership with the Myanmar Fisheries Federation, which provides fishing licences. ActionAid Myanmar persuaded the federation to open up membership to small-scale fisher folk. Previously, it offered membership only to larger businesses that were well connected to the government, and who sub-leased their fishing rights to small-scale fisher folk and lent money to poorer ones in return for control over sales of their catch. So far, 983 poor, small-scale fisher folk have become members and are now able to fish independently.

#### ■ Nepal

In 2010, 41 schools in western Nepal – supported by the Right to Primary Education Project and other education initiatives of ActionAid Nepal – started providing free



More than 1000 landless people and land rights activists marched 130km in Bihar, India, in December 2010, resulting in land being provided for more than 5,700 families.

Photo credit:  
 Ranjan Rahi/ActionAid

primary education as a result of ActionAid Nepal's joint campaigns with four local partner organisations to remove school fees. ActionAid Nepal supported School Management Committees and attracted local community members to join them. A mobile support team helped build awareness of the committees, and children's right to attend school for free. As a result, about 10,000 students from poor and marginalised families have enjoyed their right to free education. Similarly, more than 5,000 children were able to access primary and secondary level education because of the advocacy by six partners in the eastern region during the School Enrolment Campaign 2010.

### ■ Pakistan

ActionAid Pakistan provided emergency relief to over 118,000 people during the 2010 floods. As part of this, ActionAid Pakistan supported women's rights by promoting local women leaders, and facilitating advocacy and provincial and national level campaigns demanding equal access to government compensation. It also demanded women's participation in rehabilitation programmes. More generally, ActionAid Pakistan supported advocacy for government accountability and long-term agricultural rehabilitation programmes. Women's groups that had been formed prior to the floods with the support of ActionAid carried out a campaign to claim their right to equal emergency compensation. Rallies, protests, press conferences and sit-ins were organised. A petition was filed in the High Court and local media and civil society were mobilised. As a result, the court gave a verdict in the community's favour for compensation – although this has yet to be implemented.

### ■ Thailand

In ActionAid Thailand's first emergency intervention



– a response to flooding in the south of the country – communities were organised into committees that assisted with relief items for 4,934 flood victims. ActionAid Thailand built good relations with communities in which previously there had been a high level of mistrust of outside organisations. This emergency response and rehabilitation work has laid the basis for a three-year, European Commission-funded programme aimed at strengthening the local community and non-governmental organisations.

### ■ Vietnam

ActionAid Vietnam has worked intensively with Ha Tinh Centre for Community Development in setting up village disaster reduction committees in Ha Tinh Province, and helping people be prepared for when disaster strikes. The committees helped keep communities informed and provided relief when floods hit the area in 2010. Thanks to their planning and disaster preparedness

work, there were no human casualties in these districts – a stark contrast to districts with no disaster reduction committees. This work benefitted 5,027 people.

### ■ Asia Region

Regionally, a significant part of ActionAid International's work has been with large civil society coalitions on campaigns and advocacy to make education a fundamental right at regional and national levels. This work contributed to legislation in India in 2010 guaranteeing free compulsory education for every child aged 6-14. Regionally, ActionAid International organised meetings and coordinated action between ActionAid staff and civil society actors, lobbying members of parliament from India, Pakistan, Bangladesh and Sri Lanka. These efforts culminated in their joint declaration on the right to education – a move that will ensure this right is included in each respective constitution in the region, with the necessary passing of bills to ensure its implementation.

ActionAid distributed emergency relief to over 118,000 people after the severe flooding in Pakistan in August 2010. Psychosocial support was also provided, alongside educational campaigns to demand people's rights during emergencies.

Photo credit:  
ActionAid

“ I attended meetings and learnt that I, being a woman, have equal rights to the government's relief support. I learnt where the food points were located and gradually, with other community women, started to go there.”  
*Salma Khatoon, 21-year-old mother of two, Charsadda, Pakistan.*

**Cherlandine Alexandre**, aged 3 (second from left), lost her mother and sister and was buried in the rubble for three days following the devastating earthquake which hit Haiti in January 2010. Here, she takes part with other children in psychosocial activities organised to help survivors deal with trauma.

**Photo credit:**  
Charles Eckert/ActionAid

## Americas region

### ■ Brazil

Years of work on food rights by ActionAid Brazil and 18 partners finally paid off in February 2010, when President Lula signed a constitutional amendment guaranteeing all Brazilians the right to food. In 2010, ActionAid Brazil supported ten partners to access the new benefits this afforded from the government's Food Acquisition and School Meals programmes. Children participated in the campaign by drawing pictures of agriculture in semi-arid rural areas that were used for a video to publicise food rights.

### ■ Guatemala

In 2010, ActionAid Guatemala created a verification commission with a local partner, communities, the Human Rights Ombudsman and ministries leading to the re-opening of a land rights case against agro-industry that was shelved in 2005. This is the result of a campaign started in 2008 with our partner, the Committee for Peasants Unity, to stop agricultural entrepreneurs monopolising land, which was affecting five areas in which we work. This partnership also includes training local people and organisations on agro-ecology and rights, documenting and publicising rights violations by the agro-industrial banana and palm industry as well as national advocacy on the promotion of the Law for Integral Rural Development guaranteeing peasant's rights.

### ■ Haiti

In Haiti, the January earthquake killed an estimated 222,563 people and left up to 1.5 million people in temporary shelters. ActionAid Haiti doubled its staff to



be able to manage the three-year emergency response and rehabilitation programme, for which US\$12.9 million was raised. Our response included distribution of food packs, tarpaulin sheeting, hygiene and kitchen kits to over 100,000 people, cash-for-work schemes for more than 5,500 people, and counselling for 27,000 people. Five community centres were set up. Partners and communities were trained on hurricane preparedness and how to address the hazards to which they are vulnerable.

### ■ USA

After three years of sustained lobbying and advocacy, ActionAid USA achieved a major victory with the creation of the Green Climate Fund at December's United Nations Framework Convention on Climate Change (UNFCCC). Our key demands for the Green Climate Fund – that it be independent in management and governance of the World Bank, designed within the UNFCCC process, and established in Cancun – were achieved. We were

among the first organisations to push for the creation of the fund, building the case through reports and advocacy meetings with the US Congress, administration and civil society. Friends of the Earth's Karen Orenstein notes that ActionAid USA did a good job, being "inclusive yet effective in mobilising support."

### ■ Americas Region

ActionAid International Americas focussed on the regional trade organisation Mercosur, pushing for policies supporting the food rights of poor and excluded people. We agreed common positions with partner organisations and acted together as part of the HungerFREE campaign to influence the policies of the member countries – for example, our Panel on Food Nutrition and Security, organised during the Mercosur Summit. ActionAid organised and mobilised women, smallholder farmers' organisations and youth organisations from 12 countries to call for improved food security policies.

## Expenditure

	€'000
Brazil	3 564
Guatemala	2 264
Haiti	4 516
USA*	644

\* Figure includes national spend, excluding transfers to AAI federation.

## People reached

Brazil	317 433
Guatemala	25 493
Haiti	132 500

# East and southern Africa region

## ■ Ethiopia

*Women's Watch Groups*, established through ActionAid Ethiopia and the government's Women's Affairs Office, brought about real change through their work in four regions to protect women and girls at risk of harmful traditional practices such as female genital mutilation (FGM) and polygamy, and gender-based violence. After training in various laws and rights, the groups negotiated with local leaders to improve women's and girls' status and rights – and increased local community awareness through public meetings and door-to-door visits. The groups now have authority to assist in cases which before would have gone to the district court. This approach has reduced the number of cases transferred to the court annually, and there is increased awareness among boys of traditional harmful practices, such as FGM, keeping married girls out of school, and the lack of joint property ownership. This intervention reached 140 women, 50 men, 2,300 boys and 800 girls directly.

“ I got married this year. My husband and our community, including my family, believed that once a girl is married, she does not need to go to school anymore. So, it was decided for me to stay at home after marriage. But my classmate Mohamed Amin, who was also a friend of my husband and a participant of boys' awareness creation events on gender equality, discussed with my family as well as my husband that I have the right to get an opportunity to be back at school, and made them change their mind about girls' education. As a result, even though I am married, here I am back in school.”  
Ayantu Mohamed, 15, grade 8 student.



## ■ Kenya

In August 2010, Kenya celebrated its new Constitution. For ten years ActionAid Kenya had actively participated in and influenced the drafting of the constitution, through civic education, community mobilisation and written submissions to the government on what the Constitution should include. ActionAid Kenya contributed, in particular, to the chapters on the Bill

of Rights, devolution, women's representation and public finance. The new constitution has the long-term potential to transform the lives of over 17.5 million Kenyans who live in poverty by ensuring that their basic rights and women's rights – including rights to land and natural resources – are recognised and protected.

## ■ Lesotho

In the face of a national HIV prevalence rate of 23%, ActionAid Lesotho worked with the Lesotho Network of People Living with HIV and AIDS to raise awareness about transmission, treatment, prevention (including prevention of mother-to-child transmission), living positively, and nutrition. These public education efforts contributed to an increased number of people, especially women, going for HIV counselling. In one local health centre alone, an average of more than 70 new women came to the clinic every month after the campaigns, compared to 5-10 women before the intervention. Overall, more than 1,300 women were reached directly through the campaigns.

## ■ Malawi

In 2010, Malawi's Women Land Rights (WOLAR) project was awarded the UNESCO Confucius prize for its work to mobilise women and raise their awareness of land rights. WOLAR used two of ActionAid's adult education methods – *Reflect* and Societies Tackling AIDS through Rights (STAR) – which bring groups of people together to discuss their problems, analyse them, and build the confidence and leadership skills necessary to lobby local authorities for solutions. This community work resulted in over 2,000 women being allocated land.

## ■ Mozambique

Land-grabbing by powerful individuals and companies is common in Maputo province. But local farmers'

**Zenia Rueben** is a member of a Women Land Rights (WOLAR) *Reflect* Circle in Malawi. Zenia was able to claim back her land from a male family member after the *Reflect* circle helped her gain literacy skills and knowledge on land access, control and ownership. The WOLAR programme was awarded the Confucius prize by UNESCO in 2010 for its work on adult literacy.

Photo credit:  
ActionAid

## Expenditure

	€'000
Ethiopia	3 718
Kenya	13 815
Lesotho	502
Malawi	3 689
Mozambique	4 096
Somaliland	601
South Africa	926
Tanzania	3 318
Uganda	5 053
Zambia	2 396
Zimbabwe	4 518

## People reached

Ethiopia	413 000
Kenya	210 039
Lesotho	28 000
Malawi	13 279
Mozambique	321 879
Somaliland	74 550
South Africa	107 303
Tanzania	977 890
Uganda	328 300
Zambia	131 028
Zimbabwe	243 560

“ As soon as I declared my HIV status to my husband, he turned very violent [...] ordered me to move and sold the land that he had given to me for farming. The Women’s Rights Centre, gave legal support that enabled me to get back my land. I now know that the piece of land is lawfully mine.” *Samalie Naizuba, Pallisa District, Uganda.*

**Julio Ngoene** is the chief of a village in Mozambique where more than 1,000 families have lost 85% of their land – without compensation – to a biofuel company. ActionAid supports the community locally while campaigning internationally to end the expansion of biofuels at the expense of smallholder farmers.

**Photo credit:**  
James Oatway/Panos/ActionAid

associations representing 10,000 small farmers got together this year to force the local Xinavane sugar cane factory to sign a memorandum guaranteeing their rights to grow food on their land. Each association has 150 hectares and the government had previously said that all this land must be used to grow sugar cane for the company. The new memorandum states that each association can use 18 of their 150 hectares for food production.

#### ■ Somaliland

ActionAid Somaliland’s work on women’s rights has reduced the number of cases of violence against women, and the violation of women’s property rights. People’s attitudes to survivors of violence is more positive than before, both within communities and the legal system.

At national level, the government is moving towards recognising violence against women as a crime. These achievements are the result of concerted work with women’s coalitions that bring together 1,200 women, and training of female paralegals, members of the judiciary and traditional leaders on violence against women.

#### ■ South Africa

In South Africa up to 70% of farm workers are women, but women are more likely than men to be employed as casual workers. ActionAid South Africa worked through two partners, Women on Farms and Centre for Legal and Rural Studies, to conduct research on labour brokerage, the system through which many casual workers are employed. The research was followed by large-scale awareness raising and advocacy including a

number of seminars held with ActionAid South Africa’s support. The Confederation of South African Trade Unions (COSATU) and other labour unions joined the campaign and started to advocate for labour brokerage legislation to be reviewed. This process has resulted in the South African Parliament holding hearings on how labourers are employed – a first step towards strengthening the legislation regulating these practices.

#### ■ Tanzania

Seaweed farming is the main source of livelihood for people in Pemba, Tanzania, and contributes about 25% to Zanzibar’s economy. The business has been directly controlled by foreign companies for more than two decades, but ActionAid Tanzania has contributed to changing this through helping the Pemba Seaweed Farmers Association to organise its members into an association, improving their productivity and defending and demanding their rights to fair prices. In 2010, the 1,625 members negotiated a doubling of the price they received for their seaweed harvest from buyers, gaining recognition from the government and the industry.

#### ■ Uganda

Since 2008, three Women’s Rights Centres supported by ActionAid Uganda, which provide a one-stop service for women in cases of violence and other unlawful acts, have registered 2,236 cases of violence against women. Of these, 1,107 were resolved through the women’s centres, providing an alternative to the formal court system; 555 are pending and 574 were referred by the police to courts of law. Recognising the success of these centres, which provide legal, health and counselling support, the Government of Uganda has expressed interest in scaling up the One Stop Women’s Rights Centre model to support the implementation of the Domestic Violence Act of 2009. ActionAid Uganda



will continue to work towards this change, which could improve the status and rights of a large number of the 16 million women and girls in the country. The Ugandan Ministry of Gender, Labour and National Development has extended an invitation to ActionAid Uganda to make a presentation to the National Gender-Based Violence Working Group in 2011. The presentation will share the Women's Rights Centre model in addressing the intersectional issues between HIV infection and violence against girls and women, to enable the National Working Group to develop an adoption and roll-out plan.

### ■ Zambia

In 2010, the Zambian government changed the Farmer Input Support Programme to make it more 'farmer-owned' and shift its location from town to village. These changes can be credited in part to the robust advocacy work by ActionAid Zambia and its partners, alongside district farmer associations and farmer support organisations. The changes allowed village group representatives to be responsible for distribution of inputs (such as fertiliser and seeds) – a move that should help prevent corruption and enable better targeting of recipients – and quantities per household were also revised, enabling many more people to benefit from the programme. As a result, in 2010 154,000 poor farmers benefited compared to 106,838 in 2009.

### ■ Zimbabwe

After taking part in ActionAid-funded training on conservation farming, negotiation skills and women's rights, women taking part in the Conservation Farming Project in Hwedza District negotiated with their husbands and village heads for plots of land on which to plant their own crops. Through planting their own crops, they were better able to fight hunger and contribute to



**Mwajuma Issa Namemba**, (left), and **Hasan Sidi Malela**, community facilitators in Newala, Tanzania. Through training in economic literacy they have learned how to track income and expenditure for their village, and gained the confidence to discuss economic issues with leaders. This means the community can be more involved in decision-making.

**Photo credit:**  
Andrew McConnell/  
Panos Pictures/ActionAid

household income. This, in turn, earned them respect from husbands. They also had more money to invest in other income-generating activities such as poultry and goat rearing, and vegetable gardening. More than 10,000 people were reached through this project, of whom 8,954 (98%) were women.

“ I never thought I would get a piece of land of my own and control the produce [...] We kicked hunger out of the house following my first harvest in 2009 from the conservation project. We increased our meals from one to three times a day. From the 2009 harvests, I sold maize and got US\$40, which I used to buy two goats. In 2010, I started a broiler chicken project together with

five other women from Conservation Project [...] We had 50 chickens which we are selling locally.” Roselyn Goto, 56, a new land owner in Manicaland Province, Zimbabwe.

### ■ East and Southern Africa Region

The EASA region covers 11 countries. In 2010, the focus of the regional work was on improvement of local programme quality and regional coordination. Management reviews of country programmes were established and staff were trained in the use of improved programme management tools, such as strategic planning. This will have a direct impact on improved programming at the national and local level.

## Expenditure

	€'000
Burundi	835
DRC	983
Ghana	3 544
Liberia	1 192
Nigeria	6 563
Rwanda	1 038
Senegal	801
Sierra Leone	2 041
The Gambia	2 827

## People reached

Burundi	811 920
DRC	43 022
Ghana	137 191
Liberia	15 078
Nigeria	794 429
Rwanda	68 524
Senegal	337 125
Sierra Leone	19 383
The Gambia	214 320

# West and central Africa region

## ■ Burundi

Communities in Ruyigi, Karusi and Rutana provinces now have 22 parent-teacher associations and school management committees, actively engaging parents and state agencies on the quality of education. At the national policy level, an ActionAid-supported Education Coalition is leading this campaign. One notable achievement is a new code of conduct to stop teachers abusing girls in school. According to the parent-teacher associations, the code contributed to zero abuse by teachers in the second half of 2010 – prior to this there were almost monthly reports of abuse.

## ■ Democratic Republic of Congo (DRC)

In DRC, women who had lived silently in fear of rape formed a strong and confident movement called *SAUTI ya mama Mukongomani* (the voice of Congolese women). They worked across the region to raise international attention of the issue, and to demand their rights at all levels. *"This time, we will not relent,"* says a SAUTI representative. Anecdotally, there appears to have been a reduction in violence against women. In December 2010, 11 rapists, including four army officers, were arrested and charged. In January 2011 all were jailed. The court convened in a public place to help deter other would-be perpetrators. Even though this cannot be said to be the result of ActionAid's work alone, ActionAid DRC and its partners contributed to the achievement.

## ■ Ghana

According to an ActionAid Ghana survey, abduction of girls for forced marriage contributes to a 20-50% drop-

out rate for girls at the basic level in some communities in Jirapa, in the Upper West Region of the country. An estimated 50 girls are abducted for marriage every year, and even though the practice is illegal, people in the area accept it as part of their culture. In 2010, ActionAid Ghana and its partner, Community Aid for Rural Development, in collaboration with the Domestic Violence and Victims Support Unit of the Ghana Police Service, the Commission of Human Rights and Administrative Justice, and the Department of Social Welfare, trained community-based anti-violence teams in 20 communities to educate people against the practice, and to report it to the police. Resultingly chiefs and traditional leaders have declared the practice non-permissible and are supporting the process to arrest perpetrators.

## ■ Liberia

Through the Reintegration and Resettlement Project for War Affected Women and Girls in Liberia project, ActionAid Liberia and two local partners – Working Effectively Together and Domafeign – helped 500 schoolgirls in 30 primary schools to resist abuse by raising awareness of their rights and improving their self-confidence. As a result, more than 400 of the girls remained in school, completing the Junior High level and preparing to enter senior high school as at December 2010. This was the largest number of girls completing junior high school in the area since the war ended in 2003.

## ■ Nigeria

In 2010, a proposal to include the right to food clause in the constitution amendment was accepted and gazetted by the National Assembly. The government also pledged to increase the agriculture budget from 3.7% of the total national budget to 10%, and to improve food production and distribution. ActionAid Nigeria contributed to these achievements through collaboration with Oxfam and

In Liberia, in addition to supporting over 400 girls to stay in school, our work in Kumbor Town, funded by Big Lottery Fund UK, has also enabled over 600 women to participate in *Reflect* circles, which help them to stand up against abuse and violence against women and girls.

Photo credit:  
ActionAid



other local NGOs in linking the local campaign on food rights with the international HungerFREE campaign. A movement of 1,500 smallholder farmers from five states called Voices for Food Security was formed to take the campaign forward.

### ■ Rwanda

ActionAid Rwanda supported the construction of new classrooms, equipped with desks, in Remera and Gahotora communities, resulting in increased enrolment and government support to the schools. At Remera primary school, enrolment rose from 894 to 1,450 pupils by the end of 2010, while at Gahotora school, enrolment rose from 728 to about 1,328, of which more than 50% are girls. Throughout the process, ActionAid worked with the community to understand and claim education as a right. The government heeded the demand of parent-teacher associations and provided ten additional teachers – a move that is hoped will drastically improve the performance and retention of children in the coming years.

### ■ Senegal

In Senegal, seed banks formerly managed and controlled by men on behalf of women are now run by women in six of ActionAid Senegal's nine Local Rights Programmes. In addition, ten women in Diossong, Djilor and Ndjirda communities have been elected to the local council, becoming part of the primary decision-making body in the area – in 2008, only three women held these positions. As a result of the women's work in the council, the local government has allotted land for cultivation by women. ActionAid Senegal and its partner ALPHADEV contributed to these changes through their work in 68 *Reflect* circles, in which women gained knowledge of their rights, literacy skills, and increased self-confidence and social respect.



**Bicheso Moake Comfort** teaching her class in northern Ghana. As a child she went to a school built by ActionAid, where she now teaches. She is currently standing for the assembly elections where she plans to fight for women's rights. Without child sponsorship Bicheso believes she would not have got to where she is today.

**Photo credit:**  
Jane Hahn/Panos Pictures/  
ActionAid

### ■ Sierra Leone

ActionAid Sierra Leone and its partner, Kono Budget Education Network, have successfully used ActionAid's economic literacy and budget accountability (ELBAG) tool in the six diamond-mining communities of Nimiyama, Nimikoro, Sandor, Gbense, Kamara and Tankoro. The budget tracking work has focused, in particular, on whether and how diamond income is used for the development of poor communities in the mining areas. People in these areas have become aware of the existence of the Rural Development Fund and have formed committees in the six mining communities to ensure that the specified 0.7% of the 3% royalty paid to government by mining companies actually reaches the communities for use in infrastructural development. The committees are also investigating where the royalties for the past five years have gone.

### ■ The Gambia

ActionAid The Gambia increased its spending on HIV and AIDS programmes by over 500% from 2009 to 2010, primarily through the Global Fund for HIV, TB and malaria. Over 62,000 people have been reached through active engagement with local communities, using the Societies

Tackling Aids through Rights (STAR) approach, providing life skills education to youth, and peer health education across the country. ActionAid The Gambia celebrated World AIDS Day with a series of activities, sending out messages promoting HIV testing and stopping violence against women. Following an active day of marching and campaigning in the streets, gaining attention from schoolchildren, security forces, health workers and municipal council workers, the day ended with a high-profile event in the capital, with speeches delivered by the Vice President, WHO and UNAIDS representatives – highlighting the importance of getting tested and breaking the stigma around being HIV positive.

### ■ West and Central Africa region

The regional management team concentrated on bringing more strategic focus within the region. In doing so, ActionAid decided to close its exploratory programmes in Cameroon and Guinea Bissau, and rather focus its attention on the Democratic Republic of Congo (DRC). Following a thorough appraisal, ActionAid in the DRC became a fully fledged country programme in 2010. Additionally, The Gambia became an associate. The region now has a more strategic spread appropriate to available resources.

“ I was counselled and advised to join the Support Society. Now I have regained my self esteem and I am able to provide psychosocial support to many others. Thinking about HIV alone can kill you if you do not have someone to give you support, as we have from ActionAid.” *Amie Jallow, President of Jaatakendeya Support Society, The Gambia*

ActionAid activists from across Europe demand change at the EU Foreign Affairs Council meeting in Luxembourg. ActionAid is calling on EU leaders to put forward ambitious Millennium Development Goals action plans showing that they are serious about fighting global poverty and hunger.

**Photo credit:**  
Christophe Hebbing/ActionAid

## Europe region

### ■ Denmark

ActionAid Denmark became an affiliate in 2010. The 'Best news of the world' campaign highlighted progress towards the Millennium Development Goals (MDG) targets. Activities included the annual Fair Trade festival, which promotes fair trade and raises awareness of poverty and global inequities to 10,000 visitors. The 'Tracing Welfare in Denmark' project, involved 15 young people from developing countries travelling through Denmark creating awareness on the disparity in welfare between Denmark and developing countries. The awareness generated by these events placed strong political pressure on the Danish government which, together with the Senegalese government, was facilitating the MDG summit in September 2010 in New York. These events had more media clips than the Danish Minister of Development during the MDG summit.

### ■ France

In 2010, PSO-France, an associate of ActionAid, and other European affiliates ran a campaign on biofuels. As part of this, PSO-France and ActionAid Kenya launched an urgent appeal, targeting the Kenyan Minister of the Environment, which was signed by nearly 12,000 supporters from 23 different countries. PSO-France also invited ActionAid Kenya on a two-week tour of France and Belgium, during which they made speeches, met members of the European Parliament and took part in media interviews and stunts. These activities contributed to the cancellation of a land-grabbing project in Kenya that had threatened to affect 20,000 people.



### ■ Greece

In the past few years, ActionAid Greece has undergone a tremendous change. From an organisation without a policy and campaigns department four years ago, it has become an organisation with the capacity to mobilise supporters and youth at key moments, for example with 88,565 signatures to the 2010 One Goal campaign on education for all – the highest number of signatories a Greek NGO has collected in such a short period of time. The Greek Prime Minister and Ministers for Education and Foreign Affairs also signed up to the campaign, attracting significant national and international media coverage. Also, its work in development education has been recognised by the Ministry of Education, and demand by schools for educational materials has increased substantially in recent years. Furthermore, it has become the largest NGO in Greece in terms of income raised, and the ActionAid affiliate raising the

largest amount of child sponsors in relation to population size – increasing the number of child sponsors by 75% over five years.

### ■ Ireland

The biggest challenge for ActionAid Ireland in 2010 was the recession, which was reflected in a national budget deficit of over €19 billion. The major priority and achievement for ActionAid Ireland was achieving the target of unrestricted reserves to bring it in line with ActionAid International policy. Despite the challenge, ActionAid Ireland negotiated with Irish Aid for a one-year bridging grant of €1,275 million for women's rights and education work in Vietnam and Nepal, and women's rights work in Kenya and Malawi. Despite a small drop in the number of child sponsors, the total income through child sponsorship increased slightly from 2009.

### Expenditure

	€'000
Denmark*	4 519
France*	677
Greece*	568
Ireland*	123
Italy*	1 659
Netherlands*	1 119
Sweden*	446
UK*	4 022

\* Figure includes national spend, excluding transfers to AAI federation.

### Income

	2010 Actual €'000
Australia	7 449
Denmark	32 534
France	725
Greece	11 509
Ireland	3 455
Italy	48 329
Netherlands	2 309
Sweden	3 080
UK	77 626
USA	3 895
<b>NCU Total</b>	<b>190 910</b>

## ■ Italy

Over the period 2005-2011, ActionAid Italy became one of the top five Italian not-for-profit organisations in terms of fundraising, generating €43 million in 2010 through 140,000 Italian supporters who provided 90% of ActionAid Italy's income. Meanwhile the AGIRE network, which ActionAid Italy chairs, raised nearly €15 million from the public to support work in Haiti. In terms of campaign work, ActionAid Italy focused on food rights – more specifically the links between biofuels and hunger, and of promoting fair trade in coffee. The work was taken forward by local groups in Italy and resulted in a number of MPs and policy makers committing themselves to the campaigns.

## ■ Netherlands

The FairPhone campaign, which was launched with partners in The Netherlands and the Democratic Republic

of Congo, focuses on raising public awareness of human rights abuses related to the extraction of minerals for the production of mobile phones, and the effect of this on local people. The campaign challenges consumers to be part of the process of creating and campaigning for a fair alternative to existing mobile phones. The FairPhone campaign has been successful in getting support from thousands of consumers, politicians, and the media. One of the major telecom investors in The Netherlands agreed to include a 'fair phone' in its range of phones and to support cooperatives of small-scale miners.

## ■ Sweden

Campaign work focused on corporate responsibility, with a report based on ActionAid Sweden's research revealing that H&M, a major Swedish clothing company, was paying only US\$72 per annum in tax to the Bangladeshi authorities – hardly a fair amount for a multi-million dollar

business. In response, the CEO of H&M expressed an interest to join the campaign and raise the issue of fairer tax payments with the Swedish government.

## ■ UK

In 2010 – as a result of ActionAid UK's advocacy work both independently and in coalition with NGO partners – the UK government appointed a Home Office minister to take on responsibility for addressing violence against women overseas. In addition, a section on international issues was included in the cross-government Violence Against Women and Girls strategy – this was as a result of advocacy by the Gender and Development Network Violence Against Women Working Group, of which ActionAid UK played a leading role. The government's Department for International Development also made violence against women one of four priority areas within their new Gender Equality Action Plan.

## ■ Europe region

Over the past five years, ActionAid International has made a significant contribution to the development and aid debate in Europe through its campaign and lobbying work. Specific examples include our contribution to the CONCORD AidWatch Campaign, and advocacy targeted at EU heads of state and governments through our HungerFREE campaign. Over this period, ActionAid International has expanded its presence from four to eight EU countries, and in 2010 brought over €175 million in funding to ActionAid International – a substantial amount in light of the economic crisis. The expansion in membership brings new skills, capacities, ideas, approaches and creativity into the ActionAid campaigning community, as well as introducing ActionAid International to new networks and strengthening its role within existing networks. Expansion has also resulted in greater media coverage, and increased the supporter base by 75,000 people.

“ We all have to come together to do something, and campaigning is the best way, because collectively we make one voice.”  
*Stanley Browne, supporter, ActionAid UK.*

Over 88,000 people - the largest number ever for a signature campaign in Greece - signed up to the 1GOAL campaign on Education for All in Greece, highlighted globally through the 2010 football World Cup.

**From left to right:** Mr Sofoklis Pilavios (President of the Greek Football Federation), Mrs Marianna Vardinoyannis (UNESCO Good Will Ambassador), Mr Gerasimos Kouvaras (ActionAid Greece General Director), Mrs Alexandra Mitsotakis (ActionAid Greece Chairperson) and Mr Patrick Komminos (CEO Superleague Greece).

**Photo credit:**  
Studio Komimis/ActionAid



# International Secretariat

The 2010 external review of ActionAid's work on HIV and AIDS commended in particular our success in empowering people living with HIV and AIDS. Here, graduates celebrate completing a training in literacy and income generation targeted at HIV positive women and rape survivors organised by ActionAid's partner AIDS Union for Life in the Democratic Republic of Congo.

Photo credit:  
ActionAid

## Expenditure

Mission Objectives	
	€'000
Education	1 052
HIV and AIDS*	2 298
Food	769
Human security	2 238
Women's rights	673
Democratic governance	709
Organisational Objectives	
	€'000
Internal Governance	495
Fundraising	1 834
Communications	568
Policy and campaigns	2 239
Impact assessment	663

\* figure includes expenditure relating to Action for Global Health.

The International Secretariat staff supports the work of ActionAid worldwide to achieve the strategic and organisational objectives set out in *Rights to End Poverty*. Here's a snapshot of how we did it.

## Progress on mission objectives

### The right to education

In 2010 the International Education Team made 'quality' its watchword. Fifteen countries decided to participate in the Promoting Rights in Schools programme (PRS) following success of our pilot in Nepal and The Gambia. The handbook we produced with the Right-To-Education Project to empower communities to monitor rights violations in schools and generate debate about education is helping ensure a consistent rights focus across our local programmes. In The Gambia, for example, a charter of rights was drawn up and discussions between civil society and government led to local, district and national action plans to get more children into school.

### The right to life and dignity in the face of HIV and AIDS

In 2010, an external review of our HIV and AIDS work affirmed the success of our Societies Tackling AIDS through Rights (STAR) approach – a community education initiative. Twenty ActionAid country programmes used STAR to empower communities to demand access to treatment, non-discrimination, social protection and legislative measures for people living with HIV, as well as to reduce the stigma and injustice they face. This work reached approximately 3.5 million people in 2010.



### The right to food

In 2010, for the first time in history, civil society organisations formally took part in negotiations on global food governance issues. The inclusion of civil society representatives on the Committee on World Food Security of the UN Food and Agriculture Organization was largely the result of the lobbying and advocacy work of the International Food Security Network, founded by ActionAid International in 2004. We also lobbied the Comprehensive Africa Agriculture Development Programme to push governments to increase public funds for agriculture, lobbied the European Union, the African Union, Mercosur in the Americas, and many national governments, to protect and advance food rights, and supported networks in 26 countries to carry out national food security plans.

### The right to human security in conflict and emergencies

The international human security team continued to balance its emergency responses – such as the massive relief efforts in Pakistan and Haiti – with longer-term work to protect rights, maintaining a strong women's rights focus in both. In 2010, the Access to Justice for Women programme reached over 30,000 men and women in seven conflict-affected African countries, sensitising people on women's rights and supporting women to access traditional and formal methods of justice.

“At first we, the women of this town, didn't have any idea of women's rights. We didn't know that women even had rights. The project team trained us [...] and we decided to get together and engage the community and traditional leaders. At first they didn't want to agree. We had to be on their backs and threaten to take them to court if they didn't grant us our rights. At last they reluctantly agreed and started to listen to us.” Zleh Garlo, a participant in ActionAid's DFID-funded Access to Justice for Women project in Liberia.

### Women's rights

In 2010 we successfully concluded our involvement in the Women Won't Wait coalition, which we have been supporting for five years to campaign on the need to recognise and act on the links between violence against women and the HIV and AIDS pandemic. The Women Won't Wait campaign has resulted in some important changes to national policies in Sierra Leone, Kenya and Malawi, and to donor policies, for example those of the UN and DFID/UK. ActionAid International's leadership

was formally recognised in June at the UN international AIDS conference, when it was invited to give a plenary speech on the links between violence against women and HIV and AIDS. Our international women's rights team also supported the further development of our work on land, and began research and development on new programmes around unpaid care, and sexual autonomy and bodily integrity for the 2012-2017 strategy.

### The right to just and democratic governance

In 2010, our new Building Local Democracy programme, implemented by local partners in 11 countries with funding from and supported by ActionAid Denmark, promoted greater transparency and accountability in the work of hundreds of local authorities through civic education and awareness raising. Our longstanding Economic Literacy and Budget Accountability for Governance programme continued to mobilise grassroots groups to scrutinise their government's social and economic policies – and make them more equitable – and to press for aid to be more accountable.

## Progress on organisational objectives

### Strengthening governance, deepening accountability

Our major accountability exercise for the year was *Taking Stock 3*, our external review of *Rights to End Poverty*. A team of ten reviewers from four regions, led by David Brown of Harvard's Hauser Center, did an extensive review of both our programme and operations. The full report and management response are available on the website, [www.actionaid.org](http://www.actionaid.org). Six countries did a self-review of our local accountability practices, which were shared externally through a publication and a conference in collaboration with the Institute for Development Studies, and internally through a proposition to the



strategy conference. Our governance was strengthened by India, Guatemala and Denmark becoming affiliates, and Thailand, Zambia, The Gambia, Bangladesh and Nepal attaining associate status. Our second annual general meeting was an important highlight of the year. An emerging issue is how to ensure that countries which are not yet associates or affiliates – and thus not represented in the Assembly – have a voice.

### Strengthen staff capacity

In 2010 we launched the first edition of the *Human Rights-Based Approach handbook* – a product of many years' work – and agreed a two-year capacity building programme on Human Rights Based Approach for all countries. Twenty seven women started the revised 14-month Women's Leadership Programme, aimed at supporting the leadership and management capacities of emerging female leaders. Our staff working in emergencies now have access to a Wellbeing programme which provides psychosocial and medical support. Overall, staff numbers grew from 2851 in 2009 to 2864 in 2010.

### Strengthen our systems and structures

The child sponsorship and supporter care unit worked hard on the intranet site, One-Stop-Shop for child sponsorship, improving processes and accountability to children and supporters. A task force established in 2009 to look at monitoring and evaluation systems concluded and ten countries are now piloting methodologies for the new system. Our IT systems are now more cost effective and stable, with a teleworker phone in each office providing free intra-ActionAid calls, and only 1% downtime on our emails and intranet following rigorous roll-out of common platform and minimum standards.

### Strengthen our communications and campaigns

The strengthening of our campaigns work can be seen in the stories from countries, particularly positive changes to constitutions that were achieved in Brazil, Nigeria and Kenya. In 2010, a campaign vision was agreed across the organisation. The strengthening of our communications work is evidenced in the huge media profile – the largest for ActionAid in five years –

The annual Directors Forum – which in 2010 took place in Hanoi – allows country and international directors to discuss important issues facing the federation. In 2010 these included resource allocation, the campaign vision, and programme quality and impact.

Photo credit:  
ActionAid

“ Our campaign halted the planned move by government and donors to privatise water services in one of the poorest countries in the world. We succeeded in influencing an increase in the national budget for education and agriculture from 10.8% in 2008 to 13.7% in 2010, and 7.1% in 2009 to 9.9% respectively.”  
*Festus Minah, Civil Society Movement, Sierra Leone.*

Our second Annual General Meeting was the first in which members tabled and voted for motions. The continued development of our new governance structure was highlighted in the external review as a major achievement in the strategy period.

Photo credit:  
ActionAid



for our work around Haiti, and around the Millennium Development Goals summit in September 2010. In addition to embarking on the creation of a new Communications team, a new international website was developed for launch in May 2011.

#### **Increase and diversify our income**

The total amount of income in 2010 was €231 million, up €20 million from 2009. New fundraising programmes – e.g. Denmark, Australia, Netherlands, India and Brazil – helped us to increase and diversify our funding. New regular giving products are being developed such as ‘Sponsor an Activist’ in The Netherlands. Although the total value of contracts was slightly lower than in 2009, ActionAid International increased the number of contracts won from 56 in 2009 to 84 in 2010. This success was achieved through training fundraising staff to tender for and implement institutional donor contracts. The biggest challenge remains bringing in significant new unrestricted funding: the UK and Italy remain our major sources, with Australia and Sweden growing but still bringing in small amounts.

#### **Increase our supporters and mobilise supporters and partners**

Our supporters remained generous and loyal despite the financial crisis, and became increasingly active. For example, mobilisation of supporters in the UK and the Netherlands forced the governments to investigate whether they should change their biofuels policy in light of the potential negative impacts on poor farmers. The attrition rates for supporters lowered across all 12 fundraising programmes, and supporters gave more in response to upgrade programmes and appeals. We are also starting to see results in new markets such as India and Brazil, with Brazil having 5780 local supporters. The biggest challenge has been the rising cost of recruiting new supporters.

“ [...] through its campaigning over the past five years, ActionAid has indeed contributed broad-based benefit to rights holders in poverty.” *Taking Stock 3 Policy and Campaigns Review, November 2010.*

## **Progress on International Secretariat Plan 2010-2011**

To bring more focus to our work, four specific priorities were agreed federation-wide for the period 2010-2011. The International Secretariat committed to specific actions related to:

1. HungerFREE campaign and food rights
2. National Development Strategies
3. Climate justice
4. Raising income, profile and supporters

Good progress was made against all planned actions. We played a key role in bringing women’s land rights and the rights of smallholder farmers to the fore of international aid discussions with our HungerFREE campaign, while securing land for women in our local rights programmes. We worked holistically across themes with partners and allies to influence national development strategies taken by several governments, and to build our understanding of – and influence around – social protection issues. On climate justice we did great work on disaster risk reduction locally as well as influenced international policy with our campaigning at the United Nations Framework Convention on Climate Change summit. We were pleased with the levels of income, profile, and support achieved given limited resources and the context of the global financial crisis. The only major planned work not achieved was regional policy work in Africa on social protection, regional integration, and climate justice, because of three vacant policy positions in the region. We are also very pleased that we followed through on all the issues identified in the 2009 reports as requiring action, from the need to bring more focus to our work to the need to create more tools for consistent programme quality, including campaigning.

“ There has been a very positive collaboration with ActionAid, especially in the strengthening of the construction of a common agenda for the rural women in Peru on food sovereignty and security and climate change.”  
*Martha Rico, Centre for the Peruvian Women Flora Tristan.*

# ActionAid International General Assembly and International Board



## ActionAid Governance

ActionAid began the process of ‘internationalising’ into a federal organisation equally owned and governed by all its members in 2003. This entailed bringing together members into a unified international organisation with shared values, vision, mission, strategy, policies, standards and systems, and transforming country programmes into members (nationally registered organisations). There is a two tier governance structure to allow for maximum representation, cost effectiveness

and effective decision making processes.

We now have 25 members who are represented in an international ActionAid International Assembly which elects the International Board. ActionAid International has two categories of membership; Associates (in transition to Affiliation) and Affiliates. Our vision is to continue to expand the membership through the ongoing association of country programmes across the 43 countries where we work.

## ActionAid International Board

In our federal structure, the Board plays a critical strategic role in policy development and overseeing the work of the International secretariats. Three hard-working committees are delegated the detailed Board work: Audit and Risk Committee, the Governance Board Development Committee, and the Fundraising and

Finance committee. The ActionAid International Board is led by a Chair, Irene Ovonji-Odida – a human rights lawyer from Uganda.

2010 was a particularly busy year with the board recruiting and supporting the transition of a new Chief Executive, as well as active engagement in the Taking Stock Three review and the new strategy development. The board oversaw the affiliation of India, Guatemala and Denmark into our Federation and developed several critical policies in relation to fundraising, resource allocation, community and membership self-assurance that was taken to the Assembly for their approval. Significant work was also done on the development of a Federation-wide governance manual.

## ActionAid General Assembly meeting

A highlight of the year was the Annual General Meeting in June 2010, which brought Assembly members together in Bengaluru for a three day meeting hosted by India in which members tabled motions for the first time. Motions were tabled from Ghana, Greece, and Guatemala as well as the ActionAid International board. Key decisions taken during the meeting included approval of affiliate members, appointing of auditors and approval of the financial reports, and approval of a number of key policies, such as the Resource Allocation Framework, the Fundraising Policy, and the assurance policy.

The Board and Assembly have noted that the foundation of a strong federation lies in a strong membership and strong interconnection and interdependence amongst them. ActionAid International must continue putting energies, resources and emphasis on these two areas in the next strategy period.

Assembly members were joined by International Directors at the second Annual General Meeting held in India in June 2010.

Photo credit: ActionAid

Affiliates & Associates	
Members represented in the Assembly	
Affiliates	Associates
Australia	Bangladesh
Brazil	France
Denmark	Malawi
Ghana	Nepal
Greece	The Netherlands
Guatemala	Nigeria
India	Sierra Leone
Ireland	Tanzania
Italy	Thailand
Kenya	The Gambia
Sweden	Zambia
Uganda	
UK	
USA	

Country programmes	
Afghanistan	Mozambique
Burundi	Myanmar
Cambodia	Pakistan
China	Rwanda
Democratic Republic of Congo (DRC)	Senegal
Ethiopia	Somaland
Haiti	South Africa
Lesotho	Vietnam
Liberia	Zimbabwe

Board Members	Country from
Irene Ovonji-Odida	Uganda
Patrick Dowling	Ireland
Mr. Poguri Chennaiah	India
Cândido Grzybowski	Brazil
Nyaradzayi Gumbonzvanda	Zimbabwe
Alexandra Mitsotaki	Greece
Matteo Passini	Italy
Sriprapha Petcharamesree	Thailand

# Financial summary

This section includes brief comments on the summarised financial statements that follow. These are drawn from the fully audited aggregated non-statutory financial statements of ActionAid International which can be found at [www.actionaid.org](http://www.actionaid.org).

ActionAid International's total income in 2010 was €231 million, an increase of 9.7%. Similarly to 2009, during 2010, there were again a number of officially funded contracts where income was received late in the year but where significant expenditure is only planned to start in 2011. These contracts are likely to show an excess of expenditure over income in 2011 which will be reflected in the overall restricted results for ActionAid International.

The overall increase in voluntary income was driven largely by funding for emergencies, particularly in Haiti and Pakistan. Regular committed giving increased by 4% from €101 million to €105 million but was below plan and forecast by 3%. Official income increased to €72m from €70m in 2009. The most significant funder was the Government of Denmark (€28m). Other major institutional donors included the Government of the UK (DfID) (€12 million), the UN World Food Programme (€7 million) and the European Union (€7 million).

Expenditure at €223 million is 14% higher than 2009 in total.

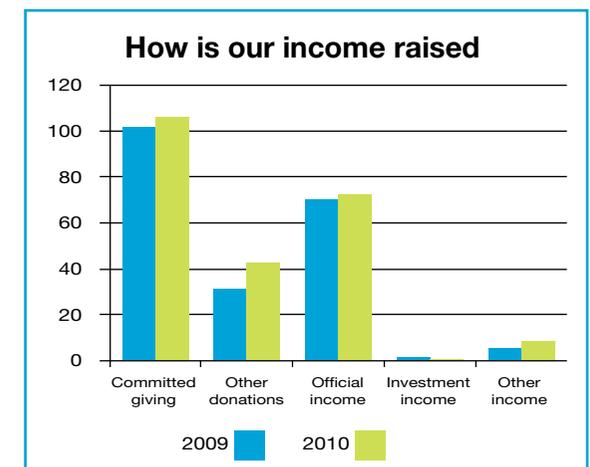
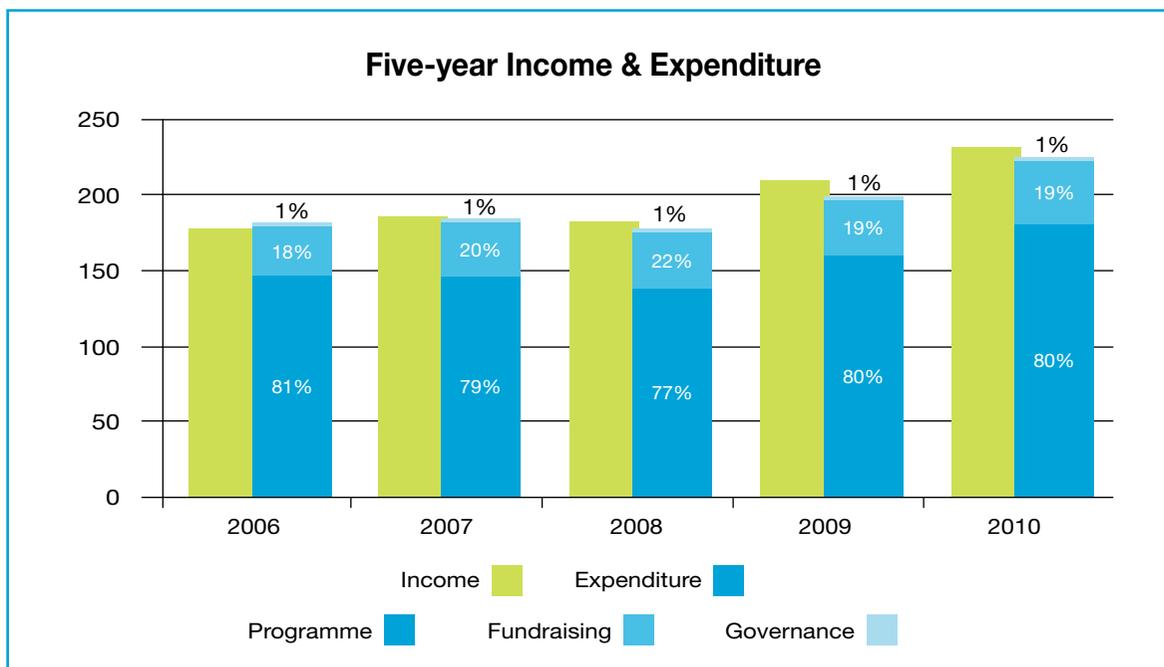
Programme expenditure has increased by 14% in Countries due to the increased expenditure on

emergencies. The proportion of expenditure spent on programme work has remained at the same level as in 2009 at 80% of total expenditure.

Support costs remained at the same level as in 2009 for all activities and, as a percentage of total costs, fell from 18.3% to 16.7% of total costs.

Fundraising costs increased slightly to 17.8% of total income raised.

For the purposes of our aggregated statement of comprehensive income, we allocate expenditure on support functions and activities to fundraising, programme and governance. We remain conscious of the need to increase cost effectiveness and value for money in our operations.



### Five-year Income & Expenditure in €(millions)

	2006	2007	2008	2009	2010
Income	178	186	183	211	231
Expenditure	180	183	176	198	223

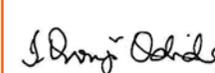
## Aggregated statement of comprehensive income as at 31 December 2010

	Restricted €'000	Unrestricted €'000	2010 Total €'000	2009 Total €'000
<b>Income</b>				
Voluntary income				
Committed giving	64 150	41 154	105 304	101 001
Other donations	33 630	8 890	42 520	30 901
	97 780	50 044	147 824	131 902
Official income	65 993	6 153	72 146	70 120
	163 773	56 197	219 970	202 022
Investment income	80	650	730	807
	163 853	56 847	220 700	202 829
Other income	4 369	6 147	10 516	7 888
Total income check	168 222	62 994	231 216	210 717
<b>Expenditure</b>				
Fundraising costs	(7 174)	(34 019)	(41 193)	(35 990)
Programme expenditure	(153 829)	(25 277)	(179 106)	(159 171)
Governance costs	(1 409)	(1 303)	(2 712)	(2 900)
Total expenditure	(162 412)	(60 599)	(223 011)	(198 061)
<b>Net surplus before transfers and investment losses</b>	5 810	2 395	8 205	12 656
Gross transfers between funds	(341)	341	0	0
Profit/losses on investments	1 092	0	1 092	560
Net surplus check	6 561	2 736	9 297	13 216
	0	0	0	
<b>Statement of movement in funds</b>				
Net surplus	6 561	2 736	9 297	13 216
Unrealised foreign exchange loss/(gains) on translation	3 601	98	3 699	4 299
Net movement in funds	10 162	2 834	12 996	17 515
Total funds brought forward at 1 January 2010	55 947	22 016	77 963	60 448
Total funds carried forward at 31 December 2010	66 109	24 850	90 959	77 963

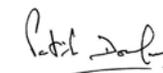
### Aggregated statement of financial position as at 31 December 2010

	Restricted 2010 €'000	Unrestricted 2010 €'000	Total 2010 €'000	2009 €'000
<b>Assets</b>				
Property, plant and equipment	2 731	2 104	4 836	3 656
Investments	10 809	415	11 224	9 912
	<b>13 540</b>	<b>2 519</b>	<b>16 060</b>	13 568
<b>Current assets</b>				
Receivables	8 729	5 766	14 495	14 648
Cash and cash equivalents				
Short term bank deposits	(20 714)	39 124	18 409	20 968
Cash at bank	79 874	(10 936)	68 938	51 438
	67 889	33 954	101 842	87 054
<b>Current liabilities</b>				
Payables	15 319	11 624	26 943	(22 659)
<b>Net current assets</b>	<b>52 570</b>	<b>22 329</b>	<b>74 899</b>	64 395
<b>Total net assets</b>	<b>66 109</b>	<b>24 850</b>	<b>90 959</b>	77 963
<b>Funds</b>				
<b>Restricted funds</b>				
Liquid funds and treasury reserves	63 378		63 378	53 323
Property, plant and equipment reserve	2 731		2 731	2 624
	<b>66 109</b>	0	<b>66 109</b>	55 947
<b>Unrestricted funds</b>				
Liquid funds and treasury reserves		22 745	22 745	20 984
Property, plant and equipment reserve		2 105	2 105	1 032
	0	<b>24 850</b>	<b>24 850</b>	22 016
<b>Total funds</b>	<b>66 109</b>	<b>24 850</b>	<b>90 959</b>	<b>77 963</b>

Approved by the Assembly of ActionAid International on 24 July 2011 and signed on its behalf by: Irene Ovonji-Odida Chair of the Board of ActionAid International Patrick Dowling Treasurer of the Board of ActionAid International.



Irene Ovonji-Odida  
Chair of the Board



Patrick Dowling  
Treasurer of the Board

The summarised financial statements on pages 20 and page 21 are extracts only and do not constitute the full aggregated non-statutory financial statements of ActionAid International prepared under International Financial Reporting Standards (IFRS) as adopted by the European Union. The full financial statements are available on ActionAid International's website.

#### Auditor's report

In our opinion, the summarised financial statements on pages 20 and 21 have been correctly extracted from the full aggregated non-statutory financial statements of ActionAid International for the year ended 31 December 2010, on which we have conducted an audit in accordance with International Standards on Auditing (UK and Ireland) and issued an unqualified opinion.

In our opinion the graphical information on page 19 is consistent with the underlying data in the full aggregated non-statutory financial statements of ActionAid International for the year ended 31 December 2010.



Buzzacott LLP, Chartered Accountants  
27th July 2011